REGISTERED COMPANY NUMBER: 07912948 (England and Wales)
REGISTERED CHARITY NUMBER: 1145927

Report of the Trustees and

Financial Statements for the Year Ended 31st December 2025

for

Footsteps Worcestershire Limited

The Richards Sandy Partnership
Thorneloe House
25 Barbourne Road
Worcester
Worcestershire
WR1 1RU

Footsteps Worcestershire Limited

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Footsteps Worcestershire Limited

Reference and Administrative Details
for the Year Ended 31st December 2025

TRUSTEES	Mrs P W Southall Mrs V L Searle Dr J M Husband Ms B A Wright
COMPANY SECRETARY	Mrs S M Smith
REGISTERED OFFICE	HCR Law 105 High Street Worcester Worcestershire WR1 2HW
REGISTERED COMPANY NUMBER	07912948 (England and Wales)
REGISTERED CHARITY NUMBER	1145927
INDEPENDENT EXAMINER	The Richards Sandy Partnership Thorneloe House 25 Barbourne Road Worcester Worcestershire WR1 1RU
SOLICITORS	HCR Law 105 High St Worcester WR1 2HW
BANKERS	CAF Bank Limited 25 Kings Hill Avenue Kings Hill West Malling Kent ME19 4JQ
KEY MANAGEMENT	Mrs S Smith Mrs H Dolton

Footsteps Worcestershire Limited

Report of the Trustees
for the Year Ended 31st December 2025

The Trustees who are also Directors of the Charity for the purposes of the Companies Act 2006, present their report with the financial statements of the Charity for the year ended 31st December 2025. The Trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

A message from the Trustees and Susan & John Smith (founders of Footsteps)

Death is one of the hardest things to process and experience in life. it can be even more difficult when you're young. Talking about grief is so important.

Every child and young person is unique and will cope with the death of someone important in their own way. There is no magic formula. Children and young people grieve just as much as adults, but show it in different ways. They rely on adults to provide them with the support they need in their grief. Many get the support they need from those already around them that they know and trust. However, there are many children that don't and / or need additional and professional support. Footsteps is a preventative service, and helps during children's formative years and in their time of real need, providing a platform to openly discuss and address fears and feelings and to develop personalised coping strategies.

We launched Footsteps back in October 2011 to meet a real gap in service provision in South Worcestershire where there was and continues to be no comparable service for our bereaved children and young people. Our service is delivered on an outreach basis, enabling us to be accessible to all, and particularly to very vulnerable and disadvantaged families without access to their own transport. Our support to bereaved children, young people and their families is provided completely free of charge, this includes all of our activity days.

We are so proud of our Footsteps' journey and our Footsteps' family, our small and dedicated team of staff, Trustees and volunteers and our wonderfully supportive community. Together, over the last 14 plus years, we have achieved so much, not least in developing and delivering bespoke and tailored bereavement support packages to 2,000 bereaved children, young people and their families and impacting on the lives of 12,000.

Support from Charitable Trusts, local businesses and our community enabled us to continue to provide our service to those that needed us most in 2025. We never take this support for granted; it is our driving force and each year we work hard behind the scenes to secure the funds we so desperately need. We were absolutely thrilled to end the year securing National Lottery funding for a further three years, to enable us to employ an additional Bereavement Service Practitioner and to further develop and deliver our service.

It is very important to us that we remain a small and personal charity, we strive to do what we do well, always retaining our ability to be flexible. These last few years have not been without challenges for us all; our bereaved children and young people have had so much to cope with. As a team we have learnt and we continue to learn so much, always open to feedback provided and new ideas to trial. We have adapted and evolved to support our bereaved children and young people in their journey through grief. We have helped them to develop their own unique coping mechanisms to be able to manage their grief. We have positively impacted on their current and future mental health in order to help them live their lives to their fullest. We are excited to move into 2026 to make the biggest difference we are able!

On behalf of our FOOTSTEPS family, our bereaved children, young people, their families and our team we would like to convey our heartfelt thanks to everyone who has supported and continues to support our service.

Footsteps Worcestershire Limited

Report of the Trustees
for the Year Ended 31st December 2025

OBJECTIVES AND ACTIVITIES
OUR SERVICE – WHAT WE DO



Footsteps provides a specialist programme of support to bereaved children, young people (aged 5 -21 years), and their families in South Worcestershire. **We provide this support service completely free of charge.**

We aim to support bereaved children and young people in their journey through grief, to help them to develop their own unique coping mechanisms to manage their grief. We aim to positively impact on their current and future mental health, to help them live their lives to their fullest potential.

We deliver our core service on an outreach, face-to-face basis. This is essential to ensure that our service is accessible to all in need. We provide on-line individual and group support if appropriate / requested.



In addition, we provide training and support to other professionals working alongside bereaved children and young people.

We work with a number of local hospices within our geographic boundaries, with social care, medical, and educational professional agencies, with Childhood Bereavement Network, Child and Adolescent Mental Health Services, and other support services.

We meet a real gap in service provision in South Worcestershire.

2025 overview - some achievements in numbers

We supported 151 children and young people and their families

We spent time talking with 94 families to undertake professional family assessments, to better understand needs and to provide the best tailored support possible for their children.

We worked with 45 schools & colleges, 27 First, Middle and Primary; 13 High Schools; 3 SEN Schools and 4 Colleges.

