Charity Registration No. 1160675

Company Registration No. CE002757 (England and Wales)

ROOM TO REWARD CIO

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

Waverley House
115-119 Holdenhurst Road
Bournemouth
Dorset
BH8 8DY

ROOM TO REWARD CIO

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ROOM TO REWARD CIO

COMPANY INFORMATION

Trustees	Mr N J Roach Mr R Richardson Mr M Lever Mr T S Nealon Mr M O Warren Mr A S Terpening	 (Appointed 14 July 2026)
Charity number	1160675	
Company number	CE002757	
Registered office	Harbour House 60 Purewell Christchurch Dorset BH23 1ES	

ROOM TO REWARD CIO

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees present their annual report and financial statements for the year ended 31 December 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's constitution, the Companies Act 2006 and "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).

Objectives and activities

Public benefit

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

Significant activities and achievements against objectives

Financial review

Reserves policy

It is the policy of the charity that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The trustees consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue the charity's current activities while consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

Structure, governance and management

The charity is a company limited by guarantee and is governed by the Memorandum and Article of Association which were adopted on its incorporation on 26 February 2015.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Mr N J Roach
Mr R Richardson
Mr M Lever
Mr T S Nealon
Mr M O Warren
Mr A S Terpening (Appointed 14 July 2026)

The power to appoint new trustees is vested in the existing trustees.

All members of the Board of Trustees give their time voluntarily and receive no benefits from the charity. Any expenses claimed from the Charity are set out in the notes to these financial statements. None of the trustees has any beneficial interest in the charity. All of the trustees are members of the charity.

Room to Reward



2025 Report

Room to Reward

2025 was another fantastic year for Room to Reward with a record number of breaks arranged and nominations received. More hotels and hospitality venues signed up to donate unsold rooms and more voluntary organisations registered to nominate their Hidden Heroes for a well-earned break.

R2R in 2025

- 804 Breaks Arranged
- 1531 Volunteers Nominated
- 102 New Hospitality Partners (950+ Total)
- 300 New Voluntary Org Partners (1400 Total)

This report covers highlights from all elements of our activities in 2025 – new hospitality partnerships, volunteer celebrations, fundraising events and, most importantly, the impact of R2R breaks on the volunteers.

2025 also marked 10 years since R2R was created. Nearly 4000 breaks later, there's a lot more to come! Every part of what we do is dependent on the wonderful support and engagement of our partners. To every hotel, holiday park/home and serviced apartment that donated a break, every organisation that made a nomination, every volunteer who shared their break story with us, everyone who came to and supported our events and our own amazing volunteers, thank you for making what we do possible.

SPONSORS

HARBOUR HOTELS

MEWS

PRIORY CONCEPT GROUP

SUPPORTERS

Gallagher

TEMPLESPA

4couture.com

MERMAID GIN

Matthew Clark

TOLCHARDS

tc accounts · tax · legal · financial planning

inprint GROUP

BOUTIQUE HOTELIER

Institute of Hospitality

IH.

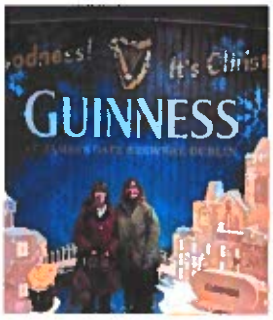
HOSPA

Charity Excellence FRAMEWORK














2025 – 10 Years of R2R

2025 marks 10 years since R2R became registered with the Charity Commission. To mark the occasion, we held a celebration lunch – sponsored by the wonderful MEWS and Gallagher – at top R2R supporters The Covent Garden Hotel.

MEWS FIRMDALE HOTELS LONDON & NEW YORK Gallagher

10 Years of R2R – The Stats

- Nearly 4000 Volunteers Given a Well-Earned Break
- Over 900 Hotels, Holiday Parks, Serviced Apartments, Inns and other Hospitality Partners Donating Unsold Rooms
- Over 1300 Voluntary Organisations Nominating Their Hidden Heroes
- Over £1.7m Worth of Breaks Donated











10 Years of R2R – Hear From our Partners

We took the chance to sit down with some of our wonderful hospitality partners – many of whom have been with us from day 1 – and talk about why they're involved.



Mike Warren
Harbour Hotels



Andy Townsend
Legacy Hotels



Michael Musgrave
Apex Hotels



Paul Callingham
Starboard Hotels



Harry Murray
Industry Legend

2025 - HOSPITALITY

2025 saw a number of fantastic hotel groups join the Room to Reward journey. R2R is only possible because of the wonderful hotels and hospitality venues who donate the rooms and we are immensely grateful for each and every one. We have also had the pleasure of attending and spreading the R2R word at hospitality events.



