found Charity Shop

CCR Foundation

(a company limited by guarantee)

Trustees' Report and Financial Statements

for the year ended 31 December 2025



Charity number: 1147361

Company number: 07960490

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Administrative details:

The organisation came into being several years after a group of individuals and members of Christ Church Roxeth considered that a charity shop in the Roxeth area of South Harrow could bring benefits to the local community.

A private company, CCR Foundation, limited by guarantee, having no share capital, was incorporated at Companies House, number 07960490, on 22nd February 2012.

The CCR Foundation has been trading as "***found***" since 7 May 2012.

Charity number:	1147361
Company number:	07960490
Registered address:	9 Shaftsbury Parade, Shaftsbury Avenue, Harrow, HA2 0AJ

Directors and Trustees:

Katharine Penman (Chair)
Arthur Akhurst (Treasurer)
Andy Chaytor
Bola George
Ron Jeeves
Carol Sormaz

Report of the trustees for the year ending 31 December 2025

The trustees are pleased to present their annual report, with the financial statements of the charity, for the year ended 31 December 2025 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Chair's report

Our charity shop ***found*** opened in 2012. With its distinctive signage and prominent position on Shaftesbury Circle the shop is now well established and recognized as a place to find a bargain, a friendly welcome and a listening ear. A place to browse and buy, or to relax in our community area with its café and extensive book selection.

The money we make from selling and recycling donated goods is used to support local community and mission activities. This includes helping people in immediate need, funding children and youth work, and supporting the work of local charities.

As a charity, the shop relies heavily upon the donations from the general public, which seem to be in constant supply, to the point that it is often necessary to stop donations in the middle of the day to prevent an overload. Donors are encouraged to join the Gift Aid scheme if they are tax payers. This means that we can recover tax from the government on the items that are sold from the Gift-Aid registered donors.

The volunteers play a very large part in the smooth running of the shop and we are always encouraging people from all cultures and walks of life to join our volunteer team. Without this vital backbone we could not maintain the daily throughput of stock necessary to maintain our business. We aim to have 2 paid staff on duty daily, with inevitable gaps due to annual leave etc. Our paid staff team are all part time including Sarah Seevaratnam our Shop Development Manager and we have seen our youngest paid team member go on maternity leave this year.

Payroll remains our largest financial outlay and we are thankful and grateful for the hard work of staff and diligence of our treasurer in enabling us to meet our financial requirements.

All the paid staff and volunteers continue to work tirelessly managing the unpredictable days at ***found*** dealing not only with the many donations, sorting, pricing, shelf-stocking etc, but equally importantly, spending time talking with and helping customers in need in accordance with the shop's Christian ethos. This year we have been delighted to welcome Elaine Weaver as our shop Chaplain. Elaine is an ordained member of Christ Church Roxeth and has a huge heart for ***found*** and all that we do. Her friendly smile and supportive attitude are welcomed by customers and staff alike and she has quickly become an established part of *'team **found***'.

We continue to welcome and encourage young people and refugees seeking work experience or opportunities to improve their received and spoken English. What a joy it is to see many flourish and move on to further education, training or indeed employment. This is great testament also to our staff who come alongside and give time, space and affirmation as needed.

Carol Sormaz, the Children's worker from Christ Church Roxeth has continued to strengthen our links with Roxeth Primary School where we held stalls at both their summer and

Christmas fairs, selling toys, books and school clothing. Carol, together with other members from Christ Church, also ran celebrations at Easter and Christmas on the green outside the shop.

We continue to support and partner with the local organisations listed below. Alongside this we now offer regular 'cuppa with a copper' surgeries in our cafe. These are run by our local Community Police Officer who has also become a brilliant support to us as we face the sad, but inevitable challenges that come with being open to the public. Our neighbouring Tesco Express donated food items to our 'free food shelf' as well as other useful end of line stock. Members of staff and clients from a local day centre for neurodivergent adults regularly enjoy the welcoming atmosphere of our cafe. We are always looking to pass on any items we cannot sell. Our local Baby Bank and other organisations such as Women's refuge are grateful beneficiaries of this 'sharing and reduce waste' ethos.

As I hope this report shows, our Charity Shop thankfully remains a vibrant and much loved part of our local community. We hope even within this present difficult economic and retail climate that we will continue to open our door and support all those who care to enter.

Our purposes and activities

The company was formally registered as a charity by the Charity Commission on 22nd May 2012 with objectives to:

- Advance the Christian faith
- Relieve poverty
- Advance education
- Fulfil such other purposes which are exclusively charitable.

We aim to support individuals and to build local community by providing opportunities for developing workplace skills and lifelong learning. We are also passionate about providing services to those in need, through the relief of poverty and through education.

A sense of wellbeing is essential to everyone and part of our aim is to give time and space to discover and explore issues of life and faith. We actively promote inclusion to all sectors of the community and will seek to assist any person regardless of age, gender, disability, race, religion or sexual orientation.