We now have a recognised presence in over 90% of schools in South Worcestershire. We have working relationships / work together with over 100 schools / colleges.

We directly impacted on the lives of more than 900 people bereaved of a loved one

The average number of 1:1 face-to-face support sessions provided to each child was 6, 14% had more than 10 sessions. The highest number of sessions was 14.

Our specialist Footsteps team worked directly with bereaved children, young people and their families either face to face (99% of cases) or through providing support remotely (1% of cases).

We supported families on an outreach basis when it was safe to do so. We supported children and young people from many locations: Worcester and Droitwich (69% of our caseload) Malvern (12%) Evesham and Pershore (16%) and other locations (4%).

Almost 2000 young people together with their families have been supported by dedicated Footsteps Practitioners since October 2011! And we have impacted on the lives of 12,000 in total over this time.

Just over 25% of the children we supported had additional learning / special educational needs.

We are so proud that Footsteps has been meeting the needs of our community for over 14 years.

OBJECTIVES AND ACTIVITIES (continued)

ABOUT OUR CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES

- Almost half of our children were trying to cope following the death of one of their parents.
- Almost 4 in 10 were trying to cope with the death of their Dad. 12% with the death of their Mum.
- 7% were trying to cope with the death of a sibling.
  Over a quarter were / are trying to cope with multiple deaths within their family and friendship groups.
- 36% of the children we supported were *5 -10 years.*
- 54% of the children we supported were *11-16*
- 10% were aged *17 and over.*
- 38% of children / young people we supported were males.
- 62% were females.
- 21% of children were trying to cope with death following a suicide.
- **30%** with death from cancer.
- 19% with an accidental death or a drug/alcohol related death.

- **OUR REFERRALS** The majority of our referrals were from schools (64% - Head teachers, teachers, school counsellors, safeguarding leads). 22% were from parents and other family members. 12% of referrals were from social services, 2% from GP's and other agencies. We continue to receive many complex referrals from Worcestershire Children First and other social / medical professionals, including GP's, Worcestershire Suicide Liaison, Youth Justice, Community Public Health and Family Liaison. This is a testament to our service and reputation within our local area and communities.

OUR PROGRAMME OF SUPPORT

Our young people and their families are vulnerable - referred to us at extremely sensitive and emotionally charged and needy times. Our every engagement, whether face-to-face or remote is bespoke, tailored to specific family situations and special and individual needs.

We provide: -

TAILORED SUPPORT carefully planned and evaluated **1: 1 face to face sessions** and remote / virtual sessions for bereaved children and young people. These are needs-led and flexible and there is no set number.

1. **GROUP SESSIONS** carefully facilitated.
2. **DIRECT SUPPORT FOR PARENTS & CARERS**, with an initial and in-depth family assessments and on-going telephone support.
3. **WORKSHOP OPPORTUNITIES and FAMILY ACTIVITY DAYS**, on weekends and in school holidays.
4. **ADVICE, TRAINING AND PROFESSIONAL INPUT** in both the statutory and voluntary sector.
5. **AWARENESS RAISING SESSIONS** for young people in schools.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document
"Footsteps" is a charitable company limited by guarantee, incorporated on 17th January 2012 and registered as a charity on 15th February 2012.

The company is established under a Memorandum of Association which sets out the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up directors are required to contribute an amount not exceeding £1.

Footsteps Worcestershire Limited

Report of the Trustees
for the Year Ended 31st December 2025

Our Volunteers

We always welcome volunteers of all ages and backgrounds. Our volunteers include young people we have supported, as well as some parents / carers; they range from teens to late 60-year-olds and they continue to bring to our organisation a variety of life skills and support.

We benefitted from the support of many professionals and many members of our community in 2025.

Footsteps continues to have a wide range and good support group of volunteers who help with the events we run, make wonderful hand-made crafts for our 1:1 support and therapy work, inform and support our ongoing service development and new project work, design some of our activity day flyers, provide some administrative support and with whom we consult and use in so many other ways.

Our volunteers are truly remarkable. They give their skills and time to make a difference to the lives of bereaved children, young people and their families. We could not offer our full service without their amazing support and we feel privileged to have them working alongside us.

Our Trustees

Footsteps is under the guardianship and leadership of four Trustees.

We benefit from the skills of:

- A retired school teacher and Parish Councillor;
- A recently retired School Health Nurse and "Reach4Wellbeing" Practitioner within the Health & Care NHS Trust;
- The retired Head of the Institute of Health & Society at Worcester University, with a background in nursing and teaching and a former Trustee with St. Richard's Hospice.
- A legal representative from a local and long-established law firm (an organisation that is in itself very supportive of our work), providing us with GDPR and Employment Law knowledge;



All our Trustees have their own "lived experience" of close bereavement within their families.

They are all very active in providing excellent governance and steering, including supporting our new ways of working projects, and our plans to reach wider groups across our geographic area. All Footsteps team members continue to benefit from excellent Trustee support in a very challenging work environment.

Our Trustees work selflessly to ensure all decisions put the needs of our children, young people and their families first.

