REGISTERED COMPANY NUMBER: 06689116 (England and Wales)
REGISTERED CHARITY NUMBER: 1198098

Report of the Trustees and

Unaudited Financial Statements

For The Year Ended 31 December 2025

for

The Venture Community Hub Ltd

Kingscott Dix Limited
Chartered Accountants
Goodridge Court
Goodridge Avenue
Gloucester
Gloucestershire
GL2 5EN

The Venture Community Hub Ltd

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For The Year Ended 31 December 2025

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The Venture Community Hub Ltd

Report of the Trustees
For The Year Ended 31 December 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 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).

The Venture Community Hub was registered with the Charity Commission in England and Wales (Registered Number 1198098) on 1st March 2022 and is constituted as a company registered in England and Wales (Number 06689116) and limited by guarantee. Its objects and powers are set out in its Memorandum and Articles of Association which were updated on 5th November 2021 prior to the registration of the company as a charity.

Chairs report

To fellow Trustees, our valued senior management team and all staff members, our volunteers and Stakeholders and to our many Charity and Community partners, and friends in the community.

It is my honour and pleasure to reflect on the work of our Charity in the calendar year 2025.

Continuing growth brings with it associated challenges whether people management, business infrastructure or funding.

Our income for 2025 at £726,690 (2024: £456,885), represents an increase of 59%, our net income or surplus £7,3118 (2024: £40,736), plus 79% and our total reserves at £238,256 (2024: £166,136) an increase of 43%. This third consecutive year of growth reflects the first full year of income from our five-year youth services contract, the extension of the HAF contract and the continued momentum in support for our community connector services.

We are still to receive confirmation of another phase of the HAF programme, which is vital for thousands children and families in Gloucester City, as they struggle to stay in work, deal with the basics of providing for their families with food and utilities inflation, and seek support which we provide so adequately during the school holidays, when the expense of child care is beyond most. Of course, our open access playground remains as a beacon for activity, adventure and hope.

Our team of community connectors is now three. This place based team work to identify, connect and strengthen local assets - enabling resident-led action. They also work in conjunction with schools to ensure that families can access the HAF programme.

To underpin our future development, we have won the support of the Worshipful Company of Management Consultants, who are working with us on a pro bono basis to deliver a robust strategic plan. We would like to thank them and all of our funders and stakeholders for their continued support. They are many. However, year to year there has been the Gloucestershire Gateway Trust. The Summerfield Trust has recently awarded a grant towards the refurbishment of our playground.

The work of the CEO in building and cementing a strong senior management group is to be commended, especially the team building across the entire team, now numbering 21. Succession, as a priority, is supported with policies and plans for recruitment, induction and training. Indeed, our continued strength in ensuring sound governance and requisite risk management brings together the skills and experience of both Trustees and staff.

We welcome Andrew Hunt to the Trustee Board, and thank Sue Cunningham for her immense contribution to the building of our Charity, as she transitions to a well earnt retirement. Every Trustee has a specific functional responsibility in support of the CEO and her team. Andrew is bringing his marketing skills. Deepak, who joined last year, will work closely with the CEO on the further development of IT systems and cyber security. As last year I have a key objective to increase the number of Trustees, and to ensure we enjoy our work as Trustees.

The second Trustee 'Away Day' was very successful and the blueprint will be carried forward for 2027. Further, as Chair, I will again, this year, have a one-to-one review with every Trustee, as I do with the CEO.

In terms of capital funding, we are focused on raising £500,000 for the refurbishment of our Playground and the building of a MUGA. Professional fund-raising help has been secured. In a difficult and changing external environment, progress has been made with the Summerfield grant and some internal funding. To optimise our application to the Lottery Community Fund, we have contracted a Procurement Consultant to design and implement a tendering process with appropriate Project management in place once funds have been secured. We are still hopeful the work may be carried out in the Autumn of this year or certainly the Spring of 2027.

The Charity is truly indebted to the staff and volunteers for their daily commitment to achieving the very best for those we serve, to the Trustees and to our stakeholders and partners in the community.

Drewe Lacey

OBJECTIVES AND ACTIVITIES

Objectives and aims

The objects of the charity as set out in the Memorandum of Association state that:

"To further or benefit all the residents of Gloucester City, and in particular the neighbourhood, without distinction of age, sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education, and to provide facilities in the interests of social welfare for recreation and leisure time occupation with the objective of improving the conditions of life for the residents.

In furtherance of these objects but not otherwise, the directors shall have power:

To establish or secure the establishment of a Community Centre and Adventure Playground and to maintain and manage or co-operate with any statutory authority in the maintenance and management of such facilities for activities promoted by the charity in furtherance of the above objectives."

Following a review by the Board the voting members of the Company and Charity have been amended as follows:

A) Any newly appointed Director of the company should automatically become a member.

B) Any appointed member of the Community Engagement Group should automatically become a member.

C) The CEO should be a member.

The Charity is aware of the Charity Code of Governance and is working towards incorporation of the Code into its governance practice, using the Charity Code of Governance assessment tool.

Public benefit

This Annual report explains how the charity has carried out its objects in accordance with the Charity Commissions guidance on Public Benefit. The Trustees have concluded that the stated objectives and activities of the Charity are beneficial to the intended sections of the public in accordance with this guidance.