Master Innholders Hotel Leadership Conference. 20th/21st January. We were hugely appreciative of the opportunity once again to **network at the Master Innholders Hotel Leadership Conference,** one of the highlights of the hospitality calendar and a great way to start the year!

Catalysts for Conversion – Revenue Management Conference by Revenue by Design. 30th Jan. Revenue managers are obviously a key audience for R2R and we were hugely grateful to once again be part of the brilliant Global Revenue Forum. **Huge thanks to Ally Northfield for the opportunity and support!**





Shortyz. 1st April. New for 2025! We were thrilled to be charity partner of the Shortyz and enjoyed the chance to introduce R2R to a new hospitality market. Huge thanks to Short Term Rentalz and the wonderful International Hospitality Media for having us!

Serviced Apartment Awards *13th May.* Another massive 'thank you' to International Hospitality Media for having us back again at the brilliant Serviced Apartment Awards. As well as numerous new sign-ups, a prize draw on the night raised over £1700 for R2R!





UKHOSPITALITY Summer Conference. 11th June

Institute of Hospitality South West 'Best of the West' Conference. 19th June





The R2R softball team returned to the brilliant London Hospitality Festival and... smashed their way to the semi-finals! The team – made up of members of the R2R team and our amazing supporters **MEWS, The Royal Lancaster** and **QX Global** – went unbeaten through the group stage on an unforgettable day that also raised approx. £1000 from our raffle! Huge thanks to Paul, James and Tom Gilley for having us and for putting on such a brilliant industry event – see you next year! londonhospitalityfestival.co.uk





Top R2R supporters Best Western Hotels had us as the charity partner of their brilliant Experience Day. Golf fines and a memorable human fruit machine game saw over £750 raised!

Another unforgettable night at the amazing AA Hospitality Awards saw attendees raise a staggering £16,000+ for R2R and Hospitality Action. The awards celebrate the best in the industry and it was fantastic to see a number of wonderful R2R supporters make their way to the stage for some fully-deserved recognition. Huge thanks to Simon Numphud and the awesome AA team as always for making it happen.





Hot on the heels of the AA Awards came the brilliant Boutique Hotelier Awards in October. Bigger and better than ever, this spectacular black tie event – hosted by the wonderful Royal Lancaster – saw £2895 raised for R2R and a number of new hotels join our journey. We are eternally grateful to Zoe Monk, Eammon Crowe and the wonderful BH team for their continued amazing support.

Either side of the Boutique Hotelier Awards night was the always-amazing Independent Hotel Show. This annual extravaganza at Olympia is an invaluable opportunity to spread the word about R2R, meet new partners and catch up with our wonderful supporters. The show gets better and better every year and we are immensely grateful to the fantastic Montgomery Group for their continued amazing support.





We had another wonderful opportunity to talk about R2R at the fantastic Institute of Hospitality Fellows Dinner in October, with a number of new partners signed up. Huge thanks to the IOH – amazing R2R supporters for many years.

We signed off the hospitality year with another trip to the fantastic HOSPACE. Hosted by top R2R supporters Royal Lancaster, we are hugely grateful to Jane Pendlebury and the fab HOSPA team for their constant support.

HOSPACE2025
20 Years of Empowering Hospitality Leaders

R2R Hospitality



2025 – 950+ Hotels



2025 – 1200+ Charities, Community Groups, Grassroots Sports Clubs and Voluntary Orgs.



And many, many more...

A huge 'thank you' to everyone who sent in a nomination. Here's to more in 2026!

R2R 2025 – Volunteer Celebrations



R2R Voluntary Sector



R2R 2025 – Special Mentions

Like every charity, funding is absolutely essential to the R2R mission. Before we take a look at our own fundraising events, there's a few thank yous to hand out to the wonderful people and places who took it upon themselves to help this year. We are beyond grateful for the incredible support from the amazing...









Legacy Hotels Golf Day – April

Legacy Hotels have been incredible R2R supporters from the very beginning. As well as 11 memorable breaks delivered to volunteers this year, their Golf Day at the stunning Wychwood Park raised £10,000! That's the equivalent of another 150 breaks, 25 hospitality partners and 50 new charities thanks to Andy Townsend and the Legacy team. **THANK YOU!**

Legacy Hotels & Resorts offers a distinctive collection of properties that strike the perfect balance between character, comfort, relaxation, and exceptional value for money. With hotels located across the UK and Southern Spain with new additions joining our portfolio regularly – Legacy Hotels & Resorts is your premier choice for accommodation, conferences and meetings, family get-togethers, and unforgettable celebrations. Whatever your ideal getaway may be, we believe you'll find it at Legacy Hotels & Resorts. Come and experience the blend of warmth, charm, and hospitality that makes us stand out. legacy-hotels.co.uk

Priory Concept Group

Late last year, we met the amazing Priory Concept Group. It's hard to think of anyone who have become such firm, impactful supporters so quickly. What began as instant, unwavering support of R2R events – Night Golf, Sail to Reward Regatta, Golf to Reward Golf Day, Great Western Menu – expanded to their own golf day in aid of R2R. All in, their incredible support in 2025 has raised over £13,000! In operational terms, that's 200 breaks and about 40 new hotel and 70 new charity partners – all made possible by Priory.