Recruitment and appointment of new trustees

The Directors of the Company are also Charity Trustees for the purposes of charity law. Due to the nature of the charity's work with bereaved children, the Trustees and Management Team are always mindful of the need to recruit additional Trustees who can bring specialist expertise, skills and knowledge of the community we serve. The Trustees seek advice and recommendations of staff before appointing new trustees. New Trustees are provided with a Trustee induction pack which includes the following Charity Commission publications: -

CC3: The Essential Trustee: what you need to know / CC10: The Hallmarks of an effective Charity.

In addition, our Trustees participate in regular Safeguarding Training.

STRUCTURE, GOVERNANCE AND MANAGEMENT (continued)

Our Team

Our people define Footsteps and create the identity we are so very proud of. Our team is small, highly skilled, dedicated and passionate.

Our 2025 team comprised ♦ a full-time Bereavement Service Manager ♦1 part-time Bereavement Service Practitioner ♦ a part-time Operations Manager ♦ a part-time Consultant. We secured funding in 2025 to employ an additional full-time Bereavement Service Practitioner in 2026.

Our Consultant (former Service Manager) has 23 years' legal experience, 10 years' experience as Fundraising Manager with Noah's Ark Trust (1999-2009), was a co-founder of Guy's Gift (2009-2012) supporting bereaved young people in Warwickshire and Secretary to a large national Charitable Trust for 25 years. She was also on the decision-making panel of the Local Network Fund for Children & Young People in Worcestershire throughout its lifetime.

Our Bereavement Service Manager and Senior Practitioner have a Postgraduate Level 7 Degree in Children and Young People Counselling. She has been a practicing counsellor for over 16 years. Her passion is to enable children and young to have a voice to speak out about their thoughts and feelings through 1-2-1 sessions, talking, drawing, play and the use of many types of crafts. Before joining our Footsteps team in 2018, our Bereavement Services Practitioner worked with children in schools in a variety of roles, including SEN support, mentoring and mental health. She has significant experience and training in working with children with additional learning and special educational needs. Her passion is exploring thoughts and feelings through music, crafts, drawing, playing and talking, in line with a young person's own interests.

Our Operations Manager has 30 years' experience with West Mercia Constabulary, working in management services, business change, project and programme management. She has a degree in Psychology and a Diploma in Management Services and Business Excellence. She herself is a widowed mother of two children with significant, related life experience, joining our team to help make a difference to other bereaved families. Her part time role has responsibility for administration, fundraising and other key service operations. Many of our Footsteps' team also have 'LIVED' experience of bereavement.

Together, our Team, Volunteers and Trustees work tirelessly to help prevent children and young people from suffering the long-lasting negative impacts of bereavement right through into adulthood.

ACHIEVEMENTS AND PERFORMANCE

IN 2025 ....

2025 was a busy year for Footsteps; the team worked hard to manage our waiting list, and our workload was successfully managed by just two practitioners, due to funding challenges that year. We are so proud of our achievements (summarised in the schematic on an earlier page). Despite high numbers of referrals, we provided significant support at the time it was most needed.

We met a real gap in service provision in the area where there was/continues to be no other comparable service provision. Local hospice service re-structuring in 2025 alongside increasing awareness of the benefits of Footsteps bereavement service, has resulted in an increase in demand for our support from a wider range of referral bodies.
The year ended with some medium-term financial security. National Lottery funding was secured enabling employment of a third Footsteps Bereavement Practitioner in 2026 and the realisation of exciting new development and project work for 2026 onwards.

Our achievements in 2025 reflect the Footsteps team's continued commitment and dedication to support bereaved children and young people during very challenging times for many of our families.

ACHIEVEMENTS AND PERFORMANCE (continued)

SOME RECENT QUOTES FROM THOSE REFERRING TO US AND THOSE WE HAVE SUPPORTED.

Head Teacher *"We are incredibly grateful for the compassionate and expert support provided by Footsteps to our school community during some of our most difficult times. Their work with our children who have experienced profound loss—including those who have lost a parent and others who have faced the sudden passing of multiple grandparents—has been nothing short of transformative. The team at Footsteps has shown exceptional sensitivity, understanding, and professionalism. They have helped our young people feel seen, heard, and supported, offering them a safe space to process their grief and begin to heal. The impact on their emotional wellbeing and ability to re-engage with school life has been remarkable. In addition to their direct work with children, Footsteps has provided outstanding whole-staff training. This has empowered our teachers and support staff with the confidence and tools to better understand and respond to bereavement in a thoughtful and informed way. The training was not only practical but deeply moving, reminding us all of the importance of compassion and connection in education. What stands out most is how Footsteps has worked in true partnership with us. They have taken the time to understand our school, our children, and our needs, and have tailored their support accordingly. Their joined-up approach has made a real difference, ensuring that no child feels alone in their grief. We cannot thank Footsteps enough for the vital work they do. Their support has been a lifeline for our school community,"*

Parent *"Footsteps… helped my children through their darkest times. It is hard to understand the words 'I miss you Daddy' until you reach for your dad's hand and it isn't there anymore. Those hands that were there to protect you in times of weakness, in times of falling. As a parent it breaks me knowing that I couldn't take my children's pain away, I couldn't change the fact that they had lost their protector, their greatest love, their Dad. Me, the Adult couldn't make sense of it all, let alone wanting my children to understand. That was where Footsteps came into our lives and helped. They had their own personal experience and knowledge and offered us a foundation to build on, to help deal with our tragedy. They provided one to one counselling for my children and organised events where my children met other children in the same situation which was invaluable as this made them feel that they weren't alone."*

