• WORK AVENUE •

Creating Employment • Growing Business

WORK AVENUE FOUNDATION
TRUSTEE REPORT & FINANCIAL STATEMENTS
FOR YEAR ENDING 31 DECEMBER 2025







REGISTERED COMPANY NUMBER: 09595853 (England & Wales)

REGISTERED CHARITY NUMBER: 1164762

• WORK AVENUE •

Creating Employment • Growing Business

WORK AVENUE IS THE COMMUNITY'S LEADING EMPLOYMENT & BUSINESS SUPPORT CHARITY, ASSISTING PEOPLE IN OBTAINING LONG TERM SUSTAINABLE INCOMES THROUGH CREATING EMPLOYMENT AND BUILDING BUSINESSES.

THE TRUSTEES

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 ending 31 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).

OBJECTIVES AND ACTIVITIES

The Work Avenue Foundation provides people with essential lifelong skills to support themselves and their families through helping people into work and with building sustainable businesses. The Work Avenue Foundation can help everyone, at any life stage.

The Work Avenue Foundation aims to provide people with essential lifelong skills to support themselves and their families by:

- Providing support to get people into or back into work.
- Assisting individuals in finding jobs.
- Training people for the workplace.
- Enabling people to make informed career choices.
- Increasing the success rate and long-term sustainability of new and existing businesses.

The Work Avenue Foundation comprises the following key areas:

EMPLOYMENT SUPPORT

BUSINESS SUPPORT

LIVE JOBS BOARD

THE FREELANCE AGENCY

OBJECTIVES AND AIMS

SIGNIFICANT ACTIVITIES

The Work Avenue Foundation Vision:

- **A strengthened community where individuals have the ability to be able to support themselves and their families with dignity.**
- **A community where each individual feels responsible to donate time, money and resources to ensuring the financial stability of their fellow man or woman.**
- **The ability to leverage the human capital within the community creating a robust infrastructure and network giving people the best chance of supporting themselves and their families.**
- **A community that embraces what Maimonides refers to as the highest form of charity "helping strengthen a person to become self-sufficient and financially secure so that he or she need not rely on others".**









THE WORK AVENUE FOUNDATION MISSION:

The Work Avenue Foundation's mission is to build an infrastructure and offer services that will empower individuals primarily within the Jewish community to maximise their earning potential enabling them to secure gainful employment or build sustainable businesses.

CORE PRINCIPLES

The Work Avenue Foundation delivers its services in accordance with the following principles:

- Treat each person as an individual with dignity and respect.
- Think "out of the box" and go the extra mile for all service users.
- Strive for excellence and professionalism in all activities.
- Build open and honest relationships with communication.
- Be passionate and determined.

STRATEGIES

- To provide practical help and solutions for those looking to earn a sustainable living through running a business or seeking employment.
- To ensure that the WE Hubs continue to be a central hub for business and employment across the entire spectrum of the community.
- To harness the human capital in the community and use it to create business and employment opportunities across the community.
- To ensure that The Work Avenue Foundation and WE Hub become household names when referring to business and employment support.
- Maintain an impeccable reputation as the community's provider for business and employment support.

WORK AVENUE ACTIVITIES

Overview of The Work Avenue Foundation:
The Work Avenue Foundation, a non-profit organisation, is the community's leading employment and business support charity assisting people in creating long term sustainable incomes either through creating employment or building businesses. The Work Avenue Foundation creates opportunities for everyone, at any life stage, in any situation.

Work Avenue has been operational for 20 years and provides people with essential lifelong skills, enabling them to become financially independent so they can support themselves and their families with dignity.

The Work Avenue Foundation enables and empowers people to be able to stand on their own two feet, which is fundamental to reducing poverty and hardship in parts of our community.
The ability to financially support oneself and one's family with dignity and pride is vital in leading a productive and fulfilling life. Work Avenue is one of the core charitable pillars of our community, providing vital services to those requiring assistance to ensure long term financial stability.