The Trustees consider that they have complied with their duty to have due regard to the public benefit guidance when exercising any powers or duties to which the guidance is relevant.

ACHIEVEMENTS AND PERFORMANCE

Charitable activities

2025 has been a year of continued growth, strengthened partnerships, and deepened impact across our services. Through a responsive, community-led approach, The Venture Community Hub has expanded its reach and enhanced the quality of provision for children, young people, and families across Gloucester. Our integrated model - spanning play, youth, and community support - ensures that individuals receive consistent, accessible, and meaningful opportunities to thrive.

Play

Our Play provision continues to provide safe, inclusive, and engaging environments where children and young people can learn, socialise, and develop through play.

This year, we delivered 152 supervised play sessions, supporting over 800 children and young people. We also delivered 21 day trips and 5 community coach trips, ensuring children could access new experiences beyond their immediate environment.

Volunteering remains a key strength within our Play offer. 47 children and young people contributed 278 hours, building confidence, teamwork, and leadership skills through active participation in delivery.

Our Holiday Activities and Food (HAF) programme has continued to play a critical role in tackling holiday hunger and social isolation. We co-ordinated and supported 371 HAF sessions across the year, creating 13,500 spaces for children and young people. Through this programme:

- 3,581 free tickets to local attractions were distributed
- 28 partner organisations were supported to deliver provision
- 61 volunteers contributed 457 hours of their time to support the programme
- Over 8000 meals were served from our Eat Well Wagon

This work demonstrates both the scale of need and the strength of our partnership-led delivery model, ensuring children and families can access high-quality, inclusive opportunities throughout the year.

Youth

Our Youth Support Services have continued to grow in reach and impact, providing consistent, high-quality support to young people across Gloucester.

Over the past year, we delivered 428 youth sessions across 28 projects, resulting in over 5,800 meaningful contacts with young people. Alongside open-access provision, we have strengthened targeted interventions to support those with more complex needs:

- 58 young people received 1:1 support, helping them navigate challenges and build resilience
- 100 Return Home Interviews were completed, providing essential safeguarding and early intervention
- 282 Youth Passes were distributed, improving access to positive activities and reducing financial barriers

Volunteering continues to underpin our youth offer, with young people contributing 195 hours and adult volunteers contributing 513 hours, enhancing both capacity and community ownership.

We have also worked with 10 partner organisations, supporting the quality, safety, and consistency of youth provision across the city. This partnership approach, alongside our growing delivery, positions us as a key contributor to the wider youth support system in Gloucester.

Community

Our community work has continued to grow this year, strengthening local connections and enabling residents to play a more active role in shaping their neighbourhoods.

Through our Connector model, we now deliver three aligned roles: the HAF Community Connector, the Community Connector in Coney Hill, and Neighbourhood Connector in Quedgeley and Kingsway. These roles ensure that support is locally embedded, accessible, and responsive to need.

The HAF Community Connector has supported families to access activities, food provision, and wider services, helping to remove barriers such as transport, booking systems, and access for children with additional needs.

Our Community and Neighbourhood Connector roles are rooted in an Asset-Based Community Development (ABCD) approach, focusing on identifying and strengthening existing community assets. This enables residents to lead activity, build connections, and develop sustainable, locally driven solutions.

Through this work, we are seeing increased community engagement and the development of resident-led initiatives such as cafés, walking groups, youth activities, and wellbeing sessions. Supported by strong partnerships, this approach is helping to build more connected and resilient communities across Gloucester.

FINANCIAL REVIEW

Results for the year

The results for the year to 31 December 2025 for the third year in succession showed significant growth and enabled the Trustees to allocate some Unrestricted funds to two Designated Funds (see below).

Total income at £725.7k was ahead of prior year by £269k (59%). Unrestricted income at £172.2k was up from prior year by £30.3k and at 24% (2024: 31%) of total income is still maintaining a very acceptable level particularly considering the overall growth in the total income.

Overall, the surplus for the year was £73.1k (£40.7k surplus in 2024). Consequently, net assets increased to £238.2k (2024:£165.1k).

Set out below is a summary analysis of the key changes in our income and expenditure levels:-

Income:

1. Extra funding of £72,000 to support additional delivery of activities and food across the HAF programme.

2. £19,591 of funding received from the National Lottery Awards for All programme to support the operational costs of our Eat Well Wagon.

3. A grant of £30,000 from the ICB Health and Wellbeing Programme to support the Play Team.

4. £35,860 received from the ICB to support the employment of a Community Connector in Coney Hill for 2 years.

5. £17,714 received from Gloucestershire Gateway Trust to employ a Neighbourhood Connector in Quedgeley and Kingsway (a five year contract).

6. £30,000 of unrestricted funding received from the Post Code Lottery.

7. £43,000 received to support the management and associated on costs of our delivery of the Youth Support Services contract.

8. £12,500 received from Gloucestershire County Council to extend the role of our HAF Community Connector into the Forest of Dean.

9. £9,631 of funding to support a Department of Education pilot project - Alternative Provision Specialist Task Force (APST) - that aims to provide targeted support to children, young people and their families who are in alternative education.