Young Person *"When I was referred for support I struggled to reach out and I was reluctant to chat to a stranger. When I first met my practitioner I felt instantly comfortable speaking and relaxed, knowing our conversations were between just us. During my sessions I became more and more comfortable speaking and it made me feel better. I enjoyed sharing stories about my family and even having a laugh and not feeling judged. After one session I was feeling down and my practitioner was able to tell someone in school so they were aware of how I felt. My sessions have now ended and I feel a lot better in myself. I know it is okay to reach out for the help I may need in the future. My practitioner was nice and I felt like I was chatting to a friend, someone I have known for ages".*

Young Person *"I just wanted to say thank you so much for everything you've done these last few months, you've helped me so much and I couldn't have asked for anyone better to support me. I don't think I would be where I am without all the support and help you've given me so thank you."*

2025 WAS A VERY DIFFICULT YEAR FOR OUR LOCAL BEREAVED CHILDREN, YOUNG PEOPLE AND THEIR FAMILIES. THEY FACED MANY CHALLENGES, DEALING WITH AND JOURNEYING THROUGH THEIR GRIEF. MANY OF OUR REFERRALS WERE COMPLEX CASES; MANY OF THE CHILDREN REFERRED TO US DID NOT HAVE THEIR OWN FAMILY / FRIENDSHIP SUPPORT GROUPS. THERE IS A GROWING DESIRE FOR BEREAVEMENT SUPPORT AND A GROWING RECOGNITION FOR ITS NEED WITHIN OUR COMMUNITY. NEVER HAS OUR SERVICE BEEN MORE ESSENTIAL, NOR THE DEMAND FOR OUR PROFESSIONAL SUPPORT.

Footsteps meets a real gap in service provision in South Worcestershire where there continues to be no comparable bereavement service for our children, young people and their families.

ACHIEVEMENTS AND PERFORMANCE (continued)

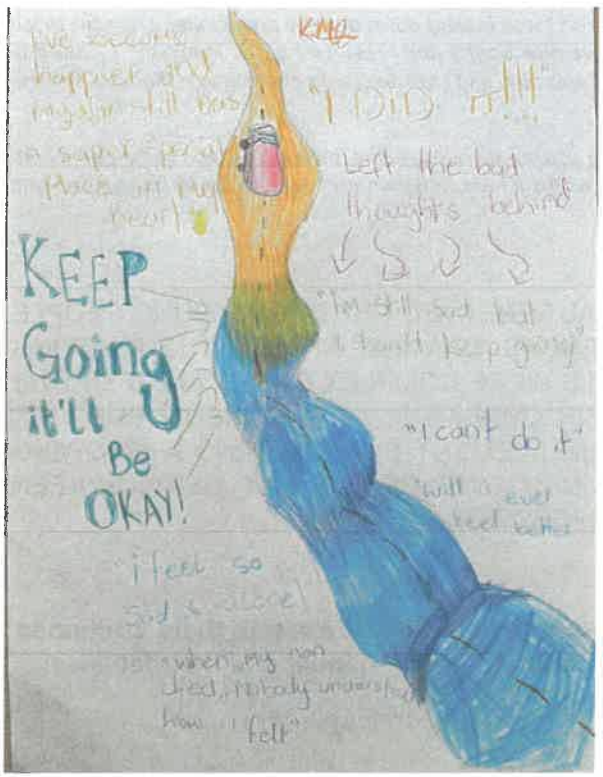
REAL EXAMPLES AND CASE STUDIES

A young person struggling with their mental health

One of our practitioners supported a young person who was experiencing voices in their head. One of these voices included someone who had died in their life and there were another two voices they didn't recognise that were understandably causing them distress. The young person was also confused because Dad had died from alcohol related complications and because of the trauma this caused Mum. The young person wasn't able to discuss some of their concerns and confusion around substance abuse with Mum, causing them to bottle their feelings up. This was having a huge impact on their mental health and they were experiencing high anxiety. In sessions, the young person was able to explore some of the questions they had around alcoholism, which allowed them to speak openly and process some of the experiences they were having. The practitioner and young person together created a self-care plan for them moving forward. This included (with their consent) our practitioner speaking with Mum and exploring some of the questions the young person wanted answering and advising Mum to speak to them about Dad's death (something Mum did). With careful monitoring and weekly check-ins, the young person began to feel much better and the voices had reduced. The young person eventually found different ways to help remember their loved one, such as visiting the grave with Mum (making this a weekly ritual), memory work and a question jar for them to use if they felt they had any further questions they wanted to ask.

A young person self-harming

A young person was feeling anger towards other people who still had a Mum alive. They felt unable to express this anger and frustration to others, holding onto it and had suicidal thoughts wanting to escape from their pain. The young person was self-harming. The practitioner worked with the young person to develop a rapport and create a safe environment in sessions. The young person began to feel they could open up about their feelings and began to express their anger through the use of creativity. Creative techniques in sessions allowed the young person to share things that they had originally found difficult to explain through words alone. The practitioner encouraged and helped facilitate a reflective process in sessions for the young person so they were able to communicate openly. This helped serve as another outlet, as sessions continued, the young person's suicidal thoughts significantly reduced and they stopped self-harming, as they had developed other ways to be able to express and to process some of their feelings.