Work Avenue offers support through our three divisions: employment, business, and our brand new initiative, The Freelance Agency, which aims to create employment and grow businesses by creating a workforce of freelancers to support businesses in key areas so they can grow and develop.

EMPLOYMENT SUPPORT

- Training people in workplace skills
- Providing support to get people into or back into work
- Assisting clients by placing them in work and providing support in the first year of employment

BUSINESS SUPPORT

- Supporting businesses thereby increasing their success rate and long-term sustainability with one to one advice and guidance
- Networking and expert interventions
- Shared workspace
- Providing mentoring support to established business-owners

RECRUITMENT

- LIVE Jobs Board
- Dedicated professional recruitment team

THE FREELANCE AGENCY

- Timely and affordable freelance project support to small businesses to help their business grow and thrive
- Quality control to ensure consistency and standards

In 2025:

4238

People engaged with our services

Clients accessed employment support	2427
Clients engaged with our Business services	1311
Freelance Agency members	178
Wohl Enterprise Hub members	161

THE WORK AVENUE FOUNDATION HAS SUCCESSFULLY MET AND EXCEEDED ALL PREVIOUS GOALS SET:

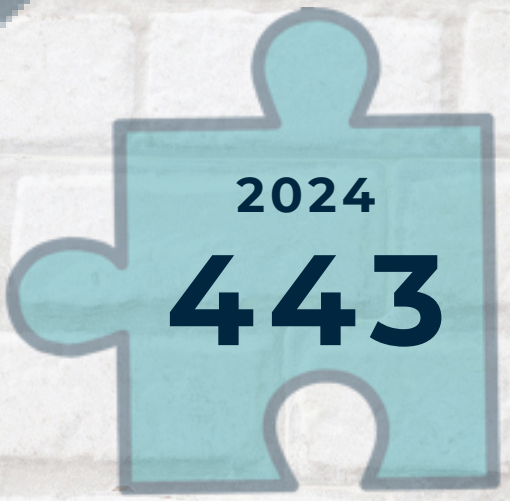
- Continued to innovate based on the need in the market, while still maintaining a person centred approach.
- Created alliances with other organisations and businesses.
- Increased the breadth of its funding base through foundations, donations and harnessing the power of technology using crowdfunding.
- Met the huge increase in the demand for its services, whilst maximising the professional team and core costs efficiently.
- Penetrated the Jewish community and beyond.



OUR EMPLOYMENT DEPARTMENT

JOBS SECURED





EMPLOYMENT CORE SERVICES

JOB READINESS SKILLS AND TRAINING

Work Avenue offers a range of workshops covering key areas of employability including CV writing, confidence building, interview skills, transferable skills and networking. Job seekers are invited to attend these sessions where they learn how to maximise their employment potential and increase their chances of securing work.

1:2:1 BESPOKE SUPPORT

Individual careers guidance, mock interviews and employment support consultations.

RECRUITMENT

Work Avenue reaches out into the community and beyond to seek work opportunities that will populate our web based jobs board. Clients are able select opportunities to pursue, and at the same time we will select clients to put forward.

EVENTS AND PROGRAMMES

Work Avenue runs a range of dedicated programmes to meet the demands of a specific client cohort. Recent examples include the New Year, New Career Conference, the Wellbeing at Work Conference, a Recruitment and Retention webinar and regular jobs fairs.

NETWORKING

Work Avenue broadens its networking reach with a suite of dedicated networking events. The aim is to bring together professionals in a field with clients who work or seek to work in a given sector, thus promoting both the clients' employment chances and Work Avenue's profile at the same time.

MEET JO

CHALLENGE

After a career in teaching, Jo decided it was time to transition out of the classroom.
In her 40s, and with a strong CV, she was finding good opportunities in her chosen sector of charity work but kept falling at the final hurdle when it came to landing a full-time job.

JOURNEY

Jo was encouraged by a friend to go along to Work Avenue's New Year, New Career event with her – and found out that many of the issues she was having, especially around the second interview, were tackled head-on.