Our faith is at the centre of our values as shown in the life of Jesus, and can be summarised as follows:

- To support our community;
- To welcome the lonely;
- To feed the hungry;
- To bring release from guilt and shame;
- To bring God's hope to a broken world;
- To pray for healing for the sick and oppressed;
- To enable others to find solace and a sense of purpose.



The very heart of ***found*** is to find ways of supporting the community and we are pleased to say that we work with several other organisations to make this happen.

Local Community Support

We continue to partner with a number of local charities including:

- **Regeneration**: a Christian Schools Work Trust working in Harrow schools presenting Christianity and Christian values
- **Firm Foundation**: working with the homeless in Harrow relieving immediate suffering and seeking to find practical and sustainable solutions to their needs. Firm Foundation belong to our voucher scheme. Vouchers are given to anyone in need. They may come to the shop to exchange them for clothing or other goods.
- **Harrow Food Bank**: providing nutritionally balanced emergency food and support to local people in crisis
- **Fresh Horizons**: offering a safe and stable living environment for those on the journey back to independent living, providing supported accommodation, life skills training and counselling.
- **Christians Against Poverty**: a Christian charity specialising in debt counselling for people in financial difficulty.

We also work closely with local schools to provide work experience and training in retail and an opportunity for community involvement as part of a Duke of Edinburgh's award scheme.

Financial Review

Overall income generated in 2025 was £139k which was slightly lower than 2024. This was due to a number of factors: slightly lower shop takings, lower Gift Aid recovery and significantly lower rags income due to a reduced "price per bag" from our collection company, although books and internet income was up on the previous year.

The total cost of raising funds before charitable expenditure of £129k was up on 2024, due primarily to increasing our staffing levels to provide two paid members of staff each day.

In 2025 we were able to spend £10.4k on our prime charitable purpose of local community support. This was down on 2024, representing 7.5% of our income, below our target of 10%.

Our net income for the year overall was a small deficit of £300, resulting in total funds to be carried forward of £45.5k.

Reserves and going concern

Reserves are needed to bridge the gap between the spending and receiving of income and to cover unplanned emergency expenditure. The trustees aim to maintain free reserves in unrestricted funds at a level which equates to approximately three to four months of unrestricted expenditure, being of the order of £35k to £47k. The trustees consider that this level will provide sufficient funds to respond to urgent community support appeals or to cover unexpected administration and governance costs.

As at 31 December 2025 the charity had unrestricted reserves of £45.5k and will continue to monitor its free reserves target in future years.

Investment policy

The trustees, having regard to the liquidity requirements of the charity shop, have kept available funds in an instant access bank account, which, whilst not generating investment income, also does not incur significant costs to operate.

Risk Management

The principal risk faced by CCR Foundation is to not generate enough income from sales in order to cover operational costs. Other risks include damage to shop facilities due to water ingress, and health and safety more generally in and around the shop. A key operational risk is being unable to recruit the necessary number of volunteers or skilled staff. These risks are kept under regular review by the trustees, and mitigating actions taken to manage the risks.

Remuneration policy

The directors, consisting of the board of directors, who are the charity's trustees, and the management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis.

All directors give of their time freely and no director received remuneration in the year in relation to their trustee role. The pay of the management team is reviewed annually. In view of the nature of the charity, the directors have regard to a number of factors including the pay levels in charity shops of a similar size and Government guidelines for the London Living Wage.

Related parties and co-operation with other organisations

None of the trustees receive remuneration or other benefit from their work with the charity. Any connection between a trustee and manager of the charity shop, contracted worker, or contractual relationship with an organisation listed as receiving grants would be disclosed to the full board of trustees in the same way as any other contractual relationship with a related party.

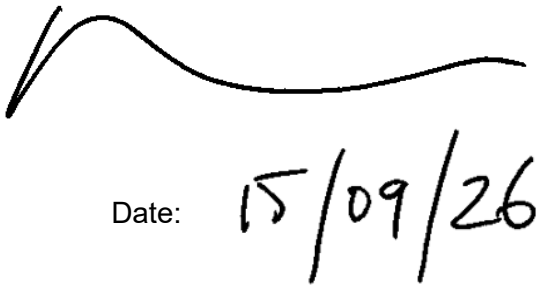
Trustees' responsibilities in relation to the financial statements

The company is entitled to exemption from audit under s477 of the Companies Act 2006 for the year ended 31 December 2025. The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2025 in accordance with s476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which 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 company as at the end of each financial year and of its profit or loss for each financial year.

Approved by the trustees on and signed on their behalf by:



Katharine Penman – Chair of Trustees Date: 15/09/26

Independent Examiner's Report to the Trustees of CCR Foundation

I report on the accounts of the charitable company for the year ended 31 December 2025 which are set out on pages 8-11.

Respective responsibilities of trustees and examiner
The Trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts.