ACHIEVEMENTS AND PERFORMANCE (continued)

Delivery of our service in 2025 was enabled by excellent Trustee financial management and wonderful support from Charitable Trusts, local businesses and our local community.

Support and donations from our community, however small or large acknowledge the value of our service, as do our very many testimonials; from professionals, parents / carers and from children themselves.

In 2025 we were overwhelmed with the generosity of our local community, through sponsorship events and community events, local pantomime performances, a local WI Christmas tree festival, sports events, funeral and memorial collections, school collections, local business donations and more.



DELIVERING OUR OUTCOMES IN 2025

1> WE EMPOWERED BEREAVED CHILDREN & YOUNG PEOPLE, with greater ability to explore and express difficult feelings, and acquire greater confidence and improved self-esteem, increasing their emotional resilience.
2> WE REASSURED PARENTS and CARERS, improved relationships and increased communication with their children, diminishing the levels of stress likely to cause distress.
3> WE INCREASED PROFESSIONALS' knowledge and awareness of bereavement issues and enabled them to better support those with whom they are interacting.

DELIVERING OUR OBJECTIVES IN 2025

□ Children and Young People developed their own unique coping mechanisms.

□ Parents and carers felt better able to support their children.

□ Family life benefitted.

□ There was a positive impact on the Child's / young persons school and college life.

□ 1:1 work provided opportunities for young people to be heard, to ask questions, to unburden themselves.

□ School teachers and others professionals working with young people benefitted from our advice, knowledge and experience as to how to best support young people on a day to day basis.

□ Our education of the wider community provided practical advice to enable members to help those they know that have been bereaved of a loved one.

ACHIEVEMENTS AND PERFORMANCE (continued)

LONGER TERM BENEFITS ANTICIPATED

Coping with the loss of a loved one may be one of the hardest challenges that a child / young person faces.

Grief can be particularly intense and isolating and a young person can be overcome by shock & confusion, leading to prolonged periods of emotional turmoil, anger, sadness or depression. Many people find it difficult to talk about death. A good social, support network can help, but many of our young people do not have this. The situation and painful emotions will not improve by avoidance and it is very important for a grieving young person to talk to someone to express and share their emotions and thoughts. Discussing grief can stop negative and destructive emotions from building up at a time when young people are at their most vulnerable and can help prevent them from seeking solace in harmful lifestyle habits. Negative ways to cope with thoughts and feelings about loss and death, if unsupported, can predispose children to a mental health condition.*[1] Acute or even suppressed grief can lead to distorted grieving, characterised by extreme guilt or anger, leading to aggressive and destructive outbursts, self-harm, school refusal, crime and anti-social behaviour, drug/alcohol abuse, testing of authority systems, loss of self-respect, loss of confidence, depression, physical ailments and symptoms, loss of a general sense of purpose in life and poor mental health. 2023 was a difficult year for so many. Our specialised bereavement support positively contributes to not only the mental and physical health of children and young people, but also to their welfare and future well-being. We are a preventative service and help during children's formative years and in their time of real need, providing the platform to openly discuss and address fears and feelings. Our input can help to prevent the breakdown of family relationships & improve physical / mental health & emotional wellbeing.

There are many factors that play a role in how we react to a significant loss, too many to list here; they include our cultural norms, our support systems, the circumstances of a death, existing coping mechanisms. Measuring and evaluating grief support can be challenging, as everyone's experiences are unique. Rather than using an evaluation tool with a one size fits all approach; we use our carefully tailored family assessment form when we first visit parent/carers and young people. Our process allows us to highlight and identify any specific needs of young people and their families and offer them support with these needs in mind.

MANAGING OUR DEMAND AND MEETING REAL NEEDS

Footsteps unique service has always been an outreach service, to ensure that we are accessible to all, including those most vulnerable. Some of our families are without access to transport / family support. This means that there can be significant travel time between schools due to the geography of South Worcestershire. We always consciously manage our practitioner caseloads and our school allocations to ensure that we are as efficient as possible, managing our costs and maximising our capacity. We are offered both face-to face support and remote support. Our practitioners have been able to be more flexible when offering appointments for remote 1:1 sessions and this has been welcomed.

- **We can only measure and track our performance and our success** by involving those we are aiming to help. It is important to us to give children, young people and their families a voice; and for them to feel that they are being listened to. They are valuable contributors from whom we are keen to learn.
- **Our team meets regularly on a weekly basis.** We pride ourselves on our ability to be flexible and adapt quickly. When we feel it is appropriate, we act on feedback / information quickly and put change in place, where relevant, always endeavouring to let the person that has led to this, know
- We maintain excel spreadsheets to capture information that we require to **deliver** our service efficiently and effectively, and as additional information to **review** who, where when and how we deliver our service. We record and track information including sources of referrals and enquiries, the age and sex of each child referred, the school / college they attend, where they live, the relationship to them of those who have died, the nature of the death(s), multiple deaths, number of sessions they receive, time frame over which they are supported etc. We continue to analyse this information, together with the geographical area we are supporting in more detail, to support us in ensuring that we provide our service in all areas of South Worcestershire, when it is needed. The information from our spreadsheets is vital to track our work, to better understand and learn from the wider picture, to support our fundraising and our service development.

