



ANNUAL REPORT 2025

Annual Report and
Financial Statements
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CITIZENS UK CHARITY AND SUBSIDIARY
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CONTENTS

ANNUAL REPORT 2025

INTRODUCTION FROM OUR CHAIR AND EXECUTIVE DIRECTOR	3
MISSION AND STRATEGIC AIMS	5
DEVELOPING LEADERS	6
STRENGTHEN INSTITUTIONS	12
MAKE CHANGE	18
BUILD TRUST ACROSS DIFFERENCE	24
OPERATIONS AND DEVELOPMENT SUMMARY	28
A YEAR IN NUMBERS	30

FINANCIAL REPORT AND ACCOUNTS

FINANCIAL SUMMARY	31
OFFICERS AND PROFESSIONAL ADVISORS	32
REPORT OF EXECUTIVE DIRECTOR AND TRUSTEE BOARD	34
INDEPENDENT AUDITOR'S REPORT	40
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES	44
GROUP AND COMPANY BALANCE SHEETS	45
STATEMENTS OF CHANGES IN EQUITY	46
STATEMENT OF CASHFLOWS AND CONSOLIDATED STATEMENT OF CASHFLOWS	47
NOTES TO THE FINANCIAL STATEMENTS	48

INTRODUCTION

FROM OUR CHAIR OF TRUSTEES



This last year has once again been full of listening, actions and wins for Citizens UK, alongside our institutions, leaders and communities. As Chair of Trustees, I am most proud of how the organisation and our members, having done the solid organising work in preparation for a General Election, were fully ready when the election was called unexpectedly early. This is testament to sound strategic leadership, effective local organising and robust national processes.

Across every chapter, leaders undertook the essential work of deep listening, developing solutions and asks well in advance of an election, all in a challenging financial climate for individuals and our institutions. The commitment of time, energy and money to do this work and pay for it is impressive and appreciated. The reward, of course, is the justice secured, the people who find their voice and whose leadership emerges, and the energy our institutions enjoy, not least through working together and building trust across difference.

In the challenging social environment, riots and the shifting tides of populist politics, the importance of 'building trust across difference' has never felt more urgent. Adopting this work as a fourth strategic aim, (long integral to the organising method,

and certainly for me one of the real joys of organising), named something that was already in the fabric of Citizens UK. The decision to adopt this aim was unanimously supported across our chapters. I give my thanks to the Inclusion Working Group for all of their recommendations, including this vital one.

My thanks also go to all Citizens UK staff: those who organise on the ground, those supporting the organisation's charitable aims and those who work behind the scenes. My fellow trustees have undertaken their governance work with diligence and insight. I am grateful for their considerable expertise, time and energy which has been so generously shared. With thanks to colleagues and to many leadership teams across the country, I am confident in Citizens UK's capability to navigate future challenges in a rapidly changing world. I commend this report to you as it points to the just world we all long for.

The Very Revd Canon Karen Rooms
Chair of Trustees

INTRODUCTION

FROM OUR EXECUTIVE DIRECTOR



One of the defining moments of the past year came with the General Election, a reminder of what's at stake in our politics, but also what's possible when organised communities act together. Across our network, thousands of leaders shaped the national conversation, holding candidates to account and raising up issues that matter; from housing and the real Living Wage to mental health and hate crime. This year, the Living Wage campaign continued to grow, reaching over 15,900 accredited employers and delivering 40,000 additional pay rises. Living Hours and Living Pensions also gained momentum, with more employers committing to all three standards, bringing greater security and dignity to workers across our regions.

It was also the year a powerful new chapter began in Liverpool. In November 2024, just months after racist riots shook the city, 600 people gathered in St George's Hall for Liverpool Citizens' Founding Assembly. Eighteen institutions; faith groups, schools, housing associations, and charities, committed to a different future, rooted in building trust and standing together to win change. Their asks were clear, their unity striking.

That Assembly didn't just mark the start of a local alliance; it showed what's possible when diverse communities organise with shared purpose. It reminded us that rebuilding cohesion doesn't start in Whitehall, but in community halls, our religious institutions and all the places that matter to us. The antidote to division isn't more top-down

policy, but listening, acting, and building relationships across lines of race, faith, and class. This is the work ahead.

Over the next five years, Citizens UK will deepen its presence in the communities we're rooted in, developing leaders, strengthening institutions, and building the people power needed to win change locally and shape national policy. We'll connect our local, regional, and national work so each strengthens the other. At the heart of it all is a commitment to our new fourth strategic aim of building trust across difference, not as a by-product of our work, but as a deliberate and sustained act of organising across groups.

Too many people feel disconnected from their neighbours and communities. But our work shows it doesn't have to be this way. Every neighbourhood needs places where people can meet, talk and act together—and the jobs, transport, and investment that make that possible. We're clear about the task, and clear about our strengths: the power of organised people, the resilience of our member institutions, and the relationships that connect us. In Liverpool, as in London, Leeds and Leicester, we are showing that when communities listen and act together, they do more than respond to crisis; they forge a new story, rooted in hope, courage, and trust.

Matthew Bolton
Executive Director

MISSION AND STRATEGIC AIMS

Citizens UK is the UK's biggest, most diverse, and most effective people-powered alliance. We're here to overcome injustice, bringing together everyday people and local organisations to build a better, fairer society.

MISSION:

Our mission is to build people's power to lead change for the common good in their community and country, and to strengthen the institutions of civil society.

STRATEGIC AIMS:

We have four strategic aims which all parts of our organisation contribute to:

DEVELOP LEADERS

We identify people with the appetite or potential to lead change and provide them with opportunities and support to become more powerful and effective. These people might be experiencing injustice themselves; they may be a community leader from a civic institution, or they might come from the public or private sector. Our contribution to their development may be about the growth of confidence and skills; offering them new experiences of public action and innovative partnerships; or broadening their self-interest to include additional issues and relationships.

STRENGTHEN INSTITUTIONS

We support institutions to grow and become more effective at making change together. Our primary purpose with this aim is to strengthen societal institutions to achieve a better balance of power between civil society, the market, and the state. Most of the institutions we work with are civic, for example schools and faith institutions, but we also engage with the private and public sectors to develop allies who can help deliver our mission.

MAKE CHANGE

We're working together to make change on the issues that matter, from campaigning for zebra crossings on dangerous roads, to reforming the immigration system, to the Living Wage campaign. We're shifting the balance of power, helping people come together across their differences, find common ground and win change.

BUILD TRUST ACROSS DIFFERENCE

We build trust across difference by nurturing relationships between communities and individuals that may not usually come together, but discover strength in what they share. Rooted in the belief that we are stronger together, everyday people from our member institutions — faith groups, schools, unions, healthcare organisations, and more — form deep bonds through common goals and personal experience. By acting together, they find connection in the struggle for justice, build lasting relationships across divides, and show that a fairer society is possible when diverse communities stand alongside one another.

DEVELOP LEADERS

TAUNTON YOUNG LEADERS

PUSH FOR PARK UPGRADES

Following listening sessions in their Year 5 classes, young leaders from St James Church School in Taunton, Somerset, identified park safety as their top priority and decided to take action to make their local park safer for children and families. The pupils focused on the underpass that connects their housing estate to the school, highlighting key concerns including broken lights, a lack of CCTV and dangerous litter.

After learning about community organising in class and conducting a power analysis, the pupils invited Taunton Town Council leader, Cllr Tom Deakin, the mayor, local councillors, and the police to a neighbourhood walk in the park. Supported by Citizens Somerset members, including the Methodist Circuit, the Quakers, and the Taunton URC, the pupils were beginning to make their voices heard.

At a formal meeting, co-chaired by pupils, they presented their case. Noah, a young leader, led a session and used his public speaking skills to explain why this was important. Together, the pupils received a firm 'yes' from Cllr Deakin on all four of their

asks for CCTV, improved lighting, mirrors for visibility and regular glass and needle sweeps. Six months later, the young leaders invited Cllr Deakin to 'mark his homework', i.e. the progress on delivering these commitments. He received ten out of ten for delivering regular glass and needle sweeps, but just three out of ten for progress on CCTV, lighting, and mirrors, though he promised an update soon.

The young leaders also met their MP, Gideon Amos, to discuss their ongoing campaign for safer parks and secured his support for the Citizens UK Living Wage for Social Care Campaign. At their youth assembly, the now-year six pupils passed down their community organising batons to year five pupils to continue the work they have started, affirming their commitment to support them at actions and negotiations and pick up new batons at their secondary schools. These young leaders are proving that when communities come together, real change happens. They're not just learning about democracy, they're shaping it.





COMMUNITY LEADERS MAKING CHANGE

AT THE CONVENTION OF THE NORTH

On 26th February 2025 at the University of Central Lancashire, Citizens UK held its first-ever fringe event on the eve of the 2025 Convention of the North. Over 200 people attended, representing thousands of voices from communities across the North, including students, parents, workers, carers, faith groups, and pensioners. The evening focused on the need to improve public transport, as well as tackle low pay and insecure work. This event followed the Northern Bus Tour, which was organised at the end of 2024 by Citizens UK's Northern chapters, where 40 community leaders listened to 1,200 local people about their experiences of public transport.

In a moment of collective action at the fringe event, community leaders signed a statement to be taken to the Convention of the North to ensure that local communities are involved in shaping the services they receive. Within 24 hours, on day one of

the Convention of the North, a team of community leaders secured commitments from Northern Mayors, MPs, Council Leaders and decision-makers.

The CEO of Transport for the North, Martin Tugwell, committed to working with Citizens UK to improve the reliability, affordability, accessibility, connectedness, and safety of public transport.





I never thought my voice would be heard or matter, but by being involved in Lancashire Citizens, I have had some influence on things that affect me and so many other students and young people.

**Scott, a student leader
from Edge Hill University,
member of Lancashire Citizens**

During the Convention of the North, Scott, a student from Edge Hill University, addressed Greater Manchester Mayor Andy Burnham in the Transport Policy workshop with a testimony of how unreliable and inaccessible public transport impacts his physical health and studies. On the next day of the Convention of the North, Mayor Burnham opened his panel discussion by acknowledging what he had heard from Scott's testimony and saying accessibility must become a priority.

Citizens UK campaigners in the North look forward to working with decision-makers on public transport, low pay and involving local communities on the issues that matter most to them.



Through being involved in the Fringe event as a speaker and attending the Convention of the North, I have gained experience of seeing how many changemakers agree with this change in transport. I also felt a sense of achievement when the questions I asked got the support from Martin Tugwell, County Councillor Rupert Swarbrick and First Bus.

**Winnie, a student leader
from Leeds Beckett University,
member of West Yorkshire Citizens.**

BECOMING A VOLUNTEER FOR PARENT ACTION

I'm a trained teacher from Ecuador, but I had to leave my country when it was no longer safe for us to stay. I arrived in the UK without speaking a word of English, with a small child and a three-month-old baby in my arms.

We were living in a tiny, confined space, and looking back now, I can say I was experiencing postnatal depression. But at the time, I didn't have the words for it, I only knew that I didn't want to live. I felt like my life had no meaning. Then one day, a health visitor, who felt like an angel to me, came to see us and handed me a flyer for Espacio Mamá. It spoke of a place for mothers, in my language, where I might find connection and community. I went, and from that moment, my life began to take a turn I never could have imagined. I discovered the power of community and the healing that comes from being seen and supported by other mothers. I began learning English, slowly started to come out of my isolation, and felt my depression begin to lift. The Parent Action team were always there — welcoming, present, and offering tools I didn't even realise I needed to face life's challenges.