Expenditure:

Total expenditure in 2025 at £652.6k was ahead of prior year by £236.5k. The principal reasons for this are as follows:

1. Expenditure of £197,000 on the delivery of the Youth Support Services contract.

2. £14,000 of expenditure related to the new Community/Neighbourhood Connector roles and the appointment of sessional Youth Workers to support the delivery of the Youth Support Services contract.

3. £4,000 to implement our new IT support services through the procurement of PearceIT

4. £4,000 spent on professional services to review contracts and for VAT support.

5. £3,500 of unplanned repairs to our adventure playground in addition to our usual repairs and maintenance budget.

Reserves
As of 31st December 2025, the charity's unrestricted funds were in surplus by £150.3k (2024: £86.1k). Restricted funds at 31st December 2025 stood at £87.9k (2024: £79.1k). Total reserves increased 44% to £238.3k (2024: £165.1k), principally because of the surplus in the year.

The total expenditure incurred on the new build project in 2025 was £5.8K. We are left with £5.4k carried forward into 2025. The movement in funds is shown in Note 14 to the accounts.

Designated Funds
Two designated funds were set up in the year.
Fund 1 is established to support the development of the new adventure playground and MUGA including fundraising and to maintain the old playground during this period prior to replacement.
Fund 2 is established to support the maintenance, development and replacement of operational/activity related assets (excluding the playground).
These funds are part of the unrestricted funds of the Charity.
Transfers will be made to these designated funds each year in accordance with an agreed formula, and transfers will be made from these funds as and when related expenditure is incurred.

Included within unrestricted reserves as at 31st December 2025 are designated funds of £44.2k (2024:nil)

Fund 1 - New adventure playground £30.9k (2024 nil)
Fund 2 - Maintenance, development and replacement of major assets £13.2k (2024 nil)

Principal funding sources
The Charity's Business Model

The charity currently derives its income from several sources with Grant Income comprising 95% of the total generated in 2025 of £725.7k. Restricted Income comprises 76% (2024: 69%) of total income.

Almost all our restricted income in 2025 comes from grants with the largest providers being the HAF programme (27%, 2024: 49%) and GGT Youth Services contract (34%, 2024:7%). The other providers are listed in Note 2 to the accounts.

The principal sources of unrestricted income come from a grant provided by the Gloucestershire Gateway Trust (£23k), management services fee for the Youth Services contract (£43k) and a grant from Gloucester County Council (GCC) for the Charity's role as HAF district lead (£66k).

Reserves policy
The charity's reserves policy seeks to protect all its stakeholders, in particular its clients and staff by ensuring that services can continue to operate should unforeseen fluctuations in income or expenditure occur. The Board has established a Reserves policy to protect these Stakeholders and reviewed the policy in February 2026 carrying out a detailed analysis of its 2026 budgeted income and cost base to determine the reliability of its income and the extent to which its expenditure is committed.

The Venture Community Hub provides important services to many beneficiaries within the Gloucester city boundaries not least through its Adventure playground, HAF services and Youth Support Services. In general, we have a limited number of funders whose funding commitment is approximately one year. The only material exceptions are the Youth Services contract which is for an initial period of 5 years commencing October 2024 and the HAF contract which we expect to extend for a further 3 years. The Hub also has a relatively high level of expenditure commitment (75%).

Based on this analysis the Trustees consider it prudent to hold reserves representing the full contractual commitment it holds for its staff and suppliers. This commitment is between 3 to 6 months.

In total at current planned levels of activity the reserve should be approximately £98k.

The Charity currently holds unrestricted reserves of £106k (excluding the Designated Funds) which is broadly in line with the reserves policy. The Trustees will review this policy during Q1 2027.

FINANCIAL REVIEW

Going concern

The Charity has maintained healthy reserves throughout the year and sufficient funding is in place to ensure that its going concern status is not placed at risk.

Cash and Cash Flow

Cash is tightly managed throughout the year and a balance of £141.4k was held at the end of 2025 (2024: £160.7k). The reduction in cash during 2025 (19.3k) is analysed in the Cash Flow statement contained within the body of the accounts.

Given the level of funds held with the Cooperative Bank the Board agreed to open an account with Lloyds Bank during 2024 to benefit from the Financial Services Compensation Scheme and reduce its dependence on the Cooperative Bank.

As at the end of 2025 the following interest bearing accounts were held :

Coop Business Instant Access £40,000
Lloyds 32 day Notice £20,211
Lloyds Fixed Tern Deposit £30,000

The Board has considered the cash flow forecast to December 2025. This shows that the charity, based on reasonable estimates of new income sources, together with its continuing sources can pay its creditors as they fall due without recourse to additional funding

LOOKING TO THE FUTURE

As we look ahead to 2026 and beyond, The Venture Community Hub enters its next phase with confidence and ambition. Our work continues to grow in scale and complexity, but our focus remains clear: creating opportunities for children, young people, and communities to thrive.

We are now actively fundraising for the redevelopment of our adventure playground, with applications submitted to the National Lottery and the Summerfield Trust. Alongside plans for a new Multi-Use Games Area (MUGA), this investment will help secure high-quality, accessible play spaces for future generations.