THANK YOU







Priory Concept Group is a leading fire door specialist based in Christchurch, dedicated to ensuring safety through comprehensive fire door services. With expertise in fire door inspections, installations, and maintenance, we also offer essential services in fire stopping, fire dampers, and thorough inspections. Our team excels in project management, handling both large scale restorations and smaller projects to meet our client's needs. Established just 3 years ago, we pride ourselves on our highly experienced engineers who our committed to delivering quality and reliability across the country. Our passion for excellence extends beyond our work, we prioritise the wellbeing of our staff and actively engage with the local community. At Priory Concept Group, we are not just about compliance, we are about creating safer environments for you all. Trust us to safeguard your space with our expert services and community focused approach.
www.prioryconceptgroup.com

www.roomtoreward.org/r2r-impact

R2R 2025 - EVENTS

We were thrilled to put on a number of events this year, each one helping raise vital funds. A huge thank you to everyone who sponsored and supported, donated auction and raffle prizes, bought a ticket and came along. We couldn't do it without you!

R2R Night Golf - March. £4,311.00 Raised

Sponsored & Supported By: Callaway, Amber Bev, Barton-on-Sea Golf Club, Priory Concept Group, Captain's Club, Stanwell House, Balmer Lawn

Making its debut in the R2R Calendar, Night Golf saw 2 nights of unique sporting action in March. 5 par-3 holes, no natural light and a fantastic dinner with fundraising in the clubhouse saw over £4,000 raised and a unique experience for all!





Sail to Reward – June. £25,411.17 Raised

Sponsored & Supported By: Prometheus Sailing, Mermaid, Harbour Hotels, MEWS, Matthew Clark, Midas Prosecco, Estrella, 4Couture, Sebino Yachts, Tree-V, Fortitude Drinks, Bottle Up, New Forest Shortbread

A record-breaking day on the water and evening at Harbour Hotel Southampton saw more teams than ever take to the Solent and an incredible amount raised. Money that has made a real difference to the R2R mission. HUGE congratulations to our winners, South Coast CPS (main category) and Nici Hotels (Big Boat Category)!

Highlights here.

Golf to Reward – Sept. £14,122.37 Raised

Sponsored & Supported By: Harbour Hotels, Barton-on-Sea Golf Club, Temple Spa, Callaway, Countryfare, Piory Concept Group, Womble Bond Dickinson, Enotria&Coe, Tolchards, Let's Mix, Ian Macleod, Snows Toyota, Gallaghr, Bottle Up Tree-V, New Forest Wwater

We hit the fairways (mostly!) as the R2R Golf Day returned. This time, Gallagher took home the coveted trophy and attendees enjoyed after-dinner entertainment from Jason Dodd and raised more money than ever. Thank you! Pics here.





Great Western Menu – Nov. £8,642.21 Raised

Sponsored & Supported By: Four Seasons Fruiterers, Harbour Hotels, Bristol Beer Factory, Somerset Cider Brandy Company, Wilding Cider, Walter Rose & Son, Enotira, Flying Fish Seafood, Anon Drinks, Zeno, The Community Farm, 4Couture, Echo Print, Ed Page.

The R2R culinary tour headed to Harbour Hotel Bristol for a fantastic evening of food – whipped up by Chris Cleghorn, Josh Eggleton, Dan Moon & Dominic Chapman – and fundraising that saw over £8.5k raised!

See highlights from an incredible evening here.

Thank You

R2R 2025 - FUNDRAISING

As well as our events, we were also thrilled to be part of a number of different fundraising campaigns throughout 2023. As a small charity, these regular donations are vital and we are immensely grateful for the wonderful support we receive.

