Wren Bakery CIO

Charity number 1191722

Company number CE023988

Annual Report and Financial Statements

For the period ended 31 December 2025

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Trustees' report for the year to 31 December 2025

Reference and administrative details of the charity, its trustees, and advisors

The trustees during the financial year and up to and including the date the report was approved were

Name	Position	Changes
Esther Riches		
Jonathan Simpson		
Sue Smith	Chair	Resigned following the year end
Jacqueline Barber		Resigned following the year end
Cassandra White		Resigned during the year
Jane Dixon	Chair	
Emma Flint		Appointed during the year

Charity number	1191722	Registered in England and Wales

Registered address
The Coffee House
Mabgate Mills
Macaulay Street
Leeds
LS9 7DZ

Independent examiner
Russell Smith
RS Accountancy
20 Wenlock Road
London
N1 7GU

Structure, governance and management

The charity is a Charitable Incorporated Organisation (CIO) Foundation and was formed on 9 October 2020.

Method of Recruitment and appointment of trustees

Apart from the first charity trustees, every trustee must be appointed for a term of three years by a resolution passed at a properly convened meeting of the charity trustees.

Objectives and activities

The Wren Bakery provides a much needed first step in the journey to employment. We help women shape a better future for themselves by gaining transferable skills in baking and barista. We put employability as our first priority, giving our trainees the opportunity of work experience through our associated CIC. We deliver mentoring and support along the way helping our trainees regain their confidence and self belief, working at their pace and journeying with them every step of the way.

The Wren Bakery continued its work supporting women in Leeds who experience multiple disadvantage, helping them to overcome barriers to employment, rebuild their confidence and work towards greater independence. Through our person-centred training and mentoring programme, we provide a safe and

Trustees' report (continued) for the year to 31 December 2025

supportive environment in which women can develop practical skills, improve their wellbeing and begin to build a more positive future.

Our two-year programme combines six months of structured training with 18 months of individual mentoring. During the training phase, women develop practical baking and barista skills, work towards relevant qualifications, including Level 2 Food Hygiene, and gain valuable experience working in our café. Alongside this practical training, we provide wellbeing support to address issues such as self-esteem, confidence, relationships, self-care and the barriers women face in their everyday lives. Following graduation, we offer tailored one-to-one mentoring to help each woman identify realistic opportunities for further training, voluntary work, work placements and paid employment.

Public benefit statement

In setting our objectives and planning our activities Wren Bakery's trustees have given serious consideration to the Charity Commission's general guidance on public benefit. Our focus in particular is on increasing the employability and wellbeing of vulnerable women. Specifically, the charities objects are for the public benefit:

1. The provision of facilities, equipment or funds connected with training for the relief of poverty amongst women who have or who are at risk of one or more of the following:
    a. domestic or other forms of abuse
    b. suffering from alcoholism, drug addiction other forms of addiction or dependence to substances
    c. or receiving a criminal record (including those who have suffered a legal restriction on their liberty at any penal establishment as a punishment imposed by a court of law, received a non-custodial sentence, fine or any other court or other recorded disposal, such as a police caution)
2. The advancement of education particularly:
    a. amongst such women by the development of individual capabilities, competencies, skills and understanding as such that will fit them for employment; and
    b. the education of the public in the causes of domestic or other forms of violence as such that will enable them to prevent and respond to such poverty.

Achievements and performance

2025 has been another of celebrating seeing our women develop beyond the programme and into work. The programme recognises that progress is not always straightforward. The women we support have often experienced significant personal challenges, and their journeys towards employment and independence can be complex. Throughout 2025, the women involved demonstrated considerable resilience, determination and courage as they worked to overcome these challenges. Their achievements reflect not only the development of practical skills but also growth in confidence, self-belief and hope for the future.