Our Priorities for 2026

Safe, welcoming spaces for children and young people
We will maintain and expand high-quality play and youth provision, while progressing fundraising to deliver improved outdoor spaces, including a new playground and MUGA.

Children, young people and communities shape services
We will strengthen youth voice locally and across the city, ensuring that children, young people, and residents play a central role in shaping the services and opportunities available to them.

Families receive co-ordinated support at the right time
We will continue to lead and strengthen the HAF programme across Gloucester, maintaining high-quality co-ordination, systems, and partnership working to ensure families can access the support they need.

Communities are connected, involved and confident
We will deepen our place-based approach through asset mapping and relationship building, further developing our Community Connector roles and strengthening volunteering pathways to support resident-led action.

Our Commitment

Across all of this, our commitment remains unchanged: to deliver inclusive, high-quality services that respond to the needs of our communities. As we grow, we will continue to work collaboratively, build strong partnerships, and remain rooted in the values that have shaped The Venture for over 40 years.

SUSTAINABILITY

Ensuring the long-term sustainability of The Venture Community Hub is central to our strategic approach. As demand for our services continues to grow, we are focused on strengthening our financial resilience, investing in our workforce, and embedding sustainable practices across our work.

Financial sustainability
We are actively diversifying our income streams to reduce reliance on single funding sources. Alongside maintaining strong relationships with existing funders, we are developing new partnerships and exploring opportunities for longer-term investment. Our current fundraising efforts, including applications to the National Lottery and the Summerfield Trust for the redevelopment of our adventure playground, reflect our commitment to securing sustainable infrastructure for the future.

Workforce and organisational sustainability
Our staff and volunteers are at the heart of our work. We are continuing to invest in training, development, and clear progression pathways for play and youth workers, helping to build a skilled and resilient workforce. Our growing volunteer programme also strengthens our capacity while supporting community ownership and involvement.

Sustainable communities and delivery
Through our place-based and asset-based approach, we are supporting communities to build on their existing strengths and reduce dependency on services over time. Our Community Connector roles play a key part in this, enabling resident-led action and strengthening local networks that can sustain activity beyond direct organisational input.

Environmental awareness
While our primary focus remains on social impact, we are increasingly mindful of our environmental responsibilities. This includes making practical choices in our operations and activities to reduce waste, encourage reuse, and make the best use of local resources and spaces.

STRUCTURE, GOVERNANCE AND MANAGEMENT
Governing document
The Venture Community Hub was registered with the Charity Commission in England and Wales (Registered Number 1198098) on 1st March 2022 and is constituted as a company registered in England and Wales (Number 06689116) and limited by guarantee. Its objects and powers are set out in its Memorandum and Articles of Association whichwere updated on 5th November 2021 prior to the registration of the company as a charity

The Charity continues to make full use of the Charity Code of Governance to inform its governance practice, making use of the Charity Code of Governance assessment tool.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Charity constitution

The objects of the charity are set out in the Memorandum of Association (see above).

The voting members of the Company and Charity are the Directors (Trustees).

Board of Trustees and their responsibilities

The governing body is the Board of Trustees ("Board") whose members are elected by the charity's membership at the Annual General Meeting and are directors for the purpose of company law and trustees for the purpose of charity law.

The Board of Trustees is constituted and regulated in accordance with The Venture Community Hub's Memorandum and Articles of Association which the Board is using as a basis to develop its own Governance Framework document.

The Board consists of a minimum of 3 Trustees and there is no maximum number of Trustees. Currently there are 5 Trustees including one recent appointment, Mr. Andrew Hunt.

The Board of Trustees meets every two months to determine the ongoing strategic direction and operational activity of the Charity. The agenda for these monthly meetings include the following standing items: Declaration of Interest, Action Log, CEO report, New Build Project, Risk Management, Finance, Governance. Minutes are recorded and circulated for all Board of Trustees meetings. Additional meetings of The Board of Trustees are called if required.

Following a review in 2023, the principal responsibilities of the Trustees dovetail effectively with those of management. The Statement of Reserved Powers and Delegated Authorities lays out the Functions Reserved to the Board and those Functions Delegated to Management. The Trustees have responsibility for those matters that are likely to have a material impact on the organisation, performance, and Functions Reserved by the Board.

The Board reserves all functions that are likely to have a material impact on the organisation, performance and reputation of the charity.

Matters specifically reserved for the Board are:

a. Oversight of the charity, including control and accountability systems.

b. Appointing and removing the Chief Executive Officer and establishing his/her remuneration package.

c. Contributing to and final approval of VISION, MISSION and VALUES statements

d. Contributing to and final approval of the annual Budget and Business Plan and associated performance objectives.

e. Contributing to and final approval of the Strategic Plan and associated performance measures. Implementation of Strategy and ensuring appropriate resources are available.

f. Reviewing and ratifying policies for Reserves, Risk Management and Investment

g. Reviewing and ratifying leases and matter relating to property holdings.

h. Monitoring risk management and internal compliance and control systems and assessments.

i. Monitoring the performance of the Chief Executive and the Senior Management Team.

j. Approving the Authorisation structure applicable to capital expenditure and operational commitments etc

k. Approving and monitoring the progress of high risk projects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

l. Overall governance of the charity

m. Approving and monitoring financial and other reporting.

n. Appointment of Bankers and Auditors

o. Mergers & Acquisitions along with major external collaborations

p. Legal Claims

Functions delegated to Management.