Three years later, I am proud to be a Parent Action volunteer. I'm no longer a victim of my circumstances. I've grown in empathy and understanding, and now I can stand beside other migrant mothers who are walking a

similar path. I've discovered that I can do so much — and more importantly, that I want to do more to help others.

The sense of belonging and the opportunities I've found through Parent Action are truly priceless. My life has been transformed. Now, I'm happy to give back, to offer other migrant parents what was once given to me. Small things done with love lead to victories; and together, in community, we are building these small things into powerful transformations in the lives of parents.

Johanna,
Mum at Parent Action,
Southwark





BUILDING RELATIONSHIPS WITH DECISION-MAKERS

IN PARENT ACTION, NORTH TYNESIDE

When spending time with other mums at MumSpace, we discuss different issues we are facing. For a lot of us, this includes problems with affordable housing, landlords and living conditions. It was during some of these discussions that we were asked if we would like to put our concerns forward and work together to try and make a difference. As much as there are many people at MumSpace facing similar problems, many of the mums didn't want to speak out in public. I was anxious to start with and unsure of how I would be able to get our voices heard.

Working with the Parent Action team, I co-chaired a meeting where we put forward asks to Sir Alan Campbell MP and explained some of the issues the mums were having, and in many cases still are. This experience helped me feel a lot more confident and made me more determined to continue what I could to help mums have

their voices heard and change things. I have also taken part in a podcast where we put our questions to the mayoral candidates in North Tyneside. This has made me feel more confident in amplifying people's needs and working towards change.

I am currently preparing for an upcoming meeting with the newly elected mayor of North Tyneside to ask that they work with us to increase landlord accountability.

I feel that mums are often overlooked. Having my voice heard makes me feel more valued by those in power who are making decisions that affect me.

Mum at Parent Action, North Tyneside

YOUTH POWER

IN GREATER MANCHESTER CITIZENS AND LEADERSHIP DEVELOPMENT POST-RIOTS

In the wake of the violent riots in Summer 2024, Greater Manchester Citizens (GMC) responded with solidarity and action. Leaders came together in two masjids, members of GMC, to share food, hear powerful stories and stand in solidarity. Together, they committed to doubling their efforts to strengthen bonds across communities by organising for social justice.

This took root in Khizra Mosque, where leader, Sajj, launched their youth leadership development programme in Autumn 2024. Over the next 10 months, GMC trained Khizra's youth leaders in the Five Steps to Social Change; organise, listen, plan, act and negotiate.

At the Delegates Assembly in January, Khizra leaders spoke on stage and launched a chapter-wide listening campaign. Young people conducted one-to-ones across their community to find out what issues were putting pressure on them and their loved ones. They identified rising hate crime as a core problem, with many reporting they felt unsafe on public transport and across the streets of Greater Manchester.

On 4 July, they shared their stories in front of an audience of nearly 200 people at the GMC Regional Youth Assembly, including experiences on public transport and the racist abuse they faced when walking the streets of Greater Manchester.

As a real testament to the power of their organising, these young leaders won commitments from some of the most powerful people in Greater Manchester to work with them to tackle the root causes of hate crime.

We felt as if our identity was being taken from us. We had conversations with our friends and family around if we should even be wearing our hijabs when we left the house because we felt like targets. As the GMC alliance, we committed to organising together so that hate will never win here, in Greater Manchester or across wider society.

**Leader from Khizra Mosque,
a member of Greater
Manchester Citizens**

STRENGTHEN INSTITUTIONS

ENGAGING WITH STUDENT UNIONS

This year, Citizens UK has supported a growing number of Students' Unions to build on their long tradition of student leadership by becoming more outward-looking. They are connecting their work on campus with the issues facing their wider communities.

From Sunderland to Bristol, SUs are exploring how community organising can help them strengthen student leadership, build lasting relationships off campus, and support students to take action. Not just as students, but as neighbours and citizens.

In Birmingham, Aston Students' Union helped lead the 2025 Regional Youth Assembly. 285 young people from across the West Midlands came together to share

stories, speak to decision-makers, and win public commitments on safety, housing, and fair work. That kind of influence is only possible because of the long-term effort Aston has made to train student leaders and stay connected to life beyond the university.

This year, Leeds Beckett SU hosted a national conference in Community Organising and Students' Unions, which was attended by 100 people from 30 SUs. This work is only growing; we have seen the SUs we work with more than double in the last few years — we look forward to that growth continuing with more people thinking deeply about how to do this well.

Our work with Citizens UK has brought authenticity and clarity to our campaigns. Our membership has empowered students to lead with confidence and build power beyond the university alongside our local community.

Acting CEO of Leeds Beckett SU, a member of West Yorkshire Citizens



MAKING CHANGE TO IMPROVE TEMPORARY ACCOMMODATION

LOCALLY AND NATIONALLY

As a community leader, I've been involved in housing campaigning for a long time now. It's an issue I care about because I live in temporary accommodation with my husband and my two young children. In the past four years, we have been moved five times across South, East, and North London. My daughter asked, "what is our next destination, is it the West?" We were told only one month ago that we had to move again. I felt the same sense of uncertainty I've felt so many times before: where will we go? What will happen to the kids' education? Will we have to leave our community? I could barely sleep, I was so worried. My kids haven't had a stable home. I decided to keep them at their same school to maintain some sense of stability, but now we have to travel over 40 minutes to get there.

As a leader in South London Citizens and with participatory arts organisation Creating Ground, I have connected with other families suffering from poor conditions in temporary accommodation. Many of us lack cooking and laundry facilities, affordable storage for belongings we couldn't bring into temporary accommodation, and Wi-Fi access, making everyday life a struggle. Coming together with others facing these hardships has enabled us to share stories, support one another, and most importantly, campaign for real change. Together we won changes at Greenwich Council, including improved communication and training for housing officers and free internet access.

We're now working to reform storage practices. In Citizens UK's General Election Assembly in July 2024, I had the opportunity to speak to the Labour candidate Angela Rayner about my experience. I met with her again in November 2024 after she was appointed Deputy Prime Minister. I shared how being in temporary accommodation is not just about not having a permanent address; it's about feeling invisible, like your family does not belong anywhere. It's about the emotional weight that children carry when they hear their parents say they don't know where we will be living next month.

Meetings with senior politicians have given me glimmers of hope that real change might be possible if those in power truly listen to the voices of lived experience. I speak not only for myself, but for thousands of families still facing the same uncertainty, when I say that we need long-term solutions, not short-term fixes. Our children deserve more than a roof over their heads; they deserve a home.

Fatiha Benmerzouk,
a leader from Creating Ground,
member of South London Citizens





HYPERLOCAL ORGANISING:

YOUTH ACTION ZONE IN BUTETOWN AND GRANGETOWN, WALES

Citizens Cymru Wales is demonstrating how community organising can improve the lives of children and young people. They secured £1m funding from the Youth Endowment Foundation (YEF) to deliver an innovative community-led action plan to address youth violence in the Cardiff neighbourhoods of Butetown and Grangetown.

At the heart of the work is building a hyperlocal community organising alliance made up of smaller grassroots organisations such as boxing and other sports clubs, youth forums and parent groups. Since July 2023, almost 2,500 people have taken part in a listening campaign across Grangetown and Butetown, and seven interventions were identified through issues workshops.

The results show this approach is working. 1,400 young people have engaged through local interventions, a youth leadership academy and campaigns. Highlights include

meeting with the Children's Commissioner for Wales and developing a charter for working with the Police.

Leaders also won a campaign around cheap bus fares, persuading the Welsh government to expand its £1 bus fare policy to all children and young people. They ensured the youth voice was heard in the redevelopment of Canal Park, got a commitment to restore floodlighting and secured Living Wage jobs for local young people.

The work is strengthening institutions with a focus on building the power of non-traditional grassroots organisations and supporting them to come into membership — there are already nine neighbourhood institutions involved. Climate Cymru Wales is building trust across difference by bringing these diverse grassroots organisations together with statutory partners and measuring trust in neighbourhoods.

SPONSOR REFUGEES STRENGTHENING INSTITUTIONS THROUGH WELCOME

Citizens UK's work as a Lead Sponsor of the government's pioneering Communities for Afghans project continues to demonstrate the power of welcome to strengthen civic life. Over the past year, we have worked with more than 300 volunteers — some stepping into public life for the first time, others organising through their schools, mosques, synagogues, churches and local charities. Whether forming new teams or deepening existing ones, these groups are turning institutions into active agents of social change.

By taking action to sponsor and welcome Afghan families, institutions are demonstrating that the UK can be a place where refugees not only rebuild their lives — but truly thrive. These acts of welcome help embed a culture of hospitality and accountability, forging deeper relationships within and between communities. In doing so, we are strengthening the very fabric of our civic institutions.

Sponsor groups across the country are not only helping families find housing, access healthcare, and settle children into school, they are also renewing their own mission and identity in the process. 100% of families welcomed through sponsorship said they would recommend the project to others seeking protection in the UK

Together, we're showing that UK communities — and the institutions at their heart — can be places of hope, belonging and transformation.

The biggest joy was returning from the primary school with the three girls skipping along carrying their new school rucksacks... Local services such as schools, GP, church, and library have all been so welcoming and supportive... I've felt an enormous privilege to be part of their lives and can't think of anything better to do in my retirement.

A sponsor group member





LIVERPOOL CITIZENS' FOUNDING YEAR


Liverpool Citizens held their Founding Assembly in November 2024, with 18 member organisations across civil society, including education, faith, third sector and housing organisations comprising the founding members.

The Assembly was attended by 600 people in St George's Hall, in the centre of Liverpool. Key decision makers, including the Liverpool City Region Metro Mayor, the leader of Liverpool City Council, the CEO of the Integrated Care Board and leaders of the police and public transport companies, were in attendance and presented with a number of asks from the diverse membership.

Coming together only a few months after the racist riots in August 2024, the 600 attendees committed to building trust across difference. The Assembly was the culmination of over a year of developing these new member institutions in the craft of community organising. This included identifying and training community leaders, carrying out listening campaigns and developing campaign asks on the issues identified through listening. These spanned a broad range of actions, including asking the leader of the council for a safe road crossing at a major inner city junction, asking for a pilot of free school meals in a number of

city schools, improving neighbourhood safety, becoming a real Living Wage city, and improving poor and unreliable bus services for school children, hospital staff and patients.

The hospital affected by these public transport issues, The Walton Centre NHS Foundation Trust, is located just outside Liverpool city centre and is the only specialist neuroscience hospital in the country, serving a population of 3.5 million and employing approximately 1,500 staff. It specialises in neurological conditions, neurosurgery, chronic pain management and complex rehabilitation. As a founding member of the Chapter, the hospital carried out a listening campaign from which poor public transport to the Trust was identified as an issue having a significant effect on staff and patients. This included staff being late to work, which impacted patient appointments and services, and staff having to pay for taxis multiple times a week just to get to work on time. Due to the financial impact of this, staff were considering looking for work elsewhere and having to decide whether to pay to come to work or be able to do the weekly shop. Through their negotiations with the local bus company, the hospital has secured a bus timetable change to improve morning reliability and is also developing action with the city's train company.