Dish Donations

A huge thank you to these amazing places that have been making dish donations:

- ***Harbour Hotels***
- ***Bromley Court***
- ***Moonfleet Manor***
- ***New Park Manor***
- ***Hotel Collingwood***
- ***Old Harry Rocks @ The Nici.***
- ***Deus***





Other Events

As well as the R2R events and wonderful hospitality events that raised funds for R2R this year mentioned earlier, we also had stands at:

- *Christchurch FoodFest*
- *Highcliffe Food & Arts Festival*











R2R 2025 – Sponsor Spotlight

MEWS





The fantastic team at MEWS have had, as always, a huge part to play in the R2R story this year. *As well as being one of our corporate sponsors, they have supported a number of R2R events, including:* ***Sponsoring Sail to Reward, entering softball players for the London Hospitality Festival, sponsoring Golf to Reward.*** *They also took home the Best Tech Product (over 100 employees) at the Boutique Hotelier Awards, to loud cheers from the R2R section!* ***We could not be more grateful or appreciative of the wonderful MEWS team and everything they do – thank you!***

Mews is a leading platform for the new era of hospitality. The Mews Hospitality Cloud is designed to streamline operations for modern hoteliers, transform the guest experience and create more profitable businesses.

HARBOUR HOTELS





Without the fantastic Harbour Hotels, there simply wouldn't be an R2R. *As well as donating breaks (20+ this year!) and regular dish donation fundraising, they hosted the three big 2025 events, donate space in head office for the R2R team and just constantly support throughout the year.* ***The combination of direct fundraising and donated support equates to well over £30,000*** *and fundamentally makes the rest of what we do possible.* ***A huge, HUGE, thank you to the wonderful Harbour Hotels team!***











With 14 properties and counting, Harbour Hotels has rapidly grown across the south of England – with properties in Dorset, Hampshire, Sussex, Surrey, Devon and Cornwall. Harbour Hotels specialises in stylish stays in exceptional locations.

R2R 2025 – THE IMPACT

We finish with a look at the most important part of R2R – the impact our breaks have had on the wonderful volunteers. This is why we do what we do. Thank you to everyone who makes it possible.

100%
of Volunteers reported an improvement in their well-being

90%
of Volunteers think R2R breaks help boost volunteer morale

80%
of Volunteers felt more committed to an organisation

67%
of Volunteers reported an improvement in their mental health

Tim – Young Lives vs Cancer

Tim is the kind of volunteer who's always ready to lend a helping hand – you can count on him for support with just about anything. Tim has been a part of our charity family since 2016, and he officially joined us as a volunteer in 2020. Tim has attended events for Young Lives vs Cancer, recorded videos to use for fundraising applications, given interviews to local radio, created illustrations for our Virtual Gifts on our website – to name just a few things. **Tim regularly talks openly about his own experience of being supported by Young Lives vs Cancer when his son was diagnosed with cancer at a young age.** He also helped to set up the Mind the Chaps group on Facebook, which he continues to manage to this day. This group provides support for dads and male carers of children and young people who have or have had cancer in the past. **Nothing is ever too much for Tim if he can help he absolutely will. He is an absolute legend at Young Lives vs Cancer.**



The Break – Hoburne Devon Bay

"I was honoured to be recognized for my voluntary work with Young Lives vs Cancer, a charity very dear to my heart as they supported us so much during my son's treatment for leukaemia. Devon Bay was fantastic. The pool was amazing and the water slide was a big hit with the children and we enjoyed amazing food at Pier House. Honestly, we are so incredibly grateful to be able to take our family away for this break. Family time (especially after all we've been through with my son's treatment) is so important to us, which made staying together at Hoburne Devon Bay the perfect option. We had a gorgeous time and plenty of lovely memories were made during our weekend there."

www.roomtoreward.org/r2r-impact

R2R 2025 – R2R Postcards

Elaine – RSPCA Leeds & Wakefield District

RSPCA LEEDS, WAKEFIELD & DISTRICT BRANCH

Elaine has been a volunteer at our branch now for over 10 years and goes above and beyond in everything she does. After starting with us as an Events Volunteer, she soon took on the role as our Volunteer Coordinator – liaising and dealing with hundreds of volunteer applications over the years. She is also our chief fundraising volunteer, organising all of the fundraising games & tombolas, making hampers and then attending to help at the events. Elaine has developed new ways of raising much needed funds, helped in every way possible to make it happen and always does it with respect, consideration and total dedication to the animals we care for. **Elaine donates hours of her time every single week** – whether it's raising funds for the Animal Centre, inducting new volunteers to the branch, answering queries from prospective volunteers, managing all the necessary paperwork, health & safety training and induction or thinking of the next big idea to help the charity.
We really couldn't do it without her and Elaine is a vital member of our animal care family.