The trustees consider that an audit is not required for this year under Section 144(2) of the Charities Act (2011) (the 2011 Act) and that an independent examination is needed. The charity's gross income did not exceed £250,000 and I am qualified to undertake the examination by being a Fellow member of the Association of Accounting Technicians.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

Basis of independent examiner's report
My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes considering any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement
In connection with my examination, no matter has come to my attention:

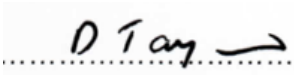
(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006, and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities;

have not been met, or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Derek Taylor-Mew, BSc, FMAAT,
123 Park Lane, Harrow,
Middlesex, HA2 8NN.

Signed:……… Date:……12 June 2026..……

CCR Foundation

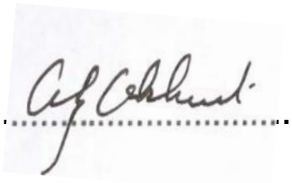
Statement of Financial Activities
for year ending 31 December 2025

	Note	Total Funds 2025 £	Total Funds 2024 £
Income			
Donations		1,295	880
Income from Charitable activities:			
Shop takings	1	125,449	128,221
Gift Aid from shop income		3,876	4,128
Other income		8,347	8,582
Total Income		**138,967**	**141,811**
Expenditure			
Costs of raising funds:			
Property costs (Rent)		22,500	21,667
Salary and payroll costs		74,440	70,581
Administration costs		30,608	30,766
Depreciation of fixed assets	2	1,334	1,271
		128,882	124,285
Costs of charitable expenditure:			
Local community support		10,412	14,741
Total Expenditure		**139,294**	**139,026**
Net income/(expenditure) and net movement in funds for the year		**-327**	**2,785**
Reconciliation of funds:			
Total funds brought forward		45,785	43,000
Total funds carried forward		**45,458**	**45,785**

Balance Sheet at 31 December 2025

	Notes	Total Funds 2025 £	Total Funds 2024 £
Fixed Assets			
Tangible Assets	2	4,890	5,342
Investments		0	0
Total Fixed Assets		**4,890**	**5,342**
Cash at bank		37,857	41,106
Petty cash		27	1
VAT recoverable		632	167
Sundry debtors		4,364	1,826
Total Current Assets		**42,880**	**43,100**
Current Liabilities			
Creditors falling due within one year:			
Sundry creditors		-2,312	-2,657
Net Current assets		**40,568**	**40,443**
Total assets less current liabilities		**45,458**	**45,785**
Net assets		**45,458**	**45,785**
The funds of the charity:			
Funds brought forward from prior year		45,785	43,000
Current year net income / (net expenditure)		-327	2,785
Total charity funds		**45,458**	**45,785**

Approved by the trustees and signed on their behalf by:



..... Arthur Akhurst 15 Sept 2026

Statement of Cash Flows
For the year ending 31 December 2025

	Note	Total Funds 2025 £	Total Funds 2024 £
Cash generated from / (expended by) operating activities	3	**-2,367**	**3,281**
Cash flows from investing activities			
Purchase of tangible fixed assets	2	-881	0
Cash used in investing activities		**-881**	**0**
Cash flows from financing activities			
Repayment of borrowing		0	0
Cash used in financing activities		**0**	**0**
(Decrease) / Increase in cash and cash equivalents in the year		**-3,248**	**3,281**
Cash and cash equivalents at the beginning of the year		41,107	37,826
Total cash and cash equivalents at the end of the year		**37,859**	**41,107**

	At 1 Jan 2025	Movements	At 31 Dec 2025
Cash at bank	41,106	-3,248	37,858
Petty cash	1	26	27
	41,107	**-3,222**	**37,885**
Medium-term loans	0	0	0
	41,107	**-3,222**	**37,885**

Notes on the accounts

Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required.

c) Preparation of the accounts on a going concern basis

The charity reported net incoming resources for the year. The trustees are of the view that the overall trading during the year, and the continued potential for shop takings, are such that the charity is a going concern.

1 Shop Takings

The directors are grateful to all those members of the public who have brought goods for sale. Their general policy is only to sell donated goods, and no VAT is chargeable on these sales. Drinks and snacks are also offered for sale, and these are standard-rated for VAT.

2 Fixed Assets and Depreciation

Fixed Assets and Depreciation
Fixed assets are being written off on a straight-line basis over 5 years.

	Total £
Cost:	
As at 1 January 2025	50,893
Additions (new coffee machine)	881
Disposals	0
As at 31 December 2025	**51,774**
Accumulated depreciation	
As at 1 January 2025	45,550
Depreciation for the year	1,334
Disposals	0
As at 31 December 2025	**46,884**
Net book value as at 31 December 2025	**4,890**
Net book value as at 31 December 2024	**5,342**

3 Reconciliation of net movements in funds to net cash flow from operating activities:

	Total Funds 2025 £	Total Funds 2024 £
Net Movement in funds	-327	2,785
Add back depreciation charge	1,334	1,271
Decrease in debtors	-3,029	492
(Decrease) / Increase in creditors	-345	-1,267
Net cash generated from / (expended by) operating activities	-2,367	3,281