Through the Trust being a Founding member of the Liverpool Citizens Chapter, it has enabled us to authentically connect with and understand the communities we serve, and the issues that are affecting them. It has given us the opportunity to make sustainable change with our community, empowering them to be healthier and safer, as put simply, our staff and patients are our community. It has also provided the organisation with a unique opportunity to work alongside a diverse range of local organisations to share best practice, broaden our leadership skills and mutually support each other.

To enable and support the work, we have grown a Core Group of 14 staff from across the organisation and attended local and residential Community Leadership training. In alignment with the organisation fostering an open and inclusive culture, the relational conversation element of the Community Leadership training has been adopted into the Trust's internal leadership programme, which is attended by existing and aspiring leaders and is due to be delivered to the Freedom to Speak up Guardians later in the year.

Rachel Saunderson,
Co-chair of The Walton Centre's Core Group
and Liverpool Citizens



MAKE CHANGE

STRENGTHENING PROTECTION FOR RENTERS:

A LANDMARK WIN WITH SELECTIVE LICENSING SCHEMES

After a decade of campaigning by Citizens UK and our partners in the Renters Reform Coalition, we secured a win in the fight for better protections for renters across the UK.

The Government has expanded the powers of local councils to implement selective licensing schemes, an important tool that holds landlords accountable and improves housing standards. Under these schemes, landlords must obtain a license to let properties in specific areas and comply with essential requirements, such as addressing disrepair and serious hazards like leaks or pest infestations in a prompt manner.

With this change, councils are no longer required to seek approval from the Secretary of State to introduce schemes of any size, removing a key barrier that makes it easier for local authorities to protect renters.

Citizens UK has been at the forefront of this work since 2015. Previously, we had won the introduction of selective licensing in five London boroughs and Nottingham. The initial scheme was only applicable to 20% of the borough, but this development removes that restriction.

At a time when poor housing conditions in the private rental sector continue to rise, this is an important win. We'll continue campaigning to ensure everyone in the UK has access to fair, safe and more affordable housing.





BUILDING A CAMPAIGN FOR A FAIRER PATHWAY TO CITIZENSHIP

Up and down the country, there are people in our communities who have migrated to the UK and made this country their home. They have put down roots in Britain, and work, study, worship and volunteer here. Despite living in the UK for decades, building a life here, and in many cases even being born here, people are blocked from gaining citizenship by a system so confusing, lengthy and expensive that many are left fearful, isolated, stuck in limbo and in some cases at risk of destitution.

In 2023, Citizens UK members launched a campaign for a more timely, affordable, and fair pathway to citizenship. Through a listening campaign that engaged over 2,000 people across the UK, we uncovered widespread injustices and hope for change. Community leaders, alongside policy experts and partners, developed transformative five-year campaign goals, ratified by the Pathway to Citizenship Leadership Team and hundreds of leaders across the UK.

As part of this process, we met with hundreds of community leaders at regional summits, provided opportunities for face-to-face relationship building, training, and development of the strategy. Ahead of the campaign launch in Parliament, a total of 42 constituency teams across the country met with their MPs to explain our asks and invited them to join us.

In November 2024 we launched our report, *From Rooted to Recognised: Unblocking the*

Pathway to Citizenship, at the Houses of Parliament with over 80 attendees from 40 constituencies. It was co-chaired by Helen Hayes MP and Grace Akinyemi, a member of the Leadership Team from Essex Citizens. The Citizenship Network was established on the same day, which is a cross-party group for parliamentarians to connect with policy experts and people who have lived through the citizenship and settlement system to explore ways to improve the pathway to citizenship. The next week, Warinder Juss MP for Wolverhampton West, shared a story of a community leader from his constituency who is on the pathway to citizenship in a debate in Parliament.

The campaign continues to grow in strength, building leadership and community power to expand the Citizenship Network, campaign for central government to act on our recommendations and opportunities for local change on the issues that impact people on the pathway to citizenship





IMPROVING ACCESS TO MENTAL HEALTH SUPPORT

IN SCHOOLS AND COLLEGES

Building on the successes of Tyne & Wear Citizens, who won funding in 2017 to pilot school-based counselling across some schools in the region, Brighton & Hove Citizens also developed a local approach to organising on mental health issues.

Following some deep, city-wide listening over a few months in 2022, leaders in Brighton and Hove shaped their strategy and took action on a number of occasions over a couple of years — singing Christmas Carols outside Hove Town Hall, sending thousands of Valentine's Day Cards, organising city-wide petitions which secured Full Council debates, as well as getting local and regional journalists involved — successfully negotiating with Council officials to secure over £400,000 of funding.

Brighton and Hove became the first city in the country to roll out school-based counselling across all its secondary schools. Building on these two successes, leaders across seven Citizens UK chapters worked together to engage with parliamentary candidates in the run-up to the General Election in July 2024. As candidates met

with hundreds of leaders and organised in powerful delegations, commitments to have mental health professionals in all schools across England were secured from the Labour Party and the Green Party.

Since then, leaders have been following up on those commitments and have been engaging with over 30 MPs across the country, as well as the Secretary of State for Education, Bridget Phillipson MP. Labour recently announced that it would fast-track its commitment to ensure that all schools have access to mental health professionals, and Minister for Early Education, Stephen Morgan MP, went to visit schools in Brighton and Hove to find out more about the impact of counselling on young people.

Throughout these local, regional, and national campaigns, thousands of students, teachers and school and college leaders were developed and found ways to work together on ambitious strategies which have had an impact on tens of thousands of young people across the country.



MAKING LONDON A LIVING WAGE CITY

Making London a Living Wage City is a campaign launched by Citizens UK and funded by Trust for London that aims to put wages back into the pockets of low-paid workers. The vision is simple — we would like everyone in the capital to be paid at least the real Living Wage.

Between the launch of the campaign in September 2021 and the end of 2024, we've seen over 52,000 pay uplifts through the accreditation of London employers. This has resulted in £346m going back into workers' pockets, both in London and beyond.

To pull out a few of this year's highlights, West London Citizens has secured the accreditation of all nine NHS Trusts locally, resulting in a wage uplift for 1,670 workers. They took multiple public actions

at hospitals across the chapter, engaged their local MPs, and heard Living Wage commitments from one trust after the next.

Meanwhile, south of the river, South London Citizens has taken on a suite of iconic London cultural institutions on the South Bank. Starting with a community walk during which leaders delivered letters to the employers, they held a series of creative actions — from Valentine's cards to red carpet launches and theatre productions — resulting in the accreditation of the Tate, Shakespeare's Globe, the BFI, and the National Theatre.





LIVING WAGE FOUNDATION:

TRANSFORMING EMPLOYMENT, TRANSFORMING LIVES

In 24/25, the Living Wage Foundation continued to grow its impact, accrediting a total of 2,412 employers and hitting the milestone of 15,000 employers in early April (15,900 by the end of the financial year). Representing over 40,000 pay rises in 24/25 alone and £3.6 billion back into the pockets of low-paid workers since the campaign began. We've continued our sector focus with success, accrediting iconic employers including The Globe, Tate Gallery, Pieminister and Northumbria University. By the end of the year we reached 1,000 accreditations in the health and social care sector, resulting in uplifted pay for over 50,000 people. This is the most uplifts of any industry, and we continue to make further progress in health and social care despite the challenging funding environment.

Living Hours and Living Pensions continue to go from strength to strength, ending the year with 198 Living Hours and 64 accreditations respectively. We ended the year with 16 employers holding all three accreditations, demonstrating the need and appetite for our work.

In February, our flagship report, Employee Jobs Paid Below the Real Living Wage 2024, found that 15.7 per cent of employee jobs in the UK (4.5 million jobs) were paid below the real Living Wage in April 2024 — an increase from 13.0 per cent (3.7 million jobs) in April 2023. This is the largest annual rise in both the proportion and number of jobs below the real Living Wage since this timeseries began in 2012, highlighting the importance of our movement in the current climate.

In the run-up to the General Election we continued to campaign on social care, publishing our report on the expected cost (£330m) and benefits of funding a real Living Wage in the sector. We also worked across Citizens UK on the General Assembly on 1 July which was attended by leaders of the main political parties. Following this, a meeting with Angela Rayner was secured to build the relationship and follow up on the social care asks.





We've built relationships with the incoming government, including Rachel Reeve's team and key ministers such as the Minister for Employment Rights, Competition and Market, Justin Madders MP. We issued a public response to the Employment Rights Bill, welcoming the introduction of the Bill and highlighting the continuing importance of Living Hours.

In April 2025, the Living Wage Foundation launched our refreshed brand identity designed to reflect the scale, ambition and future direction of one of the UK's most successful campaigns for better work. The brand changes were developed in consultation with hundreds of accredited employers, community leaders and workers.

The refreshed brand brings together the Foundation's three hallmark accreditations — the Living Wage, Living Hours and Living Pension — under a clearer, more cohesive identity in line with the Foundation's mission to ensure work provides everyone with a decent standard of living now and in the future. The changes have been made to support the movement's continued growth, while keeping its values and recognisable mark firmly at the centre.

June saw the launch of an affiliate partner in Northern Ireland — Living Wage NI by Advice NI, in partnership with the Living Wage Foundation and the Department for the Economy. Since securing an affiliate partnership in Northern Ireland, Living Wage accreditations there have grown to over 140. Ards and North Down Council accredited in February, the first Northern Irish council outside of Belfast to become a Living Wage Employer.

The Foundation's Global Living Wage work this year has focused on local action, addressing global challenges on Living Wage data and encouraging business advocacy. We published a report on the importance of worker-led action on Living Wages and developed new links with Living Wage groups in Mexico. As part of the WageMap collaboration, we have run public consultations to develop a Living Wage Reference Standard and create a shared vision of what should make a Living Wage globally, that is both internationally comparable and locally specific. Finally, we have established the Living Wage Knowledge Hub for businesses to create a community of learning and advocacy.

BUILD TRUST ACROSS DIFFERENCE



POST-RIOT ORGANISING IN TYNE AND WEAR

Following August 2024's racist riots in Sunderland, a group of faith and civil society institutions, members of Tyne & Wear Citizens, came together in unity to celebrate difference in the city and show solidarity. Organisations were invited to have stalls, sharing food and music.

During the event, Beth, who works for Space 4 — a community project of St Michael's and All Angels' Church and a member of Tyne & Wear Citizens — ran an initial 'Weaving Trust Action', which was attended by 20 people, including representatives from a range of civil society organisations as well as members of the local community. Weaving Trust events are short local actions to create opportunities for people from different organisations to meet. Their focus is on supporting individuals to have multiple one-to-one meetings with other people in their community, to foster community cohesion.

Following the event, participants fed back feeling hopeful, inspired, challenged, and some also spoke about positive impacts on their mental health.

Space 4 was established in 2014 in Houghton-le-Spring and aims to creatively address food poverty, responding to isolation and challenging inequalities. When Space 4 became a member of Tyne & Wear Citizens, staff and volunteers were given opportunities to listen to local communities in Houghton-le-Spring and engage with local power holders to start making change on the issues that matter most to local people.