The Break – Rudding Park

"***I had a fabulous time!*** *The hotel was lovely, the staff friendly and attentive and I came away relaxed and chilled!* ***I feel very privileged to have been nominated for this award*** *and very special to have received it.* ***I will be forever grateful to Room to Reward, RSPCA and Rudding Park for this wonderful experience.***"

RUDDING PARK
HARROGATE

Liz – Zest Community

zest
FOR THE COMMUNITY

Liz has been volunteering with EPEC (Empowering Parents Empowering Communities) since 2019 here at ZEST. This has involved Liz being a key part of our team of volunteers who have successfully delivered 19 parenting groups each term to around 8 to 12 parents per group. **She has attended each week, covering Baby n Us groups, Autism groups, Being a Parent Together for co-parents as well as workshops. She has been an instrumental figure in our team of volunteers** in really wanting and striving to making a difference to local communities within the City, reaching many different communities including Roma and Arabic groups. In addition to volunteering locally, Liz has contributed nationally and has talked at conferences and workshops and has also delivered an online country wide book club event. **Liz is a valued volunteer at zest and has supported many families across Sheffield.** Liz's support and commitment are something that should be celebrated and for which she deserves this type of recognition to how **how much we all appreciate all that she has done and continues to do for the parents, children and communities within our Great City.**



The Break – CitySuites Manchester

"*Thanks so much for this weekend.* ***We had an absolutely wonderful time!*** *The kids loved it – especially the pool! Such a great choice to have.* ***Huge thanks to CitySuites Manchester and Room to Reward for such a memorable break.***"

CITYSUITES

www.roomtoreward.org/r2r-impact

R2R 2025 – R2R Postcards

Rachel – Dorset Reading Partners

Rachel has been volunteering for DRP at a local village school since November 2010, earning the distinction of being our longest serving Reading Partner! The school is small, allowing Rachel to truly Connect with each child she reads with as well as their siblings and families. **Rachel has developed an innate ability to engage children in reading. She instinctively knows which strategies to use** and if a child isn't drawn to a book, she seamlessly shifts to jigsaw puzzles – encouraging them to explore images and discuss the details. Rachel recognizes the importance of helping children articulate their thoughts while ensuring they understand what they see. She understands the impact of positive specific praise in boosting a child's confidence and consistently sees the benefits of this approach. Rachel is confident in her ability to ignite a child's love for reading. At book exchanges and workshops, **she eagerly shares her experiences, taking a nurturing approach with our new volunteers.** She listens, offers guidance and naturally serves as a mentor. **We look forward to Rachel continuing her invaluable work as a reading partner for many more years to come.**

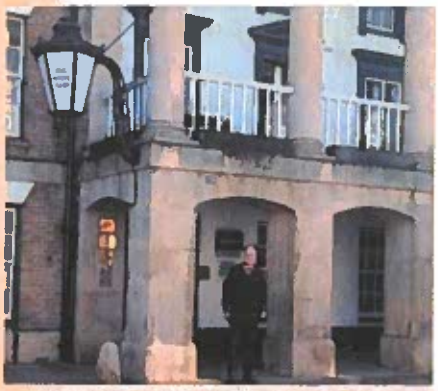


The Break – Covent Garden Hotel

*"**We had a fantastic stay at the Covent Garden Hotel.** We felt thoroughly spoiled and enjoyed our experiences there. **We had the most wonderful time at a stunning hotel.** We were looked after with amazing care and made to feel very special. **Thank you so much to Room to Reward and Covent Garden Hotel!**"*

Cliff – StreetVet

Cliff is StreetVet's 2023 Vet Volunteer of the Year Award winner. Cliff often gets labelled as Superman – there seems to be no problem that he can't solve. Definitely the kind of person you need in a crisis. **Cliff goes above and beyond at all times. He's the first to volunteer his free time for outreaches** and will be there with cake and gardening tips to lift the spirits of the rest of the team. He's a fantastic volunteer and helps arrange anything needed in practice. Cliff goes above and beyond in caring for the needs of our patients and our team. **If there is an operation that needs doing, he will usually book it in and do the operation himself. Cliff is so reliable and consistent with his StreetVet vet role.** He is great with the patients and their owners. If any of our patients need a procedure, Cliff makes sure it's booked in ASAP with him. He always steps in last minute to help the team AND brings coffee on outreach. **Cliff is always ready and willing to help and his can-do attitude means that stuff always gets done. He is always there to help out other volunteers or clients alike. His advice is always reassuring calm and practical. Quite simply, Cliff is StreetVet's Superman.**