All matters not specifically reserved to the Board and necessary for the day-to-day operations of the charity are delegated to management.

Specifically, the responsibilities of management are:

a. Operate within delegated authority limits set by the Board.

b. Reporting to the Board in a timely manner and against agreed criteria.

c. Formulating and recommending the strategic direction of the charity.

d. Translating the approved strategic plan into an annual operating and financial plans.

e. Managing the human, physical and financial resources.

f. Compliance of the charity with relevant laws and regulations.

g. Deliver agreed performance measures.

h. Develop, implement and manage the risk management and internal compliance & control systems.

i. Develop, implement and update policies and procedures.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The Board of Trustees currently has the following posts of responsibility: Chair, Vice-Chair, Treasurer and Governance. Members of the Board of Trustees receive no remuneration or benefits from their Trusteeship of the Charity. The CEO reports into the Board with a specific reporting line to the Chair.

Details of the Trustees are noted below.

Chair: Drewe Lacey BA (hons), BSc(hons), DMS, FRSA (appointed 07/03/2022)

Drewe has strategic business expertise and strong financial management in general management and ownership through roles in FTSE 100 Companies such as BTR plc and international companies such as Ford Motor Company, to his own business in the regulated financial services sector. He won the IOD Director of the Year Award in Wales for a family business. He has also developed an expertise in business change engaging with his Livery Company, the Metropolitan Grand Lodge of London, and District 1100 of Rotary GB&I, an area including Bristol and North Somerset, Gloucestershire, Herefordshire and Monmouthshire and parts of Wiltshire and Worcestershire

Vice-Chair and Governance: Joanna Robinson-Cox BSc (hons), PGCE (appointed 07/03/2022)

Joanna is a chemistry graduate with over 30 years' teaching experience in state secondary schools. She has held a variety of middle and senior leadership roles within the academic, pre-vocational and pastoral aspects of school life. Prior to her retirement in 2016, Joanna had 12 years' experience as Pastoral Deputy Head Teacher in an Ofsted graded 'Outstanding' High School in one of the most deprived areas of the country. Her expertise includes Safeguarding, admissions and appeals hearings, student attendance and behaviour management, tracking and analysing student data, parent/carer liaison, staff development, community has worked as an SLE, (Senior engagement, governing body work and membership of Local Authority panels. Joanna Leader in Education), delivering high quality in-service training to high schools around the country. She has written training modules on behalf of the National College for the NPQSL programme (National Professional Qualification for Senior Leaders) and has delivered lectures and seminars at both local and national level.

Treasurer: Chris Elliott BA (hons), FCMA, MioD (appointed 07/03/2022)

As an independent professional of 14 years Chris holds a range of non-executive director positions and provides consultancy services principally to family and private equity owned businesses, primarily within the business support services, healthcare, technology and third sectors. As an executive Chris brings a wide range of Board Level experience from the private and public sectors. He is a qualified accountant with over 30 years of commercial, operational, and financial management experience, most recently as Group MD for a FTSE 100 services group.

Deepak Pillai (appointed 23/09/2024)

Deepak is a hands-on and strategic retail professional with 18 years of experience in diverse retail and consulting roles spanning a broad spectrum of categories and multiple roles. He has a successful track record of profitably growing businesses and consistently meeting or exceeding commercial goals. Deepak is an established trainer and public speaker. In his current role, working within the care sector, Deepak has set up a franchise delivering high quality care at home for the elderly in Gloucestershire.
Deepak has a Bachelor of Engineering (Civil) from the University of Pune and a Masters in Management Sciences (MMS)-Marketing from the University of Mumbai.

Andrew Hunt (appointed 21/7/25)

Andrew has had a career in the travel industry for over quarter of a century, holding management positions in some of the best-known companies offering specialist tailor-made holidays. In 2010 he founded his own travel company, Holiday Architects, which he navigated through Covid and is today a successful, award-winning business. Aside from Holiday Architects and his trusteeship at The Venture Community Hub, he is part of the Male Allyship programme for Women in Travel CIC, mentoring women in the industry.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

New Trustees are recruited using the procedures laid down in our Recruitment of new Trustees Flow Chart, in accordance with Charity Commission guidance CC30. They are inducted in the workings of The Venture Community Hub, using our Trustee Induction Pack which includes links to relevant documentation on Charity Commission's website.

Trustee Induction Pack

Relevant Documentation

About the Charity Commission

Trustee Welcome and Induction (Charity Commission)

CC3a The Essential Trustee

Charity Commission 5 minute guides:

Delivering Purpose, Managing Conflict of Interest, Reporting Information, Safeguarding people, Making Decisions, Managing Finances

Updated Guidance

Articles of Association The Venture Community Hub Ltd

Memorandum of Association The Venture Community Hub Ltd

Annual Report to the Charity Commission 2025 The Venture Community Hub Ltd

The brochure The Venture Community Hub Ltd

Take the Trustee Quiz

The Trustees will continue to actively recruit appropriate new trustees as appropriate to meet the needs of the charity. The knowledge, skills and expertise of the Trustees has been audited and used to identify skill gaps within the board which, in turn, will help with the recruitment of additional Trustees to widen the expertise within the group.