Having led several Weaving Trust events, Space 4 secured funding to run a 12-month pilot to deliver six events based on this model to bring people together across difference and foster community cohesion.



'IT'S NOT BANTER!' – TAKING ACTION FOR INCLUSION

IN PETERBOROUGH SCHOOLS

Following August 2024's racist and Islamophobic riots, Peterborough Citizens launched their 'It's Not Banter!' campaign. Every child should have an equal chance to thrive at school, yet many students experience prejudice disguised as 'banter'.

The 'It's Not Banter!' campaign aims to support and train staff with resources and enable students to learn that someone's race, background, religion, gender or identity is not a punchline for a joke. At the 'It's Not Banter!' summit on 23rd October 2024, hosted by Peterborough College, 110 students, parents, CEOs, principals and EDI leads came together to review pooled anti-racism resources, feedback and commit to using them in their schools from January 2025.

In addition to support from local educators and community leaders, Andrew Pakes MP has publicly advocated for the campaign.

Since December 2024, the 'It's Not Banter!' toolkit has been available for any school to download and implement via the website for Inspire Education Group, one of Peterborough Citizens' founding members.

Putting together resources about difficult topics, such as discrimination, that were accessible for schools was significant in helping students and staff understand what discrimination is. It's about how we can teach students and staff to be tolerant about ideas and beliefs that might be different to ours, from primary school to sixth form

Charlotte,
EDI coordinator at Inspire Education group
and Campaign Lead





ORGANISING FOR MORE ACCESSIBLE BUS TRAVEL IN OXFORD

An emerging issue recognised by Citizens UK chapters through listening workshops is the experience of our neighbours seeking asylum, the barriers to participating in public life and the impact this can have on people's lives. Currently, people seeking asylum who live in catered accommodation receive £8.86 per week. In Oxford, a single bus journey can cost between £1.50 and £3, presenting a huge barrier that limits access to essential services and community life. Many are unable to attend vital appointments, bring their children to school and attend ESOL classes, which are crucial to their integration and wellbeing.

The bus campaign, led by member organisations of Oxford Citizens, trained a group of asylum seekers in community organising to share their experiences and negotiate with the council for more accessible travel. One individual shared how they were living in a local hotel for two and a half years, waiting for a decision on their asylum claim and with no right to work. One outing by bus would cost at least half of their weekly £8.86 allowance. They spoke of feeling isolated and how this affects their mental health. Members of the Asylum Welcome co-production team, one of the organisations supporting the campaign, attended Citizens UK's community leadership training to better understand how they could take action.

They invited the Head of Transport for Oxfordshire County Council to a meeting at Asylum Welcome to share their experiences. The councillor agreed to work with them, and the team next met with the Leader of the Council. The council initially proposed two single tickets per day, but the Oxford bus system meant that a single journey into town alone would use up the day tickets. The team, therefore, negotiated for day passes.

At the inaugural Thames Valley Citizens Migration Justice summit in November, Cllr Gant confirmed his commitment to working with the Migrant Justice team, and the next day announced a six-month pilot scheme. The scheme will mean each asylum seeker in Oxford can receive 15-day passes every two months, which will support approximately 275 asylum seekers living within the city. Nataliia, a Ukrainian refugee who came to Oxford through the Homes for Ukraine scheme, shared how her free bus pass had been crucial in helping her navigate and settle in a new city.

The scheme has been so successful that community leaders are now negotiating to extend the scheme. Other Citizens UK alliances are working on campaigns for more accessible travel. The next phase will be to connect these local campaigns to ensure that people seeking asylum can build confidence using public transport and engage more fully with their communities.



OPERATIONS AND DEVELOPMENT SUMMARY

Established in September 2024, the cross-organisational Operations and Organisational Development (OOD) Team was created to lay the foundations for Citizens UK's five-year vision of becoming a stronger, more resilient organisation and an employer of choice. Tasked with developing an Organisational Development strategy, the team plays a key role in strengthening institutional foundations, enhancing collaboration across teams, and embedding inclusion throughout the organisation.

In its first six months, the team led a range of impactful projects. It guided the development of updated appraisal processes and guidance, significantly improving compliance. The team also supported the review of key people policies, including revised Sickness Absence and Family Leave policies, as well as new policies such as Compliments & Complaints and Conflict Resolution. In addition, the OOD Team approves sabbatical proposals and associated policy and guidance.

The team has contributed directly to Citizens UK's progress in becoming a more inclusive employer. Actions from the Recruitment Working Group, informed by OOD discussions, have already led to a more diverse pool of candidates and increased appointments of individuals from racialised ethnic minority backgrounds and those with disabilities.

Much of this operational and policy work has been carried out in collaboration with the

DEI Strategic Lead and, where appropriate, in consultation with our workplace employee networks (WENs) of carers, LGBTQ+, disabled, and racialised staff to help identify gaps and ensure policies are inclusive.

This collaborative and strategic approach has helped surface and address structural challenges, support leadership development, and deepen our culture of trust, inclusion, and shared ownership.

DIVERSITY, EQUITY AND INCLUSION (DEI)

Over the past year, the DEI team and working groups have delivered several projects to strengthen inclusive policies and address identified gaps. Recruitment processes were reviewed in partnership with hiring managers, leading to improved candidate experiences and greater diversity in applications and hires from underrepresented groups. A staff advancement project focused on appraisals and performance management, resulting in streamlined processes and more supportive experiences for staff and line managers. This aligned with a broader commitment to increasing gender and racial diversity in senior roles through mentoring, training, and development opportunities.





A learning programme on topics such as LGBTQ+ allyship, anti-racism, trauma-informed practice, and disability inclusion saw over 75% of staff attend multiple sessions, sparking further interest in other areas, such as social class and accessibility.

Finally, our Global DEI Benchmarks self-assessment score rose by 20 points, reflecting solid progress in building the structures, leadership, and collaboration needed for long-term, measurable change.

LEARNING AND INNOVATION

The Learning and Innovation (L&I) Team organised 27 sessions covering a range of topics from how to run safe events, through to fundraising effectively, and winning in parliament. 148 staff attended at least one session, which is 87% of all staff. 93% of all those attending said they were confident they would be able to effectively apply their learning, and 93% said their training would contribute towards future success in their role.

The L&I team established a new Senior Leadership Development Programme to support our senior staff in developing their leadership skills and to enable the organisation to become more diverse and inclusive. Drawing on the expertise of two external leadership experts, the programme consisted of seven sessions over 10 months

with a cohort of 12 participants. Each participant received a 360 report bespoke to our senior career pathway, accompanied by one-to-one coaching to support their development and active application of learning in their roles. An important commitment was for the first two cohorts to be at least 50% female and 33% from racialised backgrounds. The first year was a success and rich with learning, and an improved programme has been planned for the second cohort in 2025-2026.

We also piloted a peer coaching offer for all staff, run by an external coaching expert, to develop staff's ability to use coaching in their relationships in the organisation. This course matches staff in peer coaching relationships and supports those in the coaching role to develop their coaching skills. We now have 13 peer coaches in relationships with 13 coachees and will evaluate this pilot at the end of the programme in Autumn 2025.

19 colleagues attended 'People Leadership' and 'Moving into Management' courses to support those starting to manage others. We also enabled a team of staff to travel to Texas, USA, to learn from South West Industrial Areas Foundation (IAF) organisers and leaders, focusing on using organising to develop member institutions.

YEAR IN NUMBERS

467

institutions in membership.

A total of **167** leaders completed one of our community organising training courses. These include:

84 leaders on our 6-day accredited residential community organising training.

45 leaders on our 3-day accredited community organising training.

38 leaders on our schools & colleges training.

372 leaders attended at least one of 14 online learning sessions covering topics from organising around flood risk, through to racial equality in education and free more accessible transport for asylum seekers.

23 leaders went on to graduate with their certificate in community leadership from Birmingham Newman University.

15,900 employers have provided a pay rise to more than **475,000** people since the Living Wage campaign began (to the end of March 25).

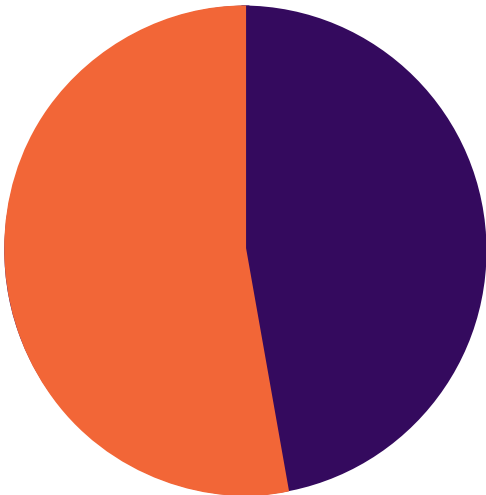
1,000 employer accreditations in the health and social care sector, reflecting uplifted pay for over **50,000** people.

Community Sponsorship groups have welcomed **160** refugees (from April 24 - March 25).

589 parents and more than **600** children supported through Parent Action, with the help of **121** volunteers across South London and Tyne and Wear (from April 24 - March 25).

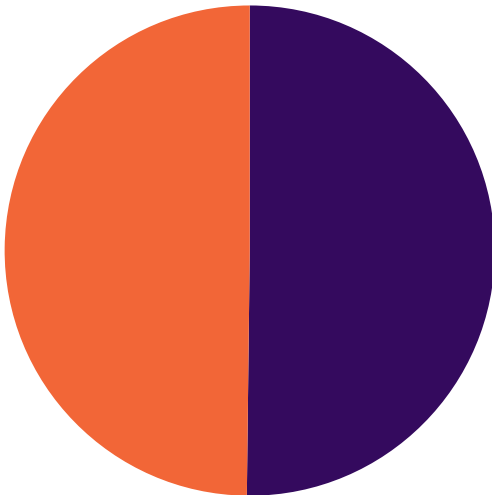
FINANCIAL SUMMARY

2025 TOTAL INCOME: £ 11,952,849



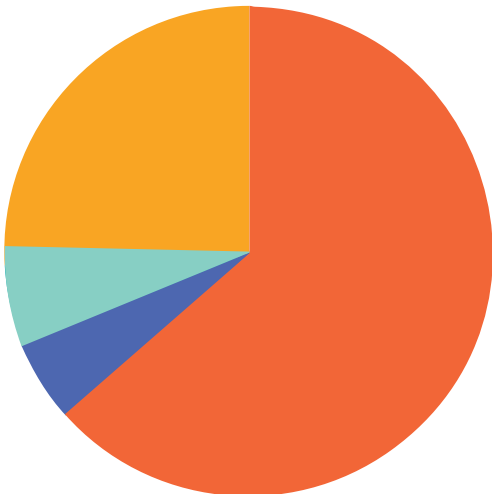
Hard – (Dues & Accreditation)	£	6,179,363
Soft – (Grants and Others)	£	5,773,486

2024 TOTAL INCOME: £ 11,329,528



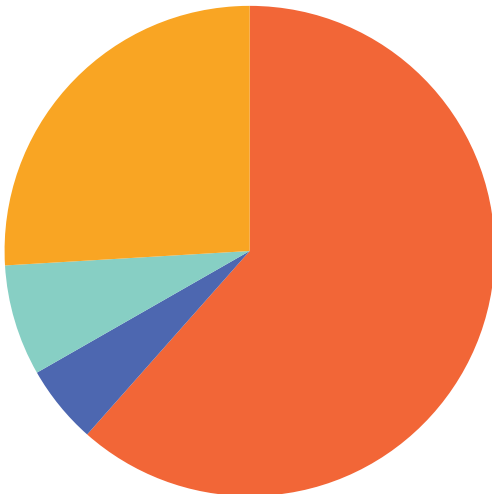
Hard – (Dues & Accreditation)	£	5,686,090
Soft – (Grants and Others)	£	5,643,438

2025 TOTAL EXPENDITURE: £ 12,635,427



Staff Costs	£	8,810,978
Activity Cost	£	719,781
Fundraising	£	891,268
Others	£	2,213,400

2024 TOTAL EXPENDITURE: £ 11,816,255



Staff Costs	£	8,115,441
Activity Cost	£	613,872
Fundraising	£	865,608
Others	£	2,221,334

CITIZENS UK CHARITY AND SUBSIDIARY

OFFICERS AND PROFESSIONAL ADVISERS

The directors of the charitable company ('the charity') are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees. The charity has Trustees who are elected annually by the Members of the company at the Annual General Meeting.