The Break – The White Hart

*"**I volunteer for Streetvet because I have the skills to make a difference in lives much less fortunate than mine. This was a wonderful experience that started as soon as we arrived. Russ on reception knew who we were and why we were there and could not have been more accommodating. The hotel manager also came out to say hello. We ate in the restaurant the first evening and the great service continued. ALL the staff were friendly. We had a wonderful time – blessed with super weather and it really gave us a lift. So, thank you Room to Reward and The White Hart. That was special!**"*

www.roomtoreward.org/r2r-impact

R2R 2025 – R2R Postcards

Liz – Farms for City Children

Liz is a committed and much-valued member of the team. Liz helps in the garden – weeding, planting and harvesting produce for the children eat, taking care and pride in everything she does. She checks in with the kitchen team when delivering produce, ensuring there is enough and that it's of the right quality and clean of soil. More recently, after learning the ropes, Liz now confidently leads a cooking session with the children on which she has put her own stamp. **The children love getting to know her and she ensures she spends time before the session getting to know them with some ice-breaker exercises. She takes the same care and pride in her cooking sessions as she does in the garden, engaging beneficiaries with her passion and enthusiasm for cooking. She shares her knowledge of the garden and produce grown to explore and explain the farm-to-fork journey which is at the forefront of what we teach our visiting children.** Liz is always happy to help she goes above and beyond the expectations of a volunteer and **we are incredibly lucky to have her.**



The Break – Harbour Inn

"***We had the most amazing experience!*** *I love my volunteering and engaging with the children who come for educational visits to the farm.* ***The Room to Reward nomination was a wonderful boost and the break at Harbour Inn was just fantastic.*** *Thank you so much!*"



Tom – Glasgow's Golden Generation

Tom is one of our committed, caring and selfless befriending volunteers who supports our befriending project. He gives his time on a weekly basis to provide company and companionship to isolated older adults via phone calls and face-to-face visits – making time for his befriendee and checking in on him, **providing a listening ear, conversation and company every week. Tom's humour and good conversations makes a genuine difference** to his befriendee every week – whether it's chatting about their interests and memories or watching a film together. His befriendee looks forward to his visits every week which really cheer him up and break the loneliness cycle. **Volunteers like Tom enable us to reach out to more isolated adults and make a meaningful difference to their lives. We are so grateful for Tom and delighted to see how he has connected with his befriendee.**



The Break – The Davenport

"***We had an amazing time at The Davenport*** *– the staff did a great job of making it a special stay. I'm really grateful to Glasgow's Golden Generation for the nomination, Room to Reward for arranging the stay and* ***The Davenport for partnering with R2R - we had a great stay in Dublin because of it!***"

www.roomtoreward.org/r2r-impact

R2R 2025 – R2R Postcards

Heather – Maggie Oliver Foundation

Heather is an integral part of our team. She is a very experienced counsellor and volunteers her time to provide emotional support calls to our brave survivors. Heather will always make herself available if any of our clients are in need of emotional support and **provides a listening ear, compassion and knowledge** during these support calls. Heather also offers her knowledge to those she supports to educate them on how their body and emotions are responding and why. This not only supports our brave survivors but empowers them too. **Heather is a fantastic team player and offers her support to anyone who is newly onboard.** All of these are just some of the reasons why we were thrilled to **award Heather with our charity's own Volunteer Recognition awards and nominate her for a very well-deserved Room to Reward break.**

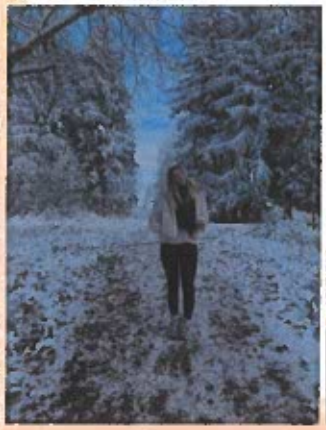


The Break – Leonardo Royal London City

"I would like to give a big shout out to the wonderful Room to Reward Volunteer Recognition Initiative and Leonardo London City Hotel. Thanks to my nomination, I was able to take my grandson on his first trip to London. Big Ben and Paddington Bear were at top of his list to visit and we had a fantastic time. Thank you!"

Karys – Warrington Youth Zone

Karys has been a dedicated and transformative Buddy, making an incredible impact on the life of the young person she supports. She selflessly commits her Wednesday evenings to ensure this young person has opportunities to grow, connect and build independence. **Karys ability to provide consistent meaningful support has been life-changing for the young person.** She fosters confidence and belonging. Through her unwavering dedication and compassion, Karys has opened doors to personal growth and social engagement. She is nothing short of remarkable. **Her selflessness, commitment and positive influence have made a profound difference and she truly deserves to be recognized and celebrated for her outstanding contributions to our charity and the lives of young people.**



The Break – Holiday Inn Express Zurich Airport

"I had a fab trip. Thank you so much for this opportunity!"