Public Benefit

The Trustees can confirm that they have had due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. In all work with bereaved young people and their families, benefit to the public is of paramount importance. We measure the success of our direct support against the required outcomes for individuals

POLICIES

We have a commitment and a responsibility to safeguard all the children, young people and vulnerable adults we work with from all forms of physical or mental violence, injury or abuse, neglect, maltreatment or exploitation, including sexual abuse.

The aim of Footsteps Safeguarding Children, Young People and Vulnerable Adults, including Child Protection Policy, is to promote good practice, shared understanding, provide the appropriate protection and help employees, Trustees and volunteers make informed, appropriate and confident responses to child protection and vulnerable adult issues.

Footsteps has rigorous policies and procedures in place to ensure safeguarding and child, young person and vulnerable adult protection, staff protection, data protection and confidentiality and protection of our employees and our clients, whilst working face-to-face and remotely. All records are protected appropriately in line with these policies and procedures (both electronic and paper records). Our Policies are renewed and updated annually.

The Footsteps team all have enhanced DBS checks and are registered with the DBS Update Service. Vetting checks; including reference checks, right to work and identity checks are all undertaken as part of our recruitment process.

FINANCIAL REVIEW

Our reputation goes from strength to strength together with the recognition of the value of our service. We are very proud of our success in developing our service and supporting bereaved children, young people and their families in South Worcestershire for over 14 years.

Funding always remains challenging to enable the continuation of our support programme.

The ongoing support of some of our current and some new Charitable Trusts is vital to ensure the continuation of our service, as is the support of local businesses and our community. We have worked hard to deliver sustainability plans. It is a vital, ethical and a requirement of our service that we have the ability to continue to support once we have given our commitment to a young person. Long term financial security is critical to achieve this. Significant work and effort was / continues to be invested to secure funding, to ensure that the charity can continue to thrive.

Some National Lottery funding for 2026 – 2028 was secured at the end of 2025, providing Footsteps with some medium-term financial security. However, supplementary funding must continue to be secured.

Unrestricted incoming resources for the year amounted to £18,327 (2024: £28,968). Unrestricted outgoing resources amounted to £90,471 (2024 £17,906). As a result, net unrestricted deficit was made of £72,144 (2024 net surplus of £11,062).

Restricted incoming resources for the year amounted to £13,120 (2024 £4,100) and restricted outgoing resources were £8,610 (2024 £77,970). This results in a net surplus of £4,510 (2024: net deficit of £73,870).

The overall deficit has reduced the charities total reserves from £188,845 to £121,211. Of this amount £116,701 represents unrestricted (including designated) funds, with the remaining £4,510 held for restricted purposes.

Free reserves are detailed in the reserves policy below, alongside further detail on the designated funds.

RESERVES POLICY

The Trustees have established the charity's reserves policy with reference to Charity Commission Guidance (CC19) and accounting standards Charities SORP (FRS 102) (effective 1 January 2019). The Trustees' intention is to build sufficient reserves to ensure continuity of service and they consider it prudent to work towards free I.e., unrestricted reserves of a minimum of nine months expenditure. The charity will also maintain a reserve to close the charity, should it be necessary, without adversely affecting the service to families already receiving support, meet liabilities to creditors and meet staff notice and redundancy costs. This intention is established annually when the Trustees agree the budget for the forthcoming year. The Trustees ensure that the reserves are monitored periodically and they keep the reserves' policy under regular review.

General Fund
The charity's unrestricted reserves, excluding fixed assets, were £116,701 as at 31 December 2025 (2024: £188,529), representing approximately 14 months of unrestricted expenditure. The stated strategy has therefore been achieved this year.

Total unrestricted reserves as at 31 December 2025 were £116,701 (2024: £188,845).

RESERVES POLICY (continued)

Designated Fund
Included within unrestricted reserves is a balance of £44,067 (2024: £44,067), which represents a designated winding up fund should it become necessary to close the charity.

The charity's free reserves excluding designated funds are therefore £72,634 (2024: £144,462).

Restricted Funds
Total restricted funds as at 31 December 2025 were £4,510 (2024: £nil). Full information regarding fund movements and restrictions are detailed in note 16 to the accounts.

YOUR HELP AND THANK YOU

Please help us to continue our work in 2026. On behalf of our children, young people and their families, we would like to thank everyone who has supported our service.

This report has been prepared in accordance with the special provisions of Part 15 of Companies Act 2006 relating to small companies.

Approved by order of the Board of Trustees on 10th September 2026 and signed on its behalf by:

P.W. Southall

P.W. SOUTHALL

Independent Examiner's Report to the Trustees of Footsteps Worcestershire Limited

Independent examiner's report to the trustees of Footsteps Worcestershire Limited ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st December 2025.

Responsibilities and basis of report
As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under Section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under Section 145(5) (b) of the 2011 Act.