Charity name	Citizens UK Charity	
Working name	Citizens UK	
Website	www.citizensuk.org	
Members of the Board of Trustees	Revd Canon Karen Rooms	Chair
		Leicester Citizens*
	Noeleen Cohen	Vice-Chair
		North London Citizens*
	Adrian Farnham	Treasurer
	Saba Abid Shafi	South London Citizens*
	James Pickering	South London Citizens*
	Lindsay Jane Driscoll	
	Dr Mahera Ruby	TELCO*
	Sheikh Nuru Mohammed	Birmingham Citizens*
	Stuart Wright	
	Sally Rush	
	Yahye Abdi	Leicester Citizens*
	Brandon Ake	
	Kelly Joiner	(Appointed 28 May 2025)
		Peterborough Citizens*
	Elizabeth Todd	(Appointed 28 May 2025)
		Tyne & Wear Citizens*
	Rt Hon John Dominic Battle	(Resigned 16 March 2025)

* Indicates a link to a Chapter and that the trustee is therefore from a member institution.

Company Secretary Matthew Bolton

Key Management Personnel

The following served for part or all of the year ended 31 March 2025:

Matthew Bolton	Executive Director
Katherine Chapman	Director, Living Wage Foundation
Jawed Neshat	Director of Finance and Operations
Elizabeth Gutfreund-Walmsley	Director of Communications & External Affairs
Jonathan Cox	Deputy Director (resigned 30th April 2025)

CITIZENS UK CHARITY AND SUBSIDIARY

OFFICERS AND PROFESSIONAL ADVISERS

Registered Office and Operational address	Jacquard Point 1 And 3 Tapestry Way London E1 2FJ
Registered Charity Number	1107264
Registered Company Number	<u>05268071</u>
Auditor	Sumer Auditco Limited 820 The Crescent Colchester Business Park Colchester CO4 9YQ
Bankers	HSBC Bank PLC 75 Whitechapel Road London E1 1DU
Solicitors	K & L Gates LLP 110 Cannon Street London EC4N 6AR

CITIZENS UK CHARITY AND SUBSIDIARY **REPORT OF THE EXECUTIVE DIRECTOR AND TRUSTEE BOARD**

The Trustees are pleased to present their report, together with the audited financial statements for the year ended 31 March 2025.

The legal and administrative information set out on pages 32 and 33 forms part of this report. Similarly, the Annual Report set out on pages 3 to 31 also forms part of this report. The Trustees confirm that the financial statements comply with current statutory requirements, the Memorandum and Articles of Association, and the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities (issued in October 2019) and FRS102.

OUR AIMS AND OBJECTIVES

PURPOSES AND AIMS

The Charity's purposes are set out in the Articles of Association and they are:

- to develop the capacity and skills of the members of socially and economically disadvantaged communities in such a way that such members are better able to identify and help meet their needs and to participate more fully in society,
- to assist by directly promoting the more effective working of charitable community capacity building organisations designed to pursue that aim,
- to advance the voluntary sector,
- to advance physical and mental health,
- to relieve poverty, unemployment, or those in need by reason of youth, age, ill-health, disability, financial hardship or another disadvantage,
- to advance environmental protection or improvement and sustainable development,
- to advance the arts, culture, heritage or science, and
- to further such exclusively charitable objects according to the laws of England and Wales as the Trustees in their absolute discretion from time to time determine. Sustainable development means "development which meets the needs of the present without compromising the ability of future generations to meet their own needs."

The aims of our Charity are to develop the capacity of the 'organised' people of the United Kingdom to participate more effectively in public life, and to strengthen their civil society institutions in the process. We work with and for civil society institutions including education, faith, trade union and voluntary associations. We believe that strengthening these institutions and teaching citizens how to work together for the common good is vital for a healthy democracy with civil society at its heart.

HOW OUR ACTIVITIES DELIVER PUBLIC BENEFIT

The Trustees have considered the obligations of the Charities Act and are satisfied that Citizens UK complies with this Act, in particular with Section 4 concerning 'public benefit' and pays due regard to the public benefit guidance issued by the Charity Commission.

CITIZENS UK CHARITY AND SUBSIDIARY

REPORT OF THE EXECUTIVE DIRECTOR AND TRUSTEE BOARD

FINANCIAL REVIEW

FINANCIAL PERFORMANCE

Citizen UK's total (consolidated) income for the year ended 31 March 2025 was £11.95m with expenditure totalling £12.64m, resulting in a deficit for the year of £683k. When added to the historic balances brought forward at the start of the year, our overall year-end reserves were £3.30m which will be applied to our charitable activities in the future. This figure comprises £923k of restricted funds and £2.38m of unrestricted funds, including those that have been internally designated.

RESERVES POLICY

The Trustees have examined the Charity's requirements in light of the main risks to the organisation.

The Trustees want to ensure that in the unlikely event of the organisation ceasing its operations, Citizens UK has enough reserves for its winding down costs. These would include employee redundancies, liabilities towards suppliers and the legal costs of winding down. Whilst this is the absolute minimum, the Trustees aspire to building additional reserves to protect the organisation from any short-term funding volatility. Furthermore, the Trustees also want to enable Citizens UK to be able to fund any short-term but critically important activities.

The present levels of reserves available to the Charity (at group level) of £1.01m are generally in-line with our target level of undesignated unrestricted funds. The strategy is therefore to maintain significant reserves through planned operating surpluses.

TRUSTEES' INDEMNITY INSURANCE

The Charity took out an indemnity insurance to cover its Trustees for 2024/25. The premium for the year was circa £2,500.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The organisation is a charitable company limited by guarantee, incorporated on 25 October 2004 and registered as a Charity on 14 December 2002 (previously named the Citizens Organising Foundation, registered in 1989). The company was established under a Memorandum of Association, which determined the objects and powers of the charitable company and is governed under its Articles of Association. A new set of Articles of Association was adopted at the Citizens UK Annual meeting on 23rd February 2021.

CITIZENS UK CHARITY AND SUBSIDIARY

REPORT OF THE EXECUTIVE DIRECTOR AND TRUSTEE BOARD

Every Member undertakes to contribute the sum of £1 to the assets of the Charity in the event of its being wound up during the time that s/he is a member or within one year afterwards for payments of debts and liabilities of the Charity contracted before s/he ceased to be a Member and of the costs, charges and expenses of winding up the same and for the adjustment of the rights of the contributories amongst themselves.

MEMBERSHIP

Citizens UK has two categories of membership:

1. The Trustees (A Trustee shall become a Member on becoming a Trustee), and the Chapter Representatives, elected at the Annual Meeting of each Chapter.
2. Organisations (mosques, churches, synagogues, GP practices, universities, schools, charities, health trusts etc.) who pay membership dues and receive benefits in return.

INTERNAL GOVERNING DOCUMENT

There are a further three documents that form part of the internal governing documents, and which set out the roles and responsibilities of the separate layers of the organisation. These are:

1. Memorandum of Understanding

Internal document describing what a local chapter can expect to receive from Citizens UK and what is expected of the Leadership Group.

2. Letter of Understanding

Internal document setting out what a Member Institution can expect to gain from membership of a Citizens UK chapter and what they are expected to commit on their side.

3. Management Manual

- Internal document that offers guidance to Leadership Groups about best practice in the operation of chapters, in relation to Trustees, organisers and the Citizens UK Council.
- Details of the Citizens UK governance.
- The legal duties of the Trustees to ensure chapters understand their responsibilities and to protect the whole organisation from regulatory and other risks.

RECRUITMENT AND APPOINTMENT OF BOARD OF TRUSTEES

The directors of the company are also Charity Trustees for the purposes of Charity law and under the company's articles. Under the requirements of the Articles of Association Trustees serve for a term of 3 years from the date of their election or appointment and are eligible for re-election or re-appointment provided that no Trustee may continue to serve after nine years (three terms) in office without a period of at least a year out of office. Retiring Trustees shall step down at the Citizens UK Annual Meeting held in the year that they are due to retire.

The Board of Trustees consists of not less than three and no more than ten persons elected by the Members against criteria set by the Board of Trustees and not more than ten persons appointed by the Board of Trustees.

CITIZENS UK CHARITY AND SUBSIDIARY **REPORT OF THE EXECUTIVE DIRECTOR AND TRUSTEE BOARD**

TRUSTEE INDUCTION AND TRAINING

Upon appointment all Trustees are given a copy of the Articles of Association and Charity Commission guidance, The Essential Trustee (CC3).

All elected Trustees are expected to attend Citizen UK's six-day National Training. Trustees who are nominated are encouraged to attend the six-day or the two-day Introduction to Leadership.

Trustees are encouraged to participate in Citizens UK activities as well as staff training.

An induction programme has been put in place based on the Code of Governance.

RISK MANAGEMENT

The Charity Trustees have given consideration to the major risks to which the Charity is exposed and satisfied themselves that systems or procedures are established in order to manage those risks.

The Citizens UK Risk Register is tailored to fit the circumstances of Citizens UK's work and defines and addresses areas of significant risk: Funding, Capability, Information Security, reputation, Safeguarding, Membership and Leadership Engagement.

The responsibility for managing each risk is allocated to individuals within the Senior Management Team who have specialist knowledge of their area of work and is reviewed on a bi-annual basis by the Finance, Risk and Audit (FRA) Sub-Committee and the full board of Trustees.

ORGANISATIONAL STRUCTURE

TRUSTEES

Citizens UK has a Trustee board of up to 20 members who meet quarterly and are responsible for the strategic direction and policy of the Charity. The Board seeks to draw members from a variety of professional backgrounds relevant to the work of the Charity.

Citizens UK also has 4 sub-committees: Personnel and Safeguarding, Finance, Risk and Audit and Mission, Membership and Governance and Nominations, all 4 of which meet quarterly in advance of Trustee meetings. Comprised of five Trustees with specialist knowledge in the field as well as members of the Senior Management Team, they are able to scrutinise in more depth matters that fall into their remit.

The Board has delegated the day-to-day running and decision making of the Charity to the Senior Management Team. resettlement partners to welcome 761 people, which had a significant impact on local communities

CITIZENS UK LEADERSHIP TEAM

The Citizens UK Leadership Team comprises of several delegates from each Chapter, and encourages idea sharing and co-operation across the network on common priorities. They meet monthly online to plan national campaigns and organise the annual UK Delegates Assembly.