www.roomtoreward.org/r2r-impact

R2R 2025 – Thank You

Jenny – Keech Hospice

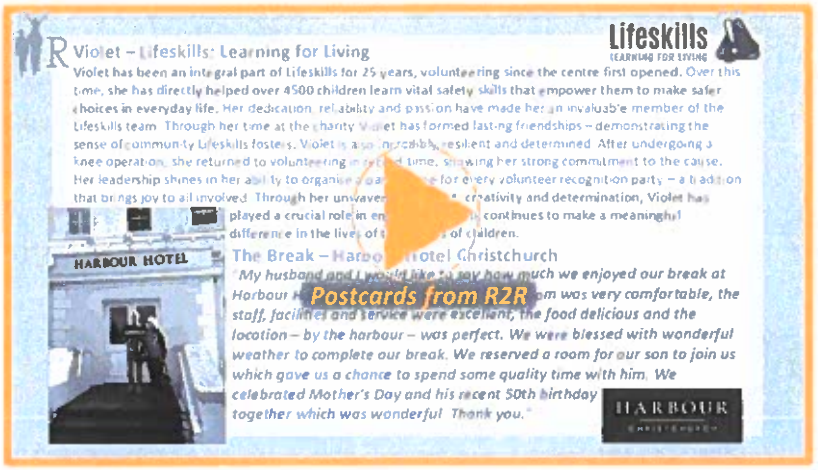
Our children's service supports families from across Bedfordshire, Hertfordshire and Milton Keynes who have a child or young person diagnosed with a life limiting condition. **Jenny volunteers within the day support service and is known to go way beyond her volunteering role – always giving 100% and showing compassion and kindness to our young patients – and has been doing so for over 10 years.** She started with the Tots and Toys group, supported children's events and trips out and supported a young lady in keeping up with her school studies for a year, setting her work and attending school meetings to ensure her needs were met. Jenny and her husband Phil have also organised a very successful fundraising event once a year for the last five years, raising over £10,000. Recently, a patient with Keech Hospice Care was featured on a special edition of Children in Need Countryfile. This **young lady talked about the support she gained at Keech Hospice Care and how it is helping her make her dream future a reality. Mum confirmed that her daughter has had a massive growth in confidence from the help and support offered by Keech Hospice Care. The volunteer that supported this young lady with her studies was Jenny. She is undoubtedly one of our Hidden Heroes.**



The Break – The Dorchester

"Ever since we had a wonderful meal at the Dorchester some years ago, actually staying there was high up on our bucket list and thanks to Room to Reward and The Dorchester our dream came true. It was our 50th Wedding Anniversary six months prior to the break, which was the most wonderful the icing on the cake as far as our celebrations went. We don't have the words to express how grateful we are to Room to Reward and The Dorchester for this experience. Over the years, we have holidayed in various locations around the world, but this wonderful two-night stay is right up with the very best and one we will always remember. It's a privilege to volunteer at Keech Hospice, a truly amazing place. The nomination was a total surprise and the whole experience is still a little hard to believe. A mind-blowing break at a truly iconic hotel. Thank you, thank you, thank you!"

See more 2025 R2R postcards here



Room to Reward only happens because of the people who support it. To our wonderful hospitality partners who make the rest of what we do possible, the charities and voluntary organisations who make the nominations, the Hidden Heroes making a difference to people and places in need, our amazing sponsors, supporters and ambassadors – thank you for being part of our journey.

Room to Reward

The trustees' report was approved by the Board of Trustees.

Mr M O Warren
Trustee

Date: 30/10/26

ROOM TO REWARD CIO

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees, who are also the directors of Room to Reward CIO for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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

ROOM TO REWARD CIO

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF ROOM TO REWARD CIO

I report to the trustees on my examination of the financial statements of Room to Reward CIO (the charity) for the year ended 31 December 2025.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

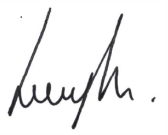
Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable 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 that in any material respect:

1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2 the financial statements do not accord with those records; or
3 the financial statements 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 financial statements 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 financial statements to be reached.