All trustees are encouraged to remain up to date through the Charity Commission guidance on governance and trusteeship, including the recently added '5 Minute Guides' . Trustees are required to complete online training as required including training in Safeguarding and GDPR. An annual 'awayday' for Trustees has been added to the annual calendar to allow time for long term visioning and planning, team building and Board training.

Policies and Procedures

The charity has a comprehensive set of policies and procedures which comply with all legal and recommended requirements. A review schedule has been drawn up to ensure all policies and procedures are reviewed regularly as required. All policies are available electronically to all relevant parties.

The Trustees review the risk matrix on a regular basis

Trustee Insurance

The trustees have ensured that the Charity is fully insured against all current potential risks and have in place: Charity Trustee Assurance £0.05m; Public Liability £10m; Employers Liability £10m; Abuse Insurance £5m.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
06689116 (England and Wales)

Registered Charity number
1198098

Registered office
The Communal Building Dickens Close
Northfield Road
Gloucester
Gloucestershire
GL4 6UW

Trustees
C Elliott Company Director
D W Lacey Retired
Mrs S J Cunningham Manager (resigned 27.8.25)
Mrs J M Robinson-Cox
D R Pillai
A Hunt (appointed 21.7.25)

Company Secretary
Mrs D Barnes

Independent Examiner
Kingscott Dix Limited
Chartered Accountants
Goodridge Court
Goodridge Avenue
Gloucester
Gloucestershire
GL2 5EN

Approved by order of the board of trustees on ..... and signed on its behalf by:

.....
D W Lacey - Trustee

Independent Examiner's Report to the Trustees of The Venture Community Hub Ltd

Independent examiner's report to the trustees of The Venture Community Hub Ltd ('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.

Mark Spashett
The Institute of Chartered Accountants in England and Wales

Kingscott Dix Limited
Chartered Accountants
Goodridge Court
Goodridge Avenue
Gloucester
Gloucestershire
GL2 5EN

Date: .....

The Venture Community Hub Ltd

Statement of Financial Activities
For The Year Ended 31 December 2025

	Notes	Unrestricted fund £	Restricted funds £	31.12.25 Total funds £	31.12.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	171,468	523,502	694,970	431,750
Charitable activities	4				
Recovery of costs		472	29,992	30,464	25,135
Investment income	3	256	-	256	-
Total		172,196	553,494	725,690	456,885
EXPENDITURE ON					
Charitable activities	5				
HAF (Holiday Activites & Food Programme)		-	149,174	149,174	166,377
Youth Services		-	219,930	219,930	3,726
Play & Community		-	169,378	169,378	176,483
Head Office		105,449	1,696	107,145	54,878
New Build Project		-	5,827	5,827	14,685
Other		1,118	-	1,118	-
Total		106,567	546,005	652,572	416,149
NET INCOME		65,629	7,489	73,118	40,736
Transfers between funds	14	(1,369)	1,369	-	-
Net movement in funds		64,260	8,858	73,118	40,736
RECONCILIATION OF FUNDS					
Total funds brought forward		86,066	79,072	165,138	124,402
TOTAL FUNDS CARRIED FORWARD		150,326	87,930	238,256	165,138

The notes form part of these financial statements

The Venture Community Hub Ltd

Balance Sheet
31 December 2025

	Notes	Unrestricted fund £	Restricted funds £	31.12.25 Total funds £	31.12.24 Total funds £
FIXED ASSETS					
Tangible assets	11	3,606	9,422	13,028	20,207
CURRENT ASSETS					
Debtors	12	46,536	63,911	110,447	4,873
Cash in hand		119,900	21,505	141,405	160,662
		166,436	85,416	251,852	165,535
CREDITORS					
Amounts falling due within one year	13	(19,716)	(6,908)	(26,624)	(20,604)
NET CURRENT ASSETS		146,720	78,508	225,228	144,931
TOTAL ASSETS LESS CURRENT LIABILITIES		150,326	87,930	238,256	165,138
NET ASSETS		150,326	87,930	238,256	165,138
FUNDS	14				
Unrestricted funds				150,326	86,066
Restricted funds				87,930	79,072
TOTAL FUNDS				238,256	165,138

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 ..... and were signed on its behalf by:

.....
D W Lacey - Trustee

The notes form part of these financial statements

The Venture Community Hub Ltd

Cash Flow Statement
For The Year Ended 31 December 2025

	Notes	31.12.25 £	31.12.24 £
Cash flows from operating activities			
Cash generated from operations	1	(17,397)	59,524
Interest paid		(1,118)	-
Net cash (used in)/provided by operating activities		(18,515)	59,524
Cash flows from investing activities			
Purchase of tangible fixed assets		(998)	-
Interest received		256	-
Net cash (used in)/provided by investing activities		(742)	-
Change in cash and cash equivalents in the reporting period		(19,257)	59,524
Cash and cash equivalents at the beginning of the reporting period		160,662	101,138
Cash and cash equivalents at the end of the reporting period		141,405	160,662

The notes form part of these financial statements

Notes to the Cash Flow Statement
For The Year Ended 31 December 2025

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.12.25 £	31.12.24 £
Net income for the reporting period (as per the Statement of Financial Activities)	73,118	40,736
Adjustments for:		
Depreciation charges	8,177	7,949
Interest received	(256)	-
Interest paid	1,118	-
(Increase)/decrease in debtors	(105,574)	17,229
Increase/(decrease) in creditors	6,020	(6,390)
Net cash (used in)/provided by operations	(17,397)	59,524

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	160,662	(19,257)	141,405
	160,662	(19,257)	141,405
Total	160,662	(19,257)	141,405

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.