CITIZENS UK CHARITY AND SUBSIDIARY

REPORT OF THE EXECUTIVE DIRECTOR AND TRUSTEE BOARD

CHAPTERS AND LEADERSHIP GROUPS

Within the Charity there are Chapters that further the objects of the Charity at a local level. Member institutions sign a Letter of Understanding with the Charity, the terms of which govern its membership of the local Chapter. Each Chapter shall have a Local Leadership Group which shall consist of not less than 8 and not more than 15 persons elected by member institutions.

The Local Leadership Group shall have delegated powers to administer the business of the Chapter and shall sign a Memorandum of Understanding with the Charity. Each Local Leadership Group may co-opt up to three additional members. A representative of the Local Leadership Group ("Chapter Representative") shall be elected at the Annual Meeting to represent and exercise the Chapter's vote at the Citizens UK Annual Meeting.

RELATED PARTIES

Citizens UK includes its various regional Chapters, all of whom operate under its oversight and control.

CITIZENS UK CHARITY AND SUBSIDIARY REPORT OF THE EXECUTIVE DIRECTOR AND TRUSTEE BOARD

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees, who are also Directors of Citizens UK Charity for the purpose of company law, are responsible for preparing the Report of the Executive Director and Trustee Board and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the Trustees to prepare financial statements for each financial period which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources including the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles of Charities SORP;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Trust will continue existence;
- Make judgments and accounting estimates that are reasonable and prudent.

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

The Trustees confirm that so far as they are aware, there is no relevant audit information of which the charitable company's auditors are unaware. They have taken all steps that they ought to have taken as trustees in order to make themselves aware if any relevant audit information and to establish that the auditor is aware of that information.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

AUDITOR

The resolution to re-appoint Sumer Auditco Limited as audit of the Charitable Company will be put to the Trustees.

The financial statements have been prepared in accordance with the provision in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Signed for and on behalf of the Trustees:
Revd Canon Karen Rooms, Chair of the Board of Trustees
Approved by the Trustees on 05 November 2025

Karen SF Rooms

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CITIZENS UK CHARITY

OPINION

We have audited the group and parent company financial statements of Citizens UK Charity for the year ended 31 March 2025 which comprise the consolidated statement of financial activities (including the group income and expenditure account), group and company balance sheets, statements of changes in equity, statement of cash flows and consolidated statement of cash flows and related notes to the financial statements, including a summary of significant accounting policies. The relevant financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CITIZENS UK CHARITY

OTHER INFORMATION

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Executive Director and Trustee Board for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the Report of the Executive Director and Trustee Board has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Executive Director and Trustee Board, the Officers and Professional Advisers information and the Annual Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if in our opinion:

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies exemption in preparing the narrative reporting and from the requirement to prepare a Strategic Report.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CITIZENS UK CHARITY

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITOR

As explained more fully in the trustees' responsibilities statement set out on page 39, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identified areas of laws and regulations that could reasonably be expected to have material effect on the financial statements from our general commercial and sector experience, through discussion with the trustees (as required by auditing standards), inspection of the Charitable Company's regulatory and legal correspondence and discussed with the trustees the policies and procedures regarding compliance with laws and regulations. We communicated identified laws and regulations through our team and remained alert to any indications of non-compliance throughout the audit. The potential effect of these laws and regulations on the financial statements varies considerably.

Firstly, the Charitable Company is subject to laws and regulations that directly affect the financial statements including financial reporting legislation and taxation legislation and we assessed the extent of compliance with these laws and regulations as part of our procedures on the related financial statement items.

Secondly, the Charitable company is subject to many other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, for instance through the imposition of fines or litigation. We identified the following areas as those most likely to have such an effect: safeguarding, employment law, health and safety and GDPR. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF CITIZENS UK CHARITY

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS (continued)

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: enquiries of management and those charged with governance as to whether the charitable company complies with such regulations; enquiries of management and those charged with governance concerning any actual or potential litigation or claims, inspection of any relevant legal documentation, review of board minutes, testing the appropriateness of journal entries and the performance of analytical review to identify any unexpected movements in account balance which may be indicative of fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditresponsibilities. This description forms part of our auditor's report.

USE OF OUR REPORT

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Piers Harrison FCA (Senior Statutory Auditor)

For and on behalf of

Sumer Auditco Limited

Statutory Auditor

820 The Crescent
Colchester Business Park
Colchester
Essex
CO4 9YQ

Date: 19 December 2025

CITIZENS UK CHARITY AND SUBSIDIARY

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(INCLUDING THE GROUP INCOME AND EXPENDITURE ACCOUNT)
YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Income from:					
Donations and legacies	4	633,142	5,111,219	5,744,361	5,638,876
Donations and grants in kind		29,125	-	29,125	4,562
Investment income		96,517	-	96,517	71,401
Charitable activities:					
Membership dues		1,421,791	-	1,421,791	1,486,061
Training services		70,737	-	70,737	104,666
Other trading activities:					
Projects and other income		4,590,318	-	4,590,318	4,023,962
Total income		6,841,630	5,111,219	11,952,849	11,329,528
Expenditure on:	5				
Raising funds:					
Fundraising costs for grants and donations		891,268	-	891,268	865,608
Charitable activities:					
Capacity building for community organising		5,707,494	6,036,665	11,744,159	10,950,647
Total expenditure		6,598,762	6,036,665	12,635,427	11,816,255
Net (expenditure)/income for the year	6	242,868	(925,446)	(682,578)	(486,727)
Balances brought forward at 1 April 2024		2,136,070	1,848,945	3,985,015	4,471,742
Balances carried forward 31 March 2025	18	£ 2,378,938	£ 923,499	£ 3,302,437	£ 3,985,015

See note 23 for the comparative consolidated statement of financial activities analysed by fund.

The Statement of Financial Activities includes all gains and losses for the year.
All incoming resources and resources expended derive from continuing activities.

The charitable company has taken advantage of section 408 of the Companies Act 2006
not to publish its own Statement of Financial Activities.

The notes on pages 48 to 67 form part of these financial statements.

CITIZENS UK CHARITY AND SUBSIDIARY GROUP AND COMPANY BALANCE SHEETS

AS AT 31 MARCH 2025

	Notes	The Group		The Company	
		2025	2024	2025	2024
		£	£	£	£
Fixed assets					
Tangible assets	10	-	-	-	-
Investments	11	-	-	100	100
		-	-	100	100
Current assets					
Investments	12	3,200,000	3,000,000	3,200,000	3,000,000
Debtors	13	1,317,520	1,686,628	1,082,714	1,367,698
Cash and cash equivalents		597,789	547,717	316,326	372,483
		5,115,309	5,234,345	4,599,040	4,740,181
Creditors: amounts falling due within one year	14	1,805,884	1,249,330	1,289,715	755,266
Net current assets		3,309,425	3,985,015	3,309,325	3,984,915
Total assets less current liabilities		3,309,425	3,985,015	3,309,425	3,985,015
Creditors: amounts falling due after one year	15	6,988	-	6,988	-
Net assets		£ 3,302,437	£ 3,985,015	£ 3,302,437	£ 3,985,015
Charity Funds	18				
Unrestricted funds:					
Designated funds		1,368,938	1,126,070	1,368,938	1,126,070
General funds		1,010,000	1,010,000	1,010,000	1,010,000
		2,378,938	2,136,070	2,378,938	2,136,070
Restricted funds		923,499	1,848,945	923,499	1,848,945
	17	£ 3,302,437	£ 3,985,015	£ 3,302,437	£ 3,985,015

The financial statements have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Net expenditure for the year of Citizens UK Charity was £682,578 (2024: £486,727).

The financial statements were approved and authorised for issue by the Trustee Board on: 05 November 2025

Revd Canon Karen Rooms, Chair of the Board of Trustees
Company registration number: 05268071 Charity registration number: 1107264

The notes on pages 48 to 67 form part of these financial statements.

Karen SF Rooms

CITIZENS UK CHARITY AND SUBSIDIARY STATEMENTS OF CHANGES IN EQUITY

YEAR ENDED 31 MARCH 2025

Group	Unrestricted Funds £	Restricted Funds £	Total £
At 1 April 2023	2,436,791	2,034,951	4,471,742
Net income/(expenditure) for the year	(300,721)	(186,006)	(486,727)
At 31 March 2024	2,136,070	1,848,945	3,985,015
Net (expenditure)/income for the year	242,868	(925,446)	(682,578)
At 31 March 2025	£ 2,378,938	£ 923,499	£3,302,437

Charity	Unrestricted Funds £	Restricted Funds £	Total £
At 1 April 2023	2,436,791	2,034,951	4,471,742
Net income/(expenditure) for the year	(300,721)	(186,006)	(486,727)
At 31 March 2024	2,136,070	1,848,945	3,985,015
Net (expenditure)/income for the year	242,868	(925,446)	(682,578)
At 31 March 2025	£ 2,378,938	£ 923,499	£ 3,302,437

CITIZENS UK CHARITY AND SUBSIDIARY

STATEMENT OF CASH FLOWS AND CONSOLIDATED STATEMENT OF CASH FLOWS

YEAR ENDED 31 MARCH 2025

	Note	The Group		The Company	
		2025 £	2024 £	2025 £	2024 £
Cash flows from operating activities					
Net movement in funds		(682,578)	(486,727)	(682,578)	(486,727)
Interest received		(96,517)	(71,401)	(96,517)	(71,401)
Decrease in debtors		369,108	552,111	284,984	792,492
Increase in creditors		563,542	365,663	541,437	159,516
Net cash generated from operating activities		153,555	359,646	47,326	393,880
Cash flows from financing activities					
Interest received		96,517	71,401	96,517	71,401
Net cash generated from/ (used in) financing activities		96,517	71,401	96,517	71,401
Cash flows from investing activities					
Investment in short term deposits		(10,111,369)	(3,000,000)	(10,111,369)	(3,000,000)
Short term deposits redeemed		9,911,369	-	9,911,369	-
Net cash used in investing activities		(200,000)	(3,000,000)	(200,000)	(3,000,000)
(Decrease) Increase in cash and cash equivalents in the year		50,072	(2,568,953)	(56,157)	(2,534,719)
Cash and cash equivalents brought forward		547,717	3,116,670	372,483	2,907,202
Cash and cash equivalents carried forward	22	£ 597,789	£ 547,717	£ 316,326	£ 372,483

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

1. GENERAL INFORMATION

Citizens UK is a company limited by guarantee, registered in England and Wales, registration number 05268071. The registered office address is Jacquard Point, 1 And 3 Tapestry Way, London, E1 2FJ. It is also a registered charity, registration number 1107264.

2. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

BASIS OF ACCOUNTING

The financial statements have been prepared under the historical cost convention. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act. The financial statements include the result of the Company and its wholly owned subsidiary, Centre for Civil Society Limited (Company number: 07333734) made up to 31 March 2025. Intra group transactions are eliminated on consolidation. Information about the subsidiary undertaking is provided in note 21 to the accounts.

The charity constitutes a public benefit entity as defined by FRS 102.

The financial statements are prepared in pounds sterling and are rounded to the nearest £1.