IMPACT

A mix of Work Avenue events, webinars, interview prep and 1:2:1 sessions helped Jo nail that second interview.
After applying for 26 jobs, she landed a permanent full-time role with the social mobility charity Making The Leap as their Educational Partnerships Manager.

JO SAYS

All of the workshops with Richard were incredibly useful, Gemma's one-to-one sessions gave me some very solid groundwork and Jeremy's advice was the best interview prep I've ever had.

"I'm so grateful for all the help I received in finally landing this role, which I am so excited to be doing!"

SCHOOLS PROGRAMME

Work Avenue runs a suite of bespoke careers workshops for students from years 8 to 13 and also offers dedicated one to one careers guidance to sixth form students.

The organisation has Matrix accreditation, the UK kitemark standard for organisations offering information, advice and guidance, and therefore conforms to the Government's Gatsby Benchmarks for schools' careers guidance.



OUR BUSINESS DEPARTMENT

MEET BRYAN

CHALLENGE

After 10 years as a professional pianist, Bryan setup 88 Keys Entertainment, an agency for people to hire other pianists.
Setting up a new venture is never easy, especially as he still needed to run and maintain his existing businesses – Bryan Edery Pianist – for his own wedding and event work.

JOURNEY

Bryan receives monthly business coaching with Jo Sadie, to help give him focus and explore new ideas & opportunities. He has also attended Work Avenue's workshops and courses, covering brand-building, AI, LinkedIn, and advertising on Instagram and Facebook.

IMPACT

Thanks to the support and workspace offered by Work Avenue – and the offerings of The Freelance Agency – Bryan has turned 88 Keys Entertainment from an idea into a thriving new company, while still maintaining his original business.

BRYAN SAYS

The Wohl Enterprise Hub is an incredible gift for our community. It offers so much in terms of helping to build your business – coaching, courses and especially The Freelance Agency – for a third of the price of a standard workspace.

BUSINESS CORE SERVICES

1:2:1 BUSINESS ADVICE

On-going one-to one advice sessions for new and existing entrepreneurs.
Business Workshops and Webinars
Regular workshops and webinars to our network of entrepreneurs and small businesses on a range of topics to support the growth and development of their business.

BUSINESS NETWORK

Outreach of business professionals to enhance business network and support start-up entrepreneurs in areas where they seek expertise and provide mentoring support for established business owners.

PROFESSIONAL BUSINESS SERVICES

Partner with professionals to provide affordable packages for start-ups, following referral policy. Includes financial, legal, IT and marketing.

THE WORK AVENUE ECOSYSTEM

Develop a one-ecosystem community culture, maximising synergies across the businesses, departments and networks at The Work Avenue.

THE FREELANCE AGENCY

FREELANCE EXPERTS . AFFORDABLE PRICING

Powered By **WORK AVENUE**

THE FREELANCE AGENCY

FREELANCE EXPERTS . AFFORDABLE PRICING

Powered By **WORK AVENUE**

PROVIDING BUSINESSES WITH TRUSTED FREELANCERS FOR ONE-OFF & ONGOING PROJECTS



WEBSITE DESIGN



GRAPHIC DESIGN



MARKETING STRATEGY



SOCIAL MEDIA



PHOTO/VIDEO EDITING



ADMIN/VA SUPPORT



SALES



PROJECT MANAGEMENT



HR SUPPORT



BOOK-KEEPING

WHAT IS TFA?

TFA (The Freelance Agency) provides businesses with talented, reliable freelancers who will support your business. Whether it's a quick task or a longer project. TFA is here to support you!

HOW IT WORKS?



OUR SERVICES:



OUR RATES:

- Bespoke quote based on individual brief
- Affordable and designed to suit your budget
- Various payment plans available

TFA@theworkavenue.org.uk

020 8371 3280 I 07745544390

WOHL ENTERPRISE HUB

WE Hub

WOHL ENTERPRISE SHARED WORKSPACE

NETWORKING EVENTS

Series of networking events with engaging and relevant keynote speakers for new and existing businesses.