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

Plant and machinery	-	20% on cost
Motor vehicles	-	20% on cost

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

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

Designated funds have been set up to fund specific expenditure within the purpose of the funds.

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

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

Pension costs 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.

Designated funds
Two designated funds have been set up in the year.
Fund 1 is established to support the development of the new adventure playground and MUGA including fundraising and to maintain the old playground during this period prior to replacement.
Fund 2 is established to support the maintenance, development and replacement of operational/activity related assets (excluding the playground).
These funds are part of the unrestricted funds of the Charity.
Transfers will be made to these designated funds each year in accordance with an agreed formula, and transfers will be made from these funds as and when related expenditure is incurred.

continued...

2. DONATIONS AND LEGACIES

	31.12.25	31.12.24
	£	£
Donations	2,412	20,212
Grants	692,558	411,538
	694,970	431,750

Grants received, included in the above, are as follows:

	31.12.25	31.12.24
	£	£
HAF (Holiday Activities & Food programme)	184,330	204,475
Barnwood Trust	33,108	37,143
Gloucestershire Gateway Trust	52,845	6,374
GCC Household Support Fund	35,000	20,000
Various other small grants	13,520	8,400
Building/Construction project	-	29,220
TNLCF	40,353	62,288
Gloucester community foundation	-	6,000
Active Gloucester	-	3,816
Healthy community together	-	5,000
GGT Youth Services contract	237,542	28,822
ICB	65,860	-
The Postcode Lottery	30,000	-
	692,558	411,538

3. INVESTMENT INCOME

	31.12.25	31.12.24
	£	£
Deposit account interest	256	-

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	31.12.25	31.12.24
		£	£
Services provided	Recovery of costs	30,464	25,135

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
HAF (Holiday Activites & Food Programme)	140,727	8,447	149,174
Youth Services	212,315	7,615	219,930
Play & Community	166,665	2,713	169,378
Head Office	95,524	11,621	107,145
New Build Project	5,827	-	5,827
	621,058	30,396	651,454

continued...

6. SUPPORT COSTS

	Management £
HAF (Holiday Activites & Food Programme)	8,447
Youth Services	7,615
Play & Community	2,713
Head Office	11,621
	30,396

7. NET INCOME/(EXPENDITURE)

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

	31.12.25 £	31.12.24 £
Depreciation - owned assets	8,177	7,948

8. 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.

9. STAFF COSTS

	31.12.25 £	31.12.24 £
Wages and salaries	300,473	159,125
Social security costs	14,402	10,066
Other pension costs	26,446	4,459
	341,321	173,650

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

	31.12.25	31.12.24
Venture community Hub support	17	10

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

continued...

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	116,767	314,983	431,750
Charitable activities			
Recovery of costs	25,135	-	25,135
Total	141,902	314,983	456,885
EXPENDITURE ON			
Charitable activities			
HAF (Holiday Activites & Food Programme)	-	166,377	166,377
Youth Services	-	3,726	3,726
Play & Community	121,644	54,839	176,483
Head Office	-	54,878	54,878
New Build Project	-	14,685	14,685
Total	121,644	294,505	416,149
NET INCOME	20,258	20,478	40,736
RECONCILIATION OF FUNDS			
Total funds brought forward	65,807	58,595	124,402
TOTAL FUNDS CARRIED FORWARD	86,065	79,073	165,138

11. TANGIBLE FIXED ASSETS

	Plant and machinery £	Motor vehicles £	Totals £
COST			
At 1 January 2025	12,904	27,440	40,344
Additions	998	-	998
At 31 December 2025	13,902	27,440	41,342
DEPRECIATION			
At 1 January 2025	6,121	14,016	20,137
Charge for year	2,689	5,488	8,177
At 31 December 2025	8,810	19,504	28,314
NET BOOK VALUE			
At 31 December 2025	5,092	7,936	13,028
At 31 December 2024	6,783	13,424	20,207

continued...

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.25	31.12.24
	£	£
Trade debtors	80,411	-
Other debtors	36	-
Prepayments and accrued income	30,000	4,873
	110,447	4,873

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.12.25	31.12.24
	£	£
Trade creditors	8,568	8,096
Social security and other taxes	5,196	5,235
Other creditors	1,208	1,873
Accrued expenses	11,652	5,400
	26,624	20,604

14. MOVEMENT IN FUNDS

	At 1.1.25	Net movement in funds	Transfers between funds	At 31.12.25
	£	£	£	£
Unrestricted funds				
General fund	86,066	65,629	(1,369)	150,326
Restricted funds				
HAF (Holiday Activities and Food Programme)	19,747	16,891	(29,739)	6,899
Other Community Projects	3,782	38,326	32,717	74,825
Community Centre Construction Project	6,750	(544)	-	6,206
Million hours	15,650	(15,650)	-	-
Barnwood trust	33,143	(33,143)	-	-
Youth Support Services	-	1,609	(1,609)	-
	79,072	7,489	1,369	87,930
TOTAL FUNDS	165,138	73,118	-	238,256

continued...