GOING CONCERN

Having reviewed the charity and group forecasts and projections, the Trustees have a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future. The entity therefore continues to adopt the going concern basis in preparing its own and consolidated financial statements.

CONSOLIDATION

The consolidated financial statements incorporate the financial statements of the charitable company and its wholly owned subsidiary. The results of the subsidiary undertaking are consolidated on a line-by-line basis. As a consolidated statement of financial activities is published, a separate statement of financial activities for the parent company is omitted from the group financial statements by virtue of section 408 of the Companies Act 2006.

CITIZENS UK CHARITY AND SUBSIDIARY **NOTES TO THE FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2025

2. ACCOUNTING POLICIES (CONTINUED)

FUND ACCOUNTING

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Any unrestricted funds that have been set aside by the trustees for particular purposes would be treated as designated funds.

Restricted funds are funds which are to be used in accordance with the specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Further details regarding unrestricted funds and restricted funds can be found in the relevant notes to the financial statements.

INCOME

All income is included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Grants and donations are included in full in the statement of financial activities when receivable. Dues receivable from member organisations are recognised when payment is requested. Donated goods and services are assessed, and where material, are recognised in both income and expenditure.

Income from investments is included when receivable.

Income is deferred where relevant, including situations in which there are performance criteria attached to the conditions of the funding.

EXPENDITURE

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes VAT which cannot be recovered and is reported as part of the expenditure to which it relates.

Expenditure on raising funds are those costs incurred by the charity in generating income, and principally comprise staff time spent preparing and submitting grant applications and maintaining relationships with funders.

Expenditure on charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

All costs are allocated between the expenditure categories of the Statement of Financial Activities on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned on an appropriate basis e.g. estimated usage.

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

2. ACCOUNTING POLICIES (CONTINUED)

TANGIBLE FIXED ASSETS AND DEPRECIATION

Assets with a cost of less than £350 are expensed. Fixed assets are stated at cost less accumulated depreciation. Depreciation is calculated so as to write down to estimated residual value the cost of all other tangible fixed assets over their estimated useful lives as follows:

Leasehold improvements	–	over the term of the lease
Office and IT equipment	–	25% straight line

OPERATING LEASES

Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

INVESTMENTS

Investments are stated at cost less provision for any diminution in value.

CASH AND CASH EQUIVALENTS

Cash equivalents are recognised as such and included with other cash balances where they represent short term, highly liquid investments that are readily convertible to known amounts of cash without being subject to a significant change in value.

PENSION COSTS

The Company participates in the Pensions Trusts Growth Plan (the Plan). The Plan includes both defined benefit (now closed) and defined contribution benefit structures. The assets of the scheme are held separately from those of the charity in an independently administered fund. The plan is funded and is not contracted out of the state scheme. Due to the nature of the Plan, being a multi-employer pension Plan, the accounting charge for the period under FRS 102 represents the employer contribution payable. An accrual has been made for deficit repayment plans that the company is liable to meet. For details see Note 19.

FINANCIAL INSTRUMENTS

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as either financial assets or financial liabilities:

- Short term debtors (financial assets) are measured at the transaction price.
- Short term creditors (financial liabilities) are measured at the transaction price.
- Long term debtors and creditors are discounted, where required, and where the discounting adjustment would be material.

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

3. SIGNIFICANT JUDGEMENTS AND ESTIMATES

The more significant judgements and estimates involved in the preparation of the financial statements include:

- Assessing the way in which certain costs should be apportioned between funds.
- Assessing the necessity and quantum of any provision for doubtful debts in light of expected debtor recoverability.

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

4. INCOME FROM DONATIONS AND LEGACIES

Analysis by activity:

Advisory and support services

Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
£ 633,142	£ 5,111,219	£ 5,744,361	£ 5,638,876

This can be further analysed as:

Charitable activities:

Abrdn Financial Fairness Trust	-	77,000	77,000	146,000
Aston University	-	41,475	41,475	39,792
Aviva Foundation	-	144,490	144,490	38,784
Big Lottery Fund	-	228,254	228,254	295,956
Cabot Learning Federation	-	40,000	40,000	-
City Bridge Trust	-	-	-	18,625
Comic Relief	-	-	-	57,156
Esmée Fairbairn Foundation	-	1,010	1,010	104,000
European Climate Foundation	-	116,200	116,200	62,500
Garfield Western Foundation	-	20,000	20,000	-
Greater London Authority	-	-	-	35,500
Guys and St Thomas' Charity	-	307,718	307,718	148,875
ISS World Services	-	25,000	25,000	-
Joseph Rowntree Foundation	-	53,737	53,737	79,923
The Joseph Rowntree Charitable Trust	-	7,600	7,600	70,134
Joseph Rowntree Reform Trust	-	55,998	55,998	257,008
Justice Together Initiative	-	264,000	264,000	96,250
Langkelly Chase	-	12,500	12,500	12,500
Legal Education Foundation	-	50,000	50,000	-
Letter One	-	-	-	200,000
Millfield House Foundation	-	42,806	42,806	20,000
Milton Keynes Community Foundation	-	-	-	16,000
NHS South East London CCG	-	60,347	60,347	69,852
NHS South East London ICB	-	266,619	266,619	266,709
North Tyneside Council Public Health	-	28,000	28,000	40,000
Oak Foundation	-	300,000	300,000	300,000
ORIT UK Acquisitions Limited	-	31,100	31,100	-
Paul Hamlyn Foundation	-	-	-	88,000
People's Health Trust – PHT	-	76,269	76,269	76,104
Carried forward	-	2,250,123	2,250,123	2,539,668

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE
FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

4. INCOME FROM DONATIONS AND LEGACIES (continued)

	Unrestricted Funds 2025 £	Restricted Funds 2025 £	Total Funds 2025 £	Total Funds 2024 £
Brought forward	-	2,250,123	2,250,123	2,539,668
Social Housing and Resettlement				
Directorate	-	456,000	456,000	396,000
South London and Maudsley NHS				
Foundation Trust	-	386,820	386,820	463,500
South Est London St George's	-	42,500	42,500	37,430
The Health Foundation	-	25,000	25,000	-
The Tudor Trust	-	5,877	5,877	64,020
This Day Foundation	-	373,977	373,977	150,000
Trust for London	-	1,229,863	1,229,863	1,185,815
Unbound Philanthropy	-	125,000	125,000	233,333
University of the Arts London	-	40,000	40,000	-
Youth Endowment Fund	-	176,059	176,059	119,996
Other donations	633,142	-	633,142	449,114
Total grants and donations	£ 633,142	£ 5,111,219	£ 5,744,361	£ 5,638,876

Restricted funds received above total £5,111,219 (2024: £5,189,762).

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

5. EXPENDITURE

	Fund-raising 2025 £	Community Organising 2025 £	Governance 2025 £	Total 2025 £	Total 2024 £
Costs directly allocated to activities					
Grants paid	-	154,606	-	154,606	406,401
Staff related costs	891,268	7,880,310	123,025	8,894,603	8,137,187
Project costs	-	719,781	-	719,781	613,872
Support costs allocated to activities					
Staff training, recruitment and DBS checks	-	192,331	-	192,331	148,029
Premises costs	-	199,645	-	199,645	204,182
Postage, printing and stationery	-	132,844	-	132,844	145,666
Travelling, subsistence and hospitality	-	549,789	-	549,789	293,268
Equipment leasing	-	100,884	-	100,884	69,823
IT and communication costs	-	105,269	-	105,269	272,963
Auditor's fees	-	-	28,820	28,820	28,585
Legal, professional and accountancy fees	-	-	304,717	304,717	267,302
Doubtful debts	-	267,741	-	267,741	286,275
Other expenses	-	969,877	-	969,877	937,856
Pension remeasurement	-	14,520	-	14,520	4,846
Total expenditure	£ 891,268	£ 11,287,597	£ 456,562	£ 12,635,427	£ 11,816,255

Restricted expenditure above totals £6,036,665 (2024: £5,375,768).

All grants made by the charity were paid to institutions for the purpose of community organising which is in line with the charity's objectives.

6. NET (EXPENDITURE) / INCOME FOR THE YEAR

	2025 £	2024 £
This is stated after charging:		
Operating lease rentals – land and buildings	137,054	155,858
Operating lease rentals – other	99,965	68,905
Auditor's remuneration – audit	21,040	19,850
Auditor's remuneration – other services	1,105	500

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

7. STAFF COSTS AND NUMBERS

Staff costs (including those recharged) were as follows:

	2025 £	2024 £
Salaries	7,334,694	6,779,645
Social security costs	787,200	717,541
Pension costs	689,084	618,255
	£ 8,810,978	£ 8,115,441

The number of employees with total remuneration over £60,000 during the year was:

	2025 Number	2024 Number
In the band £60,000 - £70,000	13	5
In the band £70,000 - £80,000	8	7
In the band £80,000 - £90,000	5	2
In the band £90,000 - £100,000	4	-
In the band £130,000 - £140,000	-	1
In the band £140,000 - £150,000	1	-
	31	15

The key management personnel of the group comprise those of the charity and those of its wholly owned subsidiary, Centre for Civil Society Limited.

The total remuneration of the key management personnel was £543,547 (2024 : £524,142).

The average monthly number of employees (including those recharged during the year), was as follows:

	2025 Number	2024 Number
Executive Director and Lead Organiser	1	1
Community Organisers	113	111
Directors	4	4
Managers	16	16
Administrators	21	24
	155	156

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

8. TRUSTEE REMUNERATION AND EXPENSES

No Trustee received any remuneration during the year. Travel expenses of £149 (2024: £271) were reimbursed to one (2024: two) Trustee(s) during the year. Other expenses of £Nil (2024: £Nil) were reimbursed to no (2024: no) Trustees during the year. No Trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year. The Trustees, as a body, have ultimate control of the charity.

9. TAXATION

As a registered charity, Citizens UK Charity is exempt from tax on income and gains falling within Part 11 of the Corporation Tax Act 2010 to the extent that these are applied to its charitable objectives. No charges have arisen in the charity. The charity is registered for Gift Aid with HM Revenue and Customs under reference XT26943. The subsidiary company pays Gift Aid to Citizens UK.

10. TANGIBLE FIXED ASSETS

The company and group	Leasehold improvements £	Office and IT equipment £	Total £
Cost			
At 31 March 2024 and 31 March 2025	4,078	19,397	23,475
Depreciation			
At 1 April 2024 and 31 March 2025	4,078	19,397	23,475
Net book value			
At 31 March 2025	£ -	£ -	£ -
At 31 March 2024	£ -	£ -	£ -

The charity's tangible fixed assets are used to support charitable activities

CITIZENS UK CHARITY AND SUBSIDIARY NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

11. FIXED ASSET INVESTMENTS

2025
£

2024
£

The company

Shares in subsidiary undertakings	100	100
-----------------------------------	-----	-----

The company owns 100% of the issued share capital of Centre for Civil Society Limited (Registered company number 07333734) a company registered in England and Wales. For the principal activity and further details of the Centre for Civil Society Limited see Note 21.