Independent examiner's statement
I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by Section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of Section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Melissa Godwin ACA ACCA

The Richards Sandy Partnership
Thorneloe House
25 Barbourne Road
Worcester
Worcestershire
WR1 1RU

Date: 10-09-26

Footsteps Worcestershire Limited

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31st December 2025

	Notes	Unrestricted funds £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	**16,372**	**13,120**	**29,492**	29,440
Investment income	4	**1,955**	**-**	**1,955**	3,628
Total		**18,327**	**13,120**	**31,447**	33,068
EXPENDITURE ON					
Charitable activities	5				
Counselling and related services		**90,471**	**8,610**	**99,081**	95,876
NET INCOME/(EXPENDITURE)		**(72,144)**	**4,510**	**(67,634)**	(62,808)
RECONCILIATION OF FUNDS					
Total funds brought forward		**188,845**	**-**	**188,845**	251,653
TOTAL FUNDS CARRIED FORWARD		**116,701**	**4,510**	**121,211**	188,845

The notes form part of these financial statements

Footsteps Worcestershire Limited

Balance Sheet
31st December 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	12	-	-	-	316
CURRENT ASSETS					
Debtors	13	3,774	4,510	8,284	3,050
Cash at bank		119,593	-	119,593	192,729
		123,367	4,510	127,877	195,779
CREDITORS					
Amounts falling due within one year	14	(6,666)	-	(6,666)	(7,250)
NET CURRENT ASSETS		116,701	4,510	121,211	188,529
TOTAL ASSETS LESS CURRENT LIABILITIES		116,701	4,510	121,211	188,845
NET ASSETS		116,701	4,510	121,211	188,845
FUNDS	16				
Unrestricted funds				116,701	188,845
Restricted funds				4,510	-
TOTAL FUNDS				121,211	188,845

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st December 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st December 2025 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for
(a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
(b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 10th Sept '26 and were signed on its behalf by:

P W Southall - Trustee

The notes form part of these financial statements

1. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

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

INCOME

All income is recognised in the Statement of Financial Activities once the Charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Income from grants is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty. Income from grants is only deferred when the charity has to fulfil conditions not yet met before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Donations from individuals within the community are recognised immediately upon receipt.

Interest income is recognised for all interest-bearing instruments on the effective interest rate basis.

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

TANGIBLE FIXED ASSETS

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment - 33% on cost

Assets above £100 are capitalised.

TAXATION

The charity is exempt from corporation tax on its charitable activities.

FUND ACCOUNTING

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

PENSION COSTS

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

FINANCIAL INSTRUMENTS

The Charity has elected to apply the provisions of Section 11 ' Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the charity becomes party to the contractual provisions of the instrument.

continued...

1. ACCOUNTING POLICIES - continued

FINANCIAL INSTRUMENTS
Financial assets are offset, with the net amounts presented in the accounts where there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic Financial Assets
Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market value rate of interest.

Basic Financial Liabilities
Basic financial liabilities, including trade and other payables, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of future receipts, discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of the operations from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If they are presented as non-concurrent liabilities. Trade payables are recognised initially at transaction costs.

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical areas of judgement
The allocation of staff costs between individual unrestricted and restricted funds is based on the estimated split of staff time for each individual employee of the charity. The allocation of general support costs is between individual unrestricted and restricted funds is directly linked to the assumptions made in allocating staff costs between individual unrestricted and restricted funds.

Mutli-year grant award
During the year The National Lottery Community Fund awarded the charity a 3 year grant totalling £392,558. The award was made based on annual budgets starting from 1 January 2026 submitted by the charity to The National Lottery Community Fund as part of the charity's grant application. On the basis that the charity may not be entitled to spend part or all of this income in advance of its budgeted years without the further prior approval of The National Lottery Community Fund, the grant income is to be recognised in line with these annual budgets, with no income recognised within the current financial year.

3. DONATIONS AND LEGACIES

	2025	2024
	£	£
Community donations	**10,872**	14,590
Grants from charitable trusts	**18,620**	14,850
	29,492	29,440

continued...

4. INVESTMENT INCOME

	2025	2024
	£	£
Bank interest	1,955	3,628

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 6)	Support costs (see note 7)	Totals
	£	£	£
Counselling and related services	84,985	14,096	99,081

6. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2025	2024
	£	£
Staff costs	52,508	49,519
Travel	3,152	3,886
Communications	891	534
Bereavement Consultancy	26,704	26,930
Staff training	117	153
Workshops	-	440
Supervision	910	987
Resources	703	960
	84,985	83,409

7. SUPPORT COSTS

	Management
	£
Counselling and related services	14,096

Support costs, included in the above, are as follows:

	2025 Counselling and related services	2024 Total activities
	£	£
Rent	4,846	4,480
Insurance	510	493
Light and heat	250	194
Computer expenses	-	160
Postage and stationery	1,183	803
Subscriptions	516	404
Sundries	746	836
Bank charges	60	67
Independent examination fee	3,240	3,000
Bookkeeping and payroll services	2,429	1,556
Depreciation	316	474
	14,096	12,467

continued...

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	316	474
Rent payable under operating leases	4,406	4,480

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st December 2025 nor for the year ended 31st December 2024.

TRUSTEES' EXPENSES

There were no trustees' expenses paid for the year ended 31st December 2025 nor for the year ended 31st December 2024.

10. STAFF COSTS

The average monthly number of employees during the year was as follows:

	2025	2024
Average number of employees	2	2

Staff costs for the year are as follows:-

	2025	2024
	£	£
Wages	51,342	48,440
Social security costs	-	-
Pension costs	1,166	1,079
	52,508	49,519

No employees received emoluments in excess of £60,000.