During the year, four women from the cohort that began training in October 2024 reached the end of their six-month training phase and graduated in March 2025. Their subsequent journeys demonstrate the different ways in which our programme can support women to move forward. One trainee undertook several paid and voluntary work placements and went on to complete further training cake-decorating Leeds City College. Another secured full-time employment a local events space following a work placement arranged through The Wren Bakery. A third, having initially undertaken paid work with the bakery, progressed to a voluntary role within the NHS. Another woman experienced left the programme, returning to the service that had referred her to us. We remain in touch with her and we maintain a contact through the referred service.

Trustees' report (continued) for the year to 31 December 2025

These outcomes demonstrate the importance of providing flexible, individualised support. While employment is a key objective, we recognise that each woman's circumstances and goals are different, and that progress sometimes requires additional time and support. Our commitment is to work alongside women at their own pace, helping them identify opportunities and take achievable steps towards a more secure future.

In December 2025, we welcomed a further cohort of four women who began the six-month training phase of the programme, graduating in May 2026. Although their training had only just commenced by the end of the reporting year, this marked an important continuation of our work in the year. The women have since begun pursuing a range of positive opportunities. Since beginning the programme, the women have been working towards a range of positive outcomes, including gaining work experience, undertaking voluntary work, securing paid employment and receiving ongoing mentoring to support their next steps. These early developments are encouraging and demonstrate the value of providing tailored, individualised support that helps women build confidence, develop skills and move towards meaningful employment and greater independence.

The achievements of the women supported during 2025 reflect the value of The Wren Bakery's holistic approach. By combining practical training, real-world work experience, wellbeing support and sustained individual mentoring, we help women develop the skills and confidence needed to pursue opportunities that may previously have felt out of reach. We are proud of the resilience shown by the women we work with and of the progress they have made, despite the significant personal challenges they have faced.

As we look ahead, we remain committed to providing women experiencing multiple disadvantage with the opportunity to develop their potential, build meaningful connections and take positive steps towards employment and independence. Every woman's journey is different, and we recognise success not only in securing employment but also in the confidence, skills and resilience developed along the way.

Trainee outcomes to date:
10% progressed into further training
38% engaged in voluntary work
62% in paid employment
19% completely independent of benefits.

These outcomes reflect the different forms of progress made by the women we support and are not mutually exclusive, as individual women may achieve more than one outcome.

Trustees' report for the year to 31 December 2025

Financial review

During 2025 the CIO continued to develop the provision of support for the women increasing the training provided by external specialists.

We have not identified any material uncertainties that cast doubt on the ability of Wren Bakery to continue as a going concern in the short term.

We continue to take a prudent approach to the cost base, balancing the need to provide certainty of ongoing funding of the programme and keeping one eye on its future growth. The increased staffing reflecting the increasing needs of the programme.

At the end of the period the charity's reserves were £56,388, including £47,355 of cash at the bank, representing around 9 months of expenditure in the CIO (5 months of the CIO and CIC combined).

With the entirely of the work of the charity being based out of the café, and the café and café team providing training and a safe place for the women to gain experience, the responsibilities of the CIC and CIO were becoming increasingly connected. As such, the trustees had considered merging the CIO and CIC, however after taking advice it was determined that keeping the café trading separate was helpful from a governance point of view. Therefore, shortly after the year end the CIC through which the café trades was formally brought under the charity's control, with 100% of the shareholding of the CIC being gifted to the charity. The CIC is now a wholly owned subsidiary of the CIO.

During the year we have increased the wellbeing support from external training partners with the aim at delivering greater stability of outcomes. In addition, post year end we have recruited further staff to help with the transition of management from our original founder (who in 2026 has had to step back from her role on health grounds). Whilst this transition has been disruptive, it is a transition we had already started before the year end to reduce our reliance on any one individual. This process continues and is expected to increase costs but will also increase the resilience of the charity in the longer term.

To date the charity has relied on large donations from a small number of partners and continues to do so. In 2025 the charity launched its Pudding Club with a view to attempting to widen its partner base to become more financially sustainable in the longer term. The Pudding Club looks to bring together potential charity champions from across the city of Leeds to celebrate and promote the work of the charity.