12. CURRENT ASSET INVESTMENTS

2025
£

2024
£

The company and group

Short term investments	3,200,000	3,000,000
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13. DEBTORS

2025
£

2024
£

The company

Accounts receivable	384,837	549,144
Other debtors	50,386	50,386
Accrued grants receivable	22,500	43,282
Amounts owed by group undertakings	571,368	657,108
Prepayments	53,623	67,778
	£ 1,082,714	£ 1,367,698

The group

Accounts receivable	1,142,024	1,522,560
Other debtors	50,787	51,100
Accrued grants receivable	22,500	43,282
Prepayments	102,209	69,686
	£ 1,317,520	£ 1,686,628

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
The company		
Accounts payable	63,184	97,660
Social security and other taxation	275,137	-
Other creditors	161,787	178,586
Accruals	181,296	185,380
Deferred income	600,779	289,602
Pension deficit accrual	7,532	4,038
	£ 1,289,715	£ 755,266

The group

Accounts payable	251,899	200,762
Social security and other taxation	419,847	120,992
Other creditors	244,805	256,478
Accruals	281,022	377,458
Deferred income	600,779	289,602
Pension deficit accrual	7,532	4,038
	£ 1,805,884	£ 1,249,330

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

	2025 £	2024 £
The company		
Pension deficit accrual	6,988	-
	£ 6,988	£ -

The group

Pension deficit accrual	6,988	-
	£ 6,988	£ -

CITIZENS UK CHARITY AND SUBSIDIARY NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

16. GRANTS RECEIVED IN ADVANCE (DEFERRED INCOME)

	2025 £	2024 £
The group and the company		
Deferred at 1 April 2024	289,602	214,833
Released to Statement of Financial Activities	(289,602)	(214,833)
Received and deferred in the year	600,779	289,602
	<hr/>	<hr/>
Deferred at 31 March 2025	£ 600,779	£ 289,602
	<hr/>	<hr/>

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	Total £
The company			
Fixed asset investments	100	-	100
Net current assets	2,385,826	923,499	3,309,325
Long term liabilities	(6,988)	-	(6,988)
	<hr/>	<hr/>	<hr/>
At 31 March 2025	£ 2,378,938	£ 923,499	£ 3,302,437
	<hr/>	<hr/>	<hr/>
The group			
Net current assets	2,385,926	923,499	3,309,425
Long term liabilities	(6,988)	-	(6,988)
	<hr/>	<hr/>	<hr/>
At 31 March 2025	£ 2,378,938	£ 923,499	£ 3,302,437
	<hr/>	<hr/>	<hr/>

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

18. MOVEMENT IN FUNDS

	At 1 April 2024 £	Incoming resources £	Outgoing resources £	At 31 March 2025 £
The group				
Unrestricted funds:				
Designated funds	1,126,070	6,841,630	(6,598,762)	1,368,938
General funds	1,010,000	-	-	1,010,000
Total unrestricted funds	£ 2,136,070	£ 6,841,630	£ (6,598,762)	£ 2,378,938
Restricted funds:				
Birmingham Citizens	-	157,735	(157,735)	-
Brighton	22,134	65,557	(81,519)	6,172
Essex	-	88,726	(88,726)	-
Leeds	-	164,551	(164,551)	-
Leicester	16,024	90,857	(85,585)	21,296
Liverpool	35,210	81,699	(101,705)	15,204
London Citizens	393,061	206,054	(222,776)	376,339
Manchester	33,635	76,875	(79,305)	31,205
NLC	-	178,198	(170,948)	7,250
PACT	163,988	366,829	(459,679)	71,138
Peterborough	38,610	146,090	(162,180)	22,520
Preston	10,647	64,125	(66,153)	8,619
Refugee Welcome	894,388	920,947	(1,788,082)	27,253
SLC	72,100	986,996	(940,296)	118,800
Somerset	-	88,076	(60,580)	27,496
TELCO	-	389,414	(389,414)	-
Thames Valley	142	127,352	(127,494)	-
Tyne Citizens	32,667	267,796	(243,883)	56,580
Wales	46,874	302,966	(333,681)	16,159
West London Citizens	89,465	340,376	(312,373)	117,468
Total restricted funds	£ 1,848,945	£ 5,111,219	£ (6,036,665)	£ 923,499
Total funds	£ 3,985,015	£ 11,952,849	£ (12,635,427)	£ 3,302,437

CITIZENS UK CHARITY AND SUBSIDIARY NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

18. MOVEMENT IN FUNDS (continued)

In respect of the more material funds:

- Designated funds relate to the following:
 - Living Wage Foundation work, £418,846 (2024: £662,250);
 - Head Office costs, £358,941 (2024: £294,163); and
 - Chapter Designated surplus, £591,151 (2024: £169,657).
- All restricted grants referring to 'organiser' or regional locations represent funding for community organisers in the areas shown, or for the projects named in the relevant areas.
- The Refugee Welcome project is primarily focused on sponsoring refugees and is mainly funded by the Sponsor Refugees Foundation.

19. PENSION COMMITMENTS (THE GROUP AND THE COMPANY)

The Company participates in the Pensions Trust's Growth Plan (the Plan). The Plan is funded and is not contracted out of the state scheme. It is a multi-employer pension plan and the share of underlying assets and liabilities belonging to individual participating employers constantly varies according to, for example, the performance of the Plan's investments. Due to the nature of the Plan, the accounting charge for the period under FRS 102 represents the employer contributions payable. The Plan includes both defined benefit (now closed) and defined contribution benefit structures (known as "Series"), and as such it has inherent guarantees that mean that the Company may need to make further contributions to meet deficits.

Following a change in legislation in September 2005, the potential debt on the Company could be levied by the Trustees of the Plan in the event of the Company ceasing to participate in the Plan or the Plan winding up, increased substantially. More recently, certain provisions of the Pensions Act 2011 which came into force on 24 July 2014 altered the definition of money purchase benefits in relation to Series 3 of the Growth Plan so that a liability arises to employers from past membership of any existing Series except Series 4. The debt for the Plan as a whole is calculated by comparing the liabilities for the Plan (calculated on a buy-out basis i.e. the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the Plan's liability attributable to members' employment with the leaving employer compared to the total amount of the Plan's liabilities (relating to members' employment with all the other current participating employers). The leaving employer's debt may also include a share of any 'orphan' liabilities in respect of other former participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance, the liabilities in respect of current former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amount of any debt can therefore fluctuate over time.

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

19. PENSION COMMITMENTS (THE GROUP AND THE COMPANY) (continued)

The Company has been notified by the Pensions Trust of its estimated employer debt on withdrawal from the Plan based on the financial position of the Plan as at 30 September 2024. As of this date the estimated debt for the Company was £42,671. Whilst this contingent liability is not provided for within the accounts, the following paragraph shows the accrual that has been made in relation to the deficit.

The Company has also been notified that additional contributions are payable in order to eliminate the Company's share of the funding deficit in the Plan. In accordance with the Company's accounting policy, this expenditure will be recognised in the accounts as the contributions become payable. A liability of £14,520 has been recognised at 31 March 2025 (2024: £4,038) in respect of the deficit repayments that the company is liable to meet. This represents amounts falling due both within, and after, one year.

At the year end there were outstanding contributions amounting to £Nil (2024: £Nil).

DEFICIT REPAYMENT PLAN

Under FRS 102 the Company is required to provide for liabilities falling due in respect of pension scheme deficit repayment plans where it has entered into such agreements to reduce its deficits.

As a result of the materiality of the balance in the current year, it has not been necessary to discount this.

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

20. LEASING COMMITMENTS (THE GROUP AND THE COMPANY)

At 31 March 2025 the group and the company had total commitments under non-cancellable operating leases as set out below:

	Land and buildings 2025 £	Other 2025 £	(Restated) Land and buildings 2024 £	(Restated) Other 2024 £
Operating leases which expire:				
Not later than one year	209,044	77,615	174,203	64,788
Later than one year and not later than five years	374,520	78,211	497,155	110,810
	<u>£ 583,564</u>	<u>£ 155,826</u>	<u>£ 671,358</u>	<u>£ 175,598</u>

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

21. SUBSIDIARY UNDERTAKING – CENTRE FOR CIVIL SOCIETY LIMITED

The mission of the Centre for Civil Society is to strengthen and support Civil Society as the ‘First Sector’ in Britain and Ireland. A powerful Civil Society will balance the power of the State and the market. This is necessary for a healthy democracy.

In the long term the aim of the Centre is to be the voice of Civil Society in the UK - to encourage developments which enhance Civil Society and to speak out and act on developments which undermine and threaten Civil Society. Initially, the company will act as a delivery vehicle for developing citizens training and supporting the unique alliance of major Civil Society partners who share a primary interest in this sector and its survival and strength.

The company will, among other activities, undertake training, research and consultancy with Strategic Partners that wish to develop an ‘organising’ culture and approach across their membership and core institutions. The Centre will eventually include the provision of archives, advocacy and policy co-ordination, and be a focus for relevant research. It will also deliver the training objectives of Citizens UK and contribute to the strategic development of Citizens’ organisations around the UK and overseas.

During 2024/25 financial year most income received by CfCS related to Living Wage Accreditation income from Living Wage Employers.

	2025 £	2024 £
Income	4,590,318	4,023,962
Expenditure	(1,576,057)	(1,291,468)
Result for the year	£ 3,014,261	£ 2,732,494
	2025 £	2024 £
Summary balance sheet:		
Current assets	1,087,637	1,151,272
Current liabilities	(1,087,537)	(1,151,172)
Long term liabilities	-	-
Net assets	£ 100	£ 100
Share capital	100	100
	£ 100	£ 100

CITIZENS UK CHARITY AND SUBSIDIARY

**NOTES TO THE
FINANCIAL STATEMENTS**

YEAR ENDED 31 MARCH 2025

22. ANALYSIS OF CHANGES IN NET DEBT

	Balance at 1 April 2024 £	Cash flows £	Other non-cash changes £	Balance at 31 March 2025 £
The group				
Bank and cash balances	547,717	50,072	-	597,789
Current asset investments	3,000,000	200,000	-	3,200,000
	£ 3,547,717	£250,072	£ -	£ 3,797,789
The company				
Bank and cash balances	372,483	(56,157)	-	372,483
Current asset investments	3,000,000	200,000	-	3,200,000
	£ 3,372,483	£ 143,843	£ -	£ 3,516,326

CITIZENS UK CHARITY AND SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

23. CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 MARCH 2024

	Unrestricted Funds 2024 £	Restricted Funds 2024 £	Total Funds 2024 £
Income from:			
Donations and legacies	449,114	5,189,762	5,638,876
Donations and grants in kind	4,562	-	4,562
Investment Income	71,401	-	71,401
Charitable activities:			
Membership dues	1,486,061	-	1,486,061
Training services	104,666	-	104,666
Other trading activities:			
Projects and other income	4,023,962	-	4,023,962
Total income	6,139,766	5,189,762	11,329,528
Expenditure on:			
Raising funds:			
Fundraising costs for grants and donations	865,608	-	865,608
Charitable activities:			
Capacity building for community organising	5,574,879	5,375,768	10,950,647
Total expenditure	6,440,487	5,375,768	11,816,255
Net (expenditure)/income for the year	(300,721)	(186,006)	(486,727)
Balances brought forward at 1 April 2023	2,436,791	2,034,951	4,471,742
Balances carried forward 31 March 2024	£ 2,136,070	£1,848,945	£ 3,985,015



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