14. 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	172,196	(106,567)	65,629
Restricted funds			
HAF (Holiday Activities and Food Programme)	136,326	(119,435)	16,891
Other Community Projects	192,421	(154,095)	38,326
Community Centre Construction Project	5,283	(5,827)	(544)
Million hours	-	(15,650)	(15,650)
Barnwood trust	-	(33,143)	(33,143)
Youth Support Services	219,464	(217,855)	1,609
	553,494	(546,005)	7,489
TOTAL FUNDS	725,690	(652,572)	73,118

Comparatives for movement in funds

	At 1.1.24 £	Net movement in funds £	At 31.12.24 £
Unrestricted funds			
General fund	65,807	20,259	86,066
Restricted funds			
HAF (Holiday Activities and Food Programme)	33,163	(13,416)	19,747
Other Community Projects	5,043	(1,261)	3,782
Community Centre Construction Project	5,189	1,561	6,750
Household Support Fund	15,200	(15,200)	-
Million hours	-	15,650	15,650
Barnwood trust	-	33,143	33,143
	58,595	20,477	79,072
TOTAL FUNDS	124,402	40,736	165,138

continued...

14. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	141,902	(121,643)	20,259
Restricted funds			
HAF (Holiday Activities and Food Programme)	199,306	(212,722)	(13,416)
Other Community Projects	-	(1,261)	(1,261)
Community Centre Construction Project	16,246	(14,685)	1,561
Household Support Fund	-	(15,200)	(15,200)
Million hours	62,288	(46,638)	15,650
Barnwood trust	37,143	(4,000)	33,143
	314,983	(294,506)	20,477
TOTAL FUNDS	456,885	(416,149)	40,736

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.1.24 £	Net movement in funds £	Transfers between funds £	At 31.12.25 £
Unrestricted funds				
General fund	65,807	85,888	(1,369)	150,326
Restricted funds				
HAF (Holiday Activities and Food Programme)	33,163	3,475	(29,739)	6,899
Other Community Projects	5,043	37,065	32,717	74,825
Community Centre Construction Project	5,189	1,017	-	6,206
Household Support Fund	15,200	(15,200)	-	-
Youth Support Services	-	1,609	(1,609)	-
	58,595	27,966	1,369	87,930
TOTAL FUNDS	124,402	113,854	-	238,256

continued...

14. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	314,098	(228,210)	85,888
Restricted funds			
HAF (Holiday Activities and Food Programme)	335,632	(332,157)	3,475
Other Community Projects	192,421	(155,356)	37,065
Community Centre Construction Project	21,529	(20,512)	1,017
Household Support Fund	-	(15,200)	(15,200)
Million hours	62,288	(62,288)	-
Barnwood trust	37,143	(37,143)	-
Youth Support Services	219,464	(217,855)	1,609
	868,477	(840,511)	27,966
TOTAL FUNDS	1,182,575	(1,068,721)	113,854

15. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2025.

16. DESIGNATED FUNDS

Included within unrestricted reserves as at 31st December 2025 are designated funds of £44,260 (2024:nil)

Fund 1 - New adventure playground £30,982 (2024 nil)
Fund 2 - Maintenance, development and replacement of assets £13,278 (2024 nil)

The Venture Community Hub Ltd

Detailed Statement of Financial Activities
For The Year Ended 31 December 2025

	31.12.25 £	31.12.24 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	2,412	20,212
Grants	692,558	411,538
	694,970	431,750
Investment income		
Deposit account interest	256	-
Charitable activities		
Services provided	30,464	25,135
Total incoming resources	725,690	456,885
EXPENDITURE		
Charitable activities		
Wages	300,473	159,125
Social security	14,402	10,066
Pensions	26,446	4,459
Insurance	10,924	10,504
Light and heat	860	5,059
Holiday Activities & Food Programme	49,468	33,308
Outings & activity direct cost	136,047	76,189
Art Materials	4,661	1,963
Sundries	36,053	21,137
Travel & motor expenses	5,045	1,310
Repairs and Maintenance	6,394	2,946
Community centre groundworks and legal expenses	-	14,685
Community investment fund	16,177	54,142
Currency conversion fee	127	13
Accountancy	7,302	4,790
Legal fees	6,679	2,855
	621,058	402,551
Other		
HMRC Interest	1,118	-
Support costs		
Management		
Telephone	2,311	1,305
Office supplies & computing	5,424	2,726
Advertising	3,521	800
Sundries	10,963	818
Plant and machinery	2,689	2,461
Motor vehicles	5,488	5,488
	30,396	13,598

The Venture Community Hub Ltd

Detailed Statement of Financial Activities
For The Year Ended 31 December 2025

	31.12.25 £	31.12.24 £
Total resources expended	652,572	416,149
Net income	73,118	40,736