WOHL ENTERPRISE HUB SHARED WORKSPACE

Work Avenue run The Wohl Enterprise Hub, the community's first business and employment hub. WE Hub is a dynamic environment for businesses to grow and become self-sustaining.

In December 2024, we opened Manchester's first dedicated Community Shared Workspace - The Wohl Enterprise Hub Manchester – expanding our reach and support to entrepreneurs and job seekers in the North West.

The layout and mix of facilities at both hubs have been designed to encourage interaction between entrepreneurs and industry experts, building a network, creating opportunities in all areas of employment and self-employment.

Offering our services from these state-of-the-art facilities has enabled us to expand our provision and help many more people each year to support themselves and their families, putting the importance of helping people into jobs and sustainable employment firmly on the map and at the forefront of our minds as a community.

MEET JONATHAN

CHALLENGE

Jonathan is a planning consultant, helping property developers and landowners achieve planning permission.
After setting up his business, JG Town Planning, he quickly discovered that working from home was proving impossible.

JOURNEY

Jonathan took up a hot-desk membership at Wohl Enterprise Hub, benefiting from the professional environment alongside others in his position.
After settling in, he began to take advantage of the expert 1:2:1 business advice, specifically on business development and strategy.

IMPACT

Things have gone so well that Jonathan moved to a permanent allocated desk. He wanted to get away from his flat and have a larger permanent screen rather than work from a laptop.

JONATHAN SAYS

I feel settled and confident here. It's a lovely place to come to work! I have a new client that I met through WE Hub and there are other people who work in property here that I've been able to meet with and learn from.

OBJECTIVES AND ACTIVITIES

PUBLIC BENEFIT

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning activities and provision of services to the public by ensuring that it does not place undue restrictions on members of the public seeking to make use of the charity's services and facilities.

FINANCIAL REVIEW

PRINCIPAL FUNDING SOURCES

Since the pandemic the charity has relied heavily upon its generous and philanthropic donors for continued support, together with harnessing the power of crowdfunding. The charity ran its first crowdfunding campaign in September 2019 and raised over £1M. A second crowdfunding campaign was delivered in January 2021 and raised £1.1M, a third campaign in November 2022 raised over £1M and a fourth campaign in March 2024 also raised over £1M. In February 2026, we raised over £1.125M.

Crowdfunding has allowed the charity to extend its reach to a much wider pool of donors both major and minor, and specifically has allowed clients and former clients to recognise the value of the support they have received from the organisation as they get their working lives back on track.

RESERVES POLICY

As at December 2025 the charity's unrestricted funds were in credit of £128,596 (2024: £431,126) and restricted funds were £154,353(2024: £259,241). The trustees are satisfied that the charity is able to raise sufficient funds to meet the charity's objectives, and is working towards a strategy to place 6 months reserves on deposit. The accounts have therefore been prepared on a going concern basis.

The Work Avenue Foundation's reserves policy is to maintain sufficient level of reserves to enable operating activities to be maintained for the foreseeable future, taking account of potential risks and contingencies that may arise from time to time. The policy is reviewed annually by the trustees.

Amounts are set aside to meet financial risks associated with potential contingencies and uncertainties relating to the charity's operating activities. These include:

- The funding of unforeseen major projects that have not been provided for in the normal financial planning process.

- The setting aside of an appropriate sum for enabling the continuation of The Work Avenue Foundation's operations and grant-making program.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The charity is governed by its Memorandum and Articles of Association and is a company limited by guarantee.

RECRUITMENT AND APPOINTMENT OF NEW TRUSTEES

Trustees are appointed according to the Articles of Association.

STRUCTURE, GOVERNANCE AND MANAGEMENT

ORGANISATIONAL STRUCTURE

The board of trustees administers the charity. They appoint a CEO, together with a staff team, that oversees the day-to-day affairs.

INDUCTION AND TRAINING OF NEW TRUSTEES

New trustees undergo a briefing on their legal obligations under company and charity law.