Signed on behalf of the board of trustees on 27 October 2026



Jonathan Simpson (Trustee)

Independent examiner’s report to the trustees of Wren Bakery

I report to the charity trustees on my examination of the accounts of the CIO for the year ended 31 December 2025, which are set out on pages 6 to 9.

Responsibilities and basis of report

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the CIO's accounts as carried out under section 145 of 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 Act.

Independent examiner's statement

I have completed my examination. I confirm that no material 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 130 of the Charities Act;
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Signed:



Russell Smith

Date: 27/10/2026

RS Accountancy
20 Wenlock Road
London
N1 7GU

Statement of Financial Activities (including summary income and expenditure account) for the year to 31 December 2025

	Note	Year to 2025 Total funds (all unrestricted) £	Year to 2024 Total funds (all unrestricted) £
Income from:			
Donations – corporate	*2*	49,330	24,945
Donations – individual donations		10,553	11,083
Cake sales		1,994	
Total income		**61,877**	**36,028**
Expenditure on:			
Equipment and small furniture		-	-
Bank charges		50	70
Course Management		35,935	37,495
Delegates subsistence and travel		2,147	2,021
External training and advice		5,836	1,148
Fundraising		9,800	-
Rent		4,620	4,620
Website		-	115
Work experience supervision		-	-
Depreciation		482	1,902
Total expenditure		**58,870**	**47,371**
Net income		**3,007**	**(11,344)**

Balance sheet
as at 31 December 2025

	Note	2025 Total (all unrestricted) £	2024 Total (all unrestricted) £
Fixed Assets			
Tangible assets	*3*	340	822
Total fixed assets		**340**	**822**
Current assets			
Debtors		8693	4,013
Cash at bank		47,355	48,546
Total current assets		**56,048**	**52,559**
Net assets		**56,388**	**53,381**
Funds			
Unrestricted funds		56,388	53,381
Total Funds		**56,388**	**53,381**

The financial statements were approved by the board of trustees on 27 October 2025

Signed



Jonathan Simpson (trustee)

Notes to the accounts
For the period ended 31 December 2025

1. Accounting policies

Basis of accounting
These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by 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) and with the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.
There has been no change to the accounting policies since last year.
No changes have been made to the accounts for previous years.

Going concern
The trustees are satisfied that there are no material uncertainties about the chanty's ability to continue.

Incoming resources
All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations
Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.
Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance. All income to date has been unrestricted.

Expenditure and liabilities
Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation
As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT, Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets
Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:
Furniture and equipment: over 4 years

Fund accounting
Currently all funds are unrestricted and therefore there is no separation of funds within the accounts. One restricted was grant received and utilised in the year.

2. Corporate grants

Lloyds Bank Foundation	25,000
Post Code Neighbour grant	8,000
The Brelms Trust	6,000
Other	3,030
Big Give	2,500
Way Through	2,000
Chapel Allerton Baptist Church	1,500
Ison Harrison	800
Calverley Parish Church	500
	49,330

3. Tangible fixed assets

	Equipment	Furniture	Total
Cost			
At 31 December 2024	6,083	2,722	8,805
Additions	-	-	-
At 31 December 2025	6,083	2,722	8,805
Depreciation			
At 31 December 2024	5,621	2,362	7,983
Charge in the period	150	332	482
At 31 December 2025	5,771	2,694	8,465
Net book value			
At 31 December 2025	**312**	**28**	**340**
At 31 December 2024	462	360	822

4. Related Party Transactions

In 2025 the CIO paid rent to the CIC £4,620 (£4,620 prior year)

The CIO paid £35,935 of payroll costs to CIC/CIO joint employees (£37,495 prior year).

The CIO paid the CIC £1,230 for food served to delegates at training courses (£1,249 prior year), all other food used in the training courses was provided by the CIC.

The CIO lent the CIC money the for the rental deposit and initial rent of the cafe. At the 31st December the CIO was owed £8,693 (*2024 - £4,013)* from the CIC.