Lucy Filer FCCA
TC Group

Waverley House
115-119 Holdenhurst Road
Bournemouth
Dorset
BH8 8DY

Dated: 30 October 2026

ROOM TO REWARD CIO

STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	3	12,260	15,725	27,985	39,769	17,200	56,969
Other trading activities	4	113,339	-	113,339	83,173	-	83,173
Investments	5	663	-	663	619	-	619
Total income		126,262	15,725	141,987	123,561	17,200	140,761
Expenditure on:							
Raising funds	6	26,345	-	26,345	20,207	-	20,207
Charitable activities	7	77,789	16,165	93,954	71,730	18,218	89,948
Total expenditure		104,134	16,165	120,299	91,937	18,218	110,155
Net income/(expenditure) and movement in funds		22,128	(440)	21,688	31,624	(1,018)	30,606
Reconciliation of funds:							
Fund balances at 1 January 2025		77,810	440	78,250	46,186	1,458	47,644
Fund balances at 31 December 2025		99,938	-	99,938	77,810	440	78,250

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

ROOM TO REWARD CIO

BALANCE SHEET

AS AT 31 DECEMBER 2025

		2025		2024	
Current assets					
Debtors	**12**	-		448	
Cash at bank and in hand		102,986		80,157	
		102,986		80,605	
Creditors: amounts falling due within one year	**13**	(3,048)		(2,355)	
Net current assets			99,938		78,250
The funds of the charity					
Restricted income funds	**15**		-		440
Unrestricted funds	**16**		99,938		77,810
			99,938		78,250

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the trustees on 30/10/26

Mr M O Warren
Trustee

Company registration number CE002757 (England and Wales)

1 Accounting policies

Charity information
Room to Reward CIO is a private company limited by guarantee incorporated in England and Wales. The registered office is Harbour House, 60 Purewell, Christchurch, Dorset, BH23 1ES.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's [governing document], the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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). The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities not to prepare a Statement of Cash Flows.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1 Accounting policies **(Continued)**

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.7 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 in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when 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 debtors 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 rate of interest. Financial assets classified as receivable within one year are not amortised.

1 Accounting policies **(Continued)**

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.8 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.9 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

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

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

It is the opinion of the trustees that there are no significant estimates or judgements included within the financial statements.

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	12,260	15,725	27,985	39,769	17,200	56,969

4 Income from other trading activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising events	113,339	83,173

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	663	619

6 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Advertising	607	-
Other fundraising costs	25,738	20,207
	26,345	20,207

7 Expenditure on charitable activities

	Charitable activities 2025 £	Charitable activities 2024 £
Direct costs		
Staff costs	82,093	78,881
Travel and subsistence	1,847	1,216
Website costs	446	359
Insurance	408	96
Other expenditure	180	306
Support services	7,000	7,200
	91,974	88,058
Share of support and governance costs (see note 8)		
Support	1,980	1,890
	93,954	89,948
Analysis by fund		
Unrestricted funds	77,789	71,730
Restricted funds	16,165	18,218
	93,954	89,948

8 Support costs allocated to activities

	2025 £	2024 £
Governance costs	1,980	1,890
Analysed between:		
Charitable activities	1,980	1,890

Governance costs includes payments to the independent examiner of £1,980 (2024 - £1,890) for independent examination fees.

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	3	3

Employment costs	2025 £	2024 £
Wages and salaries	78,600	75,750
Social security costs	1,697	1,420
Other pension costs	1,796	1,711
	82,093	78,881

There were no employees whose annual remuneration was more than £60,000.

11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

12 Debtors

Amounts falling due within one year:	2025 £	2024 £
Other debtors	-	448

13 Creditors: amounts falling due within one year

	2025 £	2024 £
Other taxation and social security	1,068	-
Other creditors	-	385
Accruals and deferred income	1,980	1,970
	3,048	2,355

14 Retirement benefit schemes

Defined contribution schemes	2025 £	2024 £
Charge to profit or loss in respect of defined contribution schemes	1,796	1,711

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

15 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2025 £	Incoming resources £	Resources expended £	At 31 December 2025 £
Hotel partnership officer and support services	440	15,725	(16,165)	-

Previous year:	At 1 January 2024 £	Incoming resources £	Resources expended £	At 31 December 2024 £
Hotel partnership officer and support services	1,458	17,200	(18,218)	440

Hotel partnership officer - this fund represents amounts received to fund the wage costs of the hotel partnership officer, along with other support services.

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2025	Incoming resources	Resources expended	At 31 December 2025
	£	£	£	£
General funds	77,810	126,262	(104,134)	99,938

Previous year:	At 1 January 2024	Incoming resources	Resources expended	At 31 December 2024
	£	£	£	£
General funds	46,186	123,561	(91,937)	77,810

17 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025
	£	£	£
At 31 December 2025:			
Current assets/(liabilities)	99,938	-	99,938
	99,938	-	99,938

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 December 2024:			
Current assets/(liabilities)	77,810	440	78,250
	77,810	440	78,250

18 Related party transactions

During the year, Room to Reward received £12,225 of funding from Nicholas James Ltd towards the salary of the Hotel Partnership Officer and support services (2024 - £16,200).