REFERENCE AND ADMINISTRATIVE DETAILS

REGISTERED COMPANY NUMBER
09595853 (England and Wales)

REGISTERED CHARITY NUMBER

1164762

REGISTERED OFFICE

First Floor, Winston House
349 Regents Park Road
London
N3 1DH

TRUSTEES

Mr A Bard
Mrs S Kintish
Mr P J Mann
Mrs P Mintz
Mr M Z Morris
Mr S J H Pack
Mrs N Sandler
Mr S S Zaltzman

INDEPENDENT EXAMINER

Melinek Fine LLP
Chartered Accountants
First Floor, Winston House
349 Regents Park Road
London
N3 1DH

WEBSITE

www.theworkavenue.org.uk

BANKERS

Barclays Bank UK PLC
1 Churchill Place,
London E14 5HP

THIS REPORT HAS BEEN PREPARED IN ACCORDANCE WITH THE SPECIAL PROVISIONS OF PART 15 OF THE COMPANIES ACT 2006 RELATING TO SMALL COMPANIES.

APPROVED BY ORDER OF THE BOARD OF TRUSTEES ON

16 September 2026

AND SIGNED ON ITS BEHALF BY:

Mr M Z Morris - Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE WORK AVENUE FOUNDATION

Independent examiner's report to the trustees of The Work Avenue Foundation ('the Company')
I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 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
Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

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.



Mr Daniel Fine, FCA

Melinek Fine LLP
Chartered Accountants
First Floor, Winston House
349 Regents Park Road
London
N3 1DH

Date: 17/09/2026

THE WORK AVENUE FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted fund £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	**283,356**	**180,559**	**463,915**	1,010,163
Other trading activities	3	**226,486**	**62,909**	**289,395**	352,686
Investment income	4	**-**	**-**	**-**	11
Total		**509,842**	**243,468**	**753,310**	1,362,860
EXPENDITURE ON					
Raising funds	5	**5,847**	**-**	**5,847**	36,348
Charitable activities	6				
Charitable activities		**820,611**	**296,970**	**1,117,581**	1,001,854
Other		**37,061**	**239**	**37,300**	32,747
Total		**863,519**	**297,209**	**1,160,728**	1,070,949
NET INCOME/(EXPENDITURE)		**(353,677)**	**(53,741)**	**(407,418)**	291,911
Transfers between funds	18	**51,147**	**(51,147)**	**-**	-
Net movement in funds		**(302,530)**	**(104,888)**	**(407,418)**	291,911
RECONCILIATION OF FUNDS					
Total funds brought forward		**431,126**	**259,241**	**690,367**	398,456
TOTAL FUNDS CARRIED FORWARD		**128,596**	**154,353**	**282,949**	690,367

The notes form part of these financial statements

THE WORK AVENUE FOUNDATION (REGISTERED NUMBER: 09595853)

BALANCE SHEET
31 DECEMBER 2025

	Notes	Unrestricted fund £	Restricted funds £	**2025 Total funds £**	2024 Total funds £
FIXED ASSETS					
Tangible assets	13	**25,394**	**445**	**25,839**	30,240
CURRENT ASSETS					
Debtors	14	**831,013**	**2,950**	**833,963**	946,973
Cash at bank		**281,453**	**150,958**	**432,411**	637,453
		1,112,466	**153,908**	**1,266,374**	1,584,426
CREDITORS					
Amounts falling due within one year	15	**(599,367)**	**-**	**(599,367)**	(487,671)
NET CURRENT ASSETS		**513,099**	**153,908**	**667,007**	1,096,755
TOTAL ASSETS LESS CURRENT LIABILITIES		**538,493**	**154,353**	**692,846**	1,126,995
CREDITORS					
Amounts falling due after more than one year	16	**(409,897)**	**-**	**(409,897)**	(436,628)
NET ASSETS		**128,596**	**154,353**	**282,949**	690,367
FUNDS	18				
Unrestricted funds				**128,596**	431,126
Restricted funds				**154,353**	259,241
TOTAL FUNDS				**282,949**	690,367

The charitable company is entitled to exemption from audit under Section 477 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 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 16/09/2026 and were signed on its behalf by:

.....
Mr M Z Morris - Trustee

The notes form part of these financial statements

THE WORK AVENUE FOUNDATION

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	**2025** **£**	2024 £
Cash flows from operating activities			
Cash generated from operations	1	**(205,042)**	306,586
Net cash (used in)/provided by operating activities		**(205,042)**	306,586
Cash flows from investing activities			
Purchase of tangible fixed assets		**-**	(16,650)
Interest received		**-**	11
Net cash provided by/(used in) investing activities		**-**	(16,639)
Change in cash and cash equivalents in the reporting period		**(205,042)**	289,947
Cash and cash equivalents at the beginning of the reporting period		**637,453**	347,506
Cash and cash equivalents at the end of the reporting period		**432,411**	637,453

The notes form part of these financial statements

THE WORK AVENUE FOUNDATION

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2025

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	**(407,418)**	291,911
Adjustments for:		
Depreciation charges	**4,402**	5,149
Interest received	**-**	(11)
Decrease/(increase) in debtors	**113,009**	(96,611)
Increase in creditors	**84,965**	106,148
Net cash (used in)/provided by operations	**(205,042)**	306,586

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.25	Cash flow	**At 31.12.25**
	£	£	**£**
Net cash			
Cash at bank and in hand	**637,453**	**(205,042)**	**432,411**
	637,453	**(205,042)**	**432,411**
Total	**637,453**	**(205,042)**	**432,411**

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.

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.

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.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

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

Long leasehold	-	10% on cost
Fixtures and fittings	-	15% on reducing balance
Computer equipment	-	33% on reducing balance

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

Fund accounting
Funds held by the charity are:

Unrestricted funds - These are general funds for use by the charity in furtherance of the charitable objects at the discretion of the Trustees.

Restricted funds - These are funds donated to the charity to spend on a specific area of expenditure. The funds may only be expended on the specific object for which they were given. Any balance remaining unspent at the end of each year must be carried forward as a balance on that fund.

Leasing commitments
Rentals payable under operating leases are charged to profit or loss on a straight line basis over the period of the lease. Incentives received and receivable to sign an operating lease are recognised on a straight line basis over the lease term

Pension costs and other post-retirement benefits
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 only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

continued...

1. ACCOUNTING POLICIES - continued

Company limited by guarantee

The charity company is limited by guarantee and does not have share capital. The articles of association of the company preclude the distribution of assets to the members of the company and accordingly a reconciliation of shareholders' funds is inappropriate. The liability of each member in the event of a winding up is limited to £10.

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	**443,112**	1,009,984
Gift aid	**20,803**	179
	463,915	1,010,163

3. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Business and office services	**221,483**	221,007
Training and work placement	**67,912**	131,679
	289,395	352,686

Included within training and work placement is £5,003 (2024: £7,435) of income received from participants in training courses.

4. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	**-**	11

5. RAISING FUNDS

Raising donations and legacies

	2025	2024
	£	£
Fundraising	**5,847**	36,348

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 8)	Totals
	£	£	£
Charitable activities	**944,405**	**173,176**	**1,117,581**
Other	**-**	**37,300**	**37,300**
	944,405	**210,476**	**1,154,881**

continued...

7. GRANTS PAYABLE

	2025	2024
	£	£
Charitable activities	**-**	9,265

8. SUPPORT COSTS

	Finance	Other	Governance costs	Totals
	£	£	£	£
Charitable activities	**74**	**173,102**	**-**	**173,176**
Other	**2,790**	**4,402**	**30,108**	**37,300**
	2,864	**177,504**	**30,108**	**210,476**

9. NET INCOME/(EXPENDITURE)

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

	2025	2024
	£	£
Depreciation - owned assets	**4,401**	5,149
Other operating leases	**105,269**	105,196

10. AUDITORS' REMUNERATION

	2025	2024
	£	£
Fees payable to the charity's auditors for the audit of the charity's financial statements	**-**	4,200
Other non-audit services	**5,100**	6,180

11. TRUSTEES' REMUNERATION AND BENEFITS

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

Trustees' expenses

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

12. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	**598,897**	548,090
Social security costs	**64,612**	49,677
Other pension costs	**11,699**	11,492
	675,208	609,259

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

	2025	2024
Staff members	**17**	17

continued...