Total remuneration (including employer national insurance and employer pension) paid to employed key management personnel during the year was £24,057 (2024: £21,572).

One member of key management is engaged on a consultancy basis, with fees totalling £8,555 (2024: £7,845).

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	25,340	4,100	29,440
Investment income	3,628	-	3,628
Total	28,968	4,100	33,068
EXPENDITURE ON			
Charitable activities			
Counselling and related services	17,906	77,970	95,876
NET INCOME/(EXPENDITURE)	11,062	(73,870)	(62,808)

continued...

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
RECONCILIATION OF FUNDS			
Total funds brought forward	177,783	73,870	251,653
TOTAL FUNDS CARRIED FORWARD	188,845	-	188,845

12. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1st January 2025 and 31st December 2025	17,772
DEPRECIATION	
At 1st January 2025	17,456
Charge for year	316
At 31st December 2025	17,772
NET BOOK VALUE	
At 31st December 2025	-
At 31st December 2024	316

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Prepayments and accrued income	8,284	3,050

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade creditors	2,526	2,659
Social security and other taxes	-	571
Accrued expenses	4,140	4,020
	6,666	7,250

15. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2025 £	2024 £
Within one year	4,039	4,039

continued...

16. MOVEMENT IN FUNDS

	At 1.1.25 £	Net movement in funds £	At 31.12.25 £
Unrestricted funds			
General fund	**144,778**	**(72,144)**	**72,634**
Winding Up Fund	**44,067**	**-**	**44,067**
	188,845	**(72,144)**	**116,701**
Restricted funds			
John Martin's Charity	**-**	**4,510**	**4,510**
TOTAL FUNDS	**188,845**	**(67,634)**	**121,211**

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**18,327**	**(90,471)**	**(72,144)**
Restricted funds			
John Martin's Charity	**13,120**	**(8,610)**	**4,510**
TOTAL FUNDS	**31,447**	**(99,081)**	**(67,634)**

Comparatives for movement in funds

	At 1.1.24 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds	177,783	11,062	188,845
Restricted funds			
Awards For All - Remote	5,276	(5,276)	-
National Lottery Community Fund	68,594	(68,594)	-
	73,870	(73,870)	-
TOTAL FUNDS	251,653	(62,808)	188,845

Comparative net movement in funds included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds	28,968	(17,906)	11,062
Restricted funds			
Awards For All - Remote	-	(5,276)	(5,276)
John Martin's Charity	4,100	(4,100)	-
National Lottery Community Fund	-	(68,594)	(68,594)
	4,100	(77,970)	(73,870)
TOTAL FUNDS	33,068	(95,876)	(62,808)

continued...

16. MOVEMENT IN FUNDS - continued

PURPOSE OF FUNDS

Unrestricted Funds

General Fund
The unrestricted fund can be used for any charitable purpose within the charity's objects and approved by the Trustees. It is the policy of the charity to build a reserve of nine months' operating costs in this fund.

Winding Up Fund
This fund is designated in order to provide sufficient funds to cover the cost of redundancy and lease termination costs in the event of the charity winding up, as well as the continuation of services provided to families already receiving support.

Restricted Funds

Awards For All - Remote Training
A grant of £10,000 was received in 2023, to cover the costs of Remote Bereavement Support Groups & Training for Young People & Professionals, this was fully spent by the end of 2024.

John Martin's Charity
Restricted grants received towards supporting children in the Evesham area.

National Lottery Community Fund
The grants received on this fund are to cover salaries, travelling expenses, office rent, insurance, postage, stationery etc, which were fully spent by the end of 2024.

17. RELATED PARTY DISCLOSURES

Related party transactions for the year ended 31 December 2025 with S Smith for consultancy services were £8,555 (2024: £7,845) and expenses reimbursed were £639 (2024: £622).

18. INDEPENDENT EXAMINER FEES

During the year the independent examiner has charged £3,240 (2024: £3,000) for the independent examination and £2,429 (2024: £1,556) for bookkeeping and payroll services, all inclusive of irrecoverable VAT.

Footsteps Worcestershire Limited

Detailed Statement of Financial Activities for the Year Ended 31st December 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Community donations	**10,872**	14,590
Grants from charitable trusts	**18,620**	14,850
	29,492	29,440
Investment income		
Bank interest	**1,955**	3,628
Total incoming resources	**31,447**	33,068
EXPENDITURE		
Charitable activities		
Wages	**51,342**	48,440
Pensions	**1,166**	1,079
Travel	**3,152**	3,886
Communications	**891**	534
Bereavement Consultancy	**26,704**	26,930
Staff training	**117**	153
Workshops	**-**	440
Supervision	**910**	987
Resources	**703**	960
	84,985	83,409
Support costs		
Management		
Rent	**4,846**	4,480
Insurance	**510**	493
Light and heat	**250**	194
Computer expenses	**-**	160
Postage and stationery	**1,183**	803
Subscriptions	**516**	404
Sundries	**746**	836
Bank charges	**60**	67
Independent examination fee	**3,240**	3,000
Bookkeeping and payroll services	**2,429**	1,556
Depreciation of computer equipment	**316**	474
	14,096	12,467
Total resources expended	**99,081**	95,876
Net expenditure	**(67,634)**	(62,808)