12. STAFF COSTS - continued

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
£60,001 - £70,000	**1**	1
More than £100,000	**1**	1
	2	2

Both of the above mentioned employees were key management personnel.

13. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 January 2025 and 31 December 2025	**16,650**	**42,849**	**39,772**	**99,271**
DEPRECIATION				
At 1 January 2025	**1,665**	**30,039**	**37,327**	**69,031**
Charge for year	**1,665**	**1,921**	**815**	**4,401**
At 31 December 2025	**3,330**	**31,960**	**38,142**	**73,432**
NET BOOK VALUE				
At 31 December 2025	**13,320**	**10,889**	**1,630**	**25,839**
At 31 December 2024	14,985	12,810	2,445	30,240

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade debtors	**37,853**	137,175
Other debtors	**791,099**	804,787
Prepayments and accrued income	**5,011**	5,011
	833,963	946,973

continued...

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	**591,271**	476,162
Pension	**2,369**	1,884
Net wages	**64**	122
Accruals and deferred income	**5,663**	9,503
	599,367	487,671

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£	£
Accruals and deferred income	**409,897**	436,628

17. LEASING AGREEMENTS

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

	2025	2024
	£	£
Within one year	**105,269**	105,196
Between one and five years	**421,077**	420,783
In more than five years	**1,834,102**	1,939,372
	2,360,448	2,465,351

In April 2016, the charity entered into a 25 years operating lease agreement expiring in April 2041. Total future minimum payment under non-cancellable operating lease is £2,360,448..

18. MOVEMENT IN FUNDS

	At 1.1.25	Net movement in funds	Transfers between funds	At 31.12.25
	£	£	£	£
Unrestricted funds				
General fund	**431,126**	**(353,677)**	**51,147**	**128,596**
Restricted funds				
Restricted funds	**150,668**	**(33,493)**	**(41,430)**	**75,745**
WAGE fund	**98,839**	**(20,231)**	**-**	**78,608**
Bursary fund	**9,734**	**(17)**	**(9,717)**	**-**
	259,241	**(53,741)**	**(51,147)**	**154,353**
TOTAL FUNDS	**690,367**	**(407,418)**	**-**	**282,949**

continued...

18. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	**509,842**	**(863,519)**	**(353,677)**
Restricted funds			
Restricted funds	**180,559**	**(214,052)**	**(33,493)**
WAGE fund	**62,909**	**(83,140)**	**(20,231)**
Bursary fund	**-**	**(17)**	**(17)**
	243,468	**(297,209)**	**(53,741)**
TOTAL FUNDS	**753,310**	**(1,160,728)**	**(407,418)**

Comparatives for movement in funds

	At 1.1.24 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds			
General fund	286,731	144,395	431,126
Restricted funds			
Restricted funds	23,501	127,167	150,668
WAGE fund	68,567	30,272	98,839
Bursary fund	19,657	(9,923)	9,734
	111,725	147,516	259,241
TOTAL FUNDS	398,456	291,911	690,367

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,112,434	(968,039)	144,395
Restricted funds			
Restricted funds	127,501	(334)	127,167
WAGE fund	122,325	(92,053)	30,272
Bursary fund	600	(10,523)	(9,923)
	250,426	(102,910)	147,516
TOTAL FUNDS	1,362,860	(1,070,949)	291,911

continued...

19. RELATED PARTY DISCLOSURES

Included in other debtors is an amount of £787,404 (2024: £800,852) owed by We Hub Building, a charity with common trustees.

In April 2016 the charity entered into a 25 years commercial operating lease agreement with an LLP, a trustee of the charity is a designated member of the LLP with significant influence. During the year the charity was charged a total of £105,269 (2024: £105,196) for the lease of the building. The total amount payable under the operating lease have been disclosed in note 17 above.