



Making Roads Safer

**Annual
Report**
2024-25



2024-25 at a Glance



Registered number 08837451 | Charity number 1156300

The Road Safety Trust

(A company limited by guarantee)

Annual report and financial statements
for the year ended 31 March 2025

The Road Safety Trust (RST) is a grant-funding charity committed to making UK roads safer, achieving impact through the funding of practical measures, research, dissemination and education. We have funded over 130 projects and awarded more than £12 million in grants since the charity was established in 2014, becoming the largest independent grant funder of road safety initiatives in the UK. Our trading subsidiary company, UKROEd Limited (“UKROEd”), enables us to meet our charitable objectives through its education of road offenders and by distributing its surplus to the charity to give out in grants. We share the same vision and this report shows what we’ve been doing this year to help make our vision a reality.



Contents

Legal and Administrative Information.....1

Trustees’ Report Incorporating the Strategic Report2

From the Chair and Chief Executive.....2

About UKROEd5

Public Benefit6

Vision, Purpose and Activities.....8

Strategy Map.....9

Strategic Priorities10

Report of the Board of Trustees16

Financial Review.....24

Structure, Governance and Management.....27

Diversity, Equality and Inclusion.....32

Stakeholder Representation and Engagement34

Plans for Future Periods.....38

Principal Risks and Uncertainties.....40

Statement of Internal Financial Control.....46

Statement of Trustees’ Responsibilities48

Independent Auditor’s Report49

Consolidated Statement of Financial Activities.....54

Consolidated Balance Sheet.....55

Charity Balance Sheet.....56

Consolidated Statement of Cash Flows.....57

Notes to the Financial Statements 58 - 67

Legal and Administrative Information

Trustees

Joy Allen
(appointed 13th May 2025)

Anthony Blackman

Victoria Coker MSc

Tanya Fosdick

Tony Fuller, Chair

Dr Neil Hoose FIHT

Marc Jones (appointed 6th August 2024, resigned 30th January 2025)

Emma Kelly MBA BA
(appointed 28th May 2024)

Dr Nick Reed MA DPhil CSci MCIHT
(appointed 15th May 2024)

Deirdre O’Reilly

Chief Constable Jo Shiner KPM

Marlena Stefańska
(resigned 18th February 2025)

Lisa Townsend
(resigned 12th July 2024)

Heather Ward

Kathy Webster, Vice Chair

Peter Williams MA Hons Cantab FCA CMIIA
(appointed 15th May 2024)

Company secretary

Hugh Sutherland

Chief Executive

Ruth Purdie OBE

Company Number

08837451

Registered Charity Number

1156300

Registered Office

Colwyn Chambers
York Street
Manchester
M2 3BA

Website

www.roadsafetytrust.org.uk

Statutory Auditor

Crowe U.K. LLP
55 Ludgate Hill
London EC4M 7JW

Bankers

NatWest, City of London Office
PO Box 12258
1 Princes Street
London EC2R 8BP

Legal Advisors

Pannone Corporate LLP
378-380 Deansgate
Manchester M3 4LY

From the Chair and Chief Executive

Welcome to our consolidated Annual Report
and Accounts for the year ended 31 March 2025.



The past year has marked a significant reflection point for The Road Safety Trust. As we approached our tenth anniversary, we took time not only to look back at our journey so far, but also to ask searching questions about where we are going.

A decade of funding, learning and partnerships has led us to a renewed focus on how we can be more agile, more effective and more ambitious in the future.

We continued to build on our position as the UK's largest independent road safety grant funder, awarding over £12 million

to more than 130 projects since 2014. Our spring grant round supported smaller, locally driven interventions, while our autumn round focused on addressing inequalities in road safety – a critical and evolving challenge. These grants reflect an urgent commitment to tackling disparities that influence people's risk on the road – whether shaped by age, geography or a range of circumstances.

Projects funded by the Trust have continued to receive national and international recognition, with several nominated for – and even winning – prestigious industry awards. In winter 2024, a project led by SoMoCo, in collaboration with Agilysis, Liverpool City Council and Hull City Council, received a Prince Michael International Road Safety Award for its innovative work to improve pedestrian safety.

This year, the Trust boosted its role as a convener and thought leader. In September, our landmark Symposium in London brought together over 100 experts, researchers, campaigners and practitioners to share insights, challenge assumptions and celebrate learning. The day showcased some of the most powerful and innovative projects we've funded – from work with the most vulnerable road users to cutting-edge interventions in post-collision response – and prompted honest conversations about where road safety, and the Trust itself, must go next. The event not only cemented our reputation as a respected, independent voice but also signalled our intent to lead change through collaboration, evidence and impact.

We followed this with further engagement with our sector

colleagues. In the autumn, we commissioned an independent stakeholder research exercise to hear directly from a wide range of partners – from police forces and road safety officers to academic institutions and charities. This work revealed valuable insights about how we are perceived, where we add value, and where we can improve. It has helped shape the Trust's evolving new strategy, due for publication in the summer of 2025, and confirmed our growing relevance to people and organisations across the road safety landscape and beyond.

Our close relationship as the parent charity of UKROEd – whose funding makes our work possible – continues to be a bedrock of our impact. Through the National Driver Offender Retraining Scheme (NDORS) this alliance enables us to invest in research, innovation and

frontline interventions that save lives and reduce harm.

In 2024-25, over two million drivers and other road users completed a retraining course under the NDORS, the highest annual total since records began in 2014. This milestone underscores the scale and reach of UKROEd's educational approach to road safety enforcement. Through the delivery of NDORS, and the small surplus it then gifts to the Trust, we recognise and value the impressive work of UKROEd. It is only through this quality scheme that we are then able to invest in high-quality research, interventions, and innovation that contribute to safer roads for all.

In the winter, we commissioned a major new project: a Ten-Year Impact Study. Running through 2025, the research will examine more than 130 grants awarded since

our founding, exploring what has made the biggest difference – and why. It will provide crucial insight into how we can shape our future grant strategy to drive measurable change, and ensure the public benefit of our work continues to grow.

Of course, the year also brought major change beyond the Trust, with the General Election in July 2024 and the formation of a new government. We were proud to stand alongside our sector colleagues as a signatory to the PACTS Manifesto for Road Safety, and we welcomed early engagement with new ministers, including encouraging signals of a commitment to a national road safety strategy. We look forward to contributing to its development and ensuring that it is shaped by evidence, rooted in equity, and aligned with our shared ambition to save lives.





None of this would be possible without the dedication and skill of the people around us. Our small staff team has delivered exceptional work this year – not only delivering core operations and two successful grant rounds, but also raising our profile, strengthening partnerships and launching major strategic initiatives. We are also incredibly grateful to our Board of Trustees, who continue to guide, challenge and support us with clarity, care and expertise.

During this year, the Trust bade farewell to three Trustees: Marlena Stefanska, Chair of our Audit and Risk Committee; and PCCs Lisa Townsend and Mark Jones, who represented the Association of Police and Crime Commissioners.

We also welcomed four new Trustees: Emma Kelly, Chair of the Communications and Engagement Committee;

Dr Nick Reed, a member of the Road Safety Initiatives Committee; Peter Williams, a member of the Audit and Risk Committee; and PCC Joy Allen, who represents the Association of Police and Crime Commissioners.

The journey so far has taught us that meaningful change takes time, courage, and collaboration. But with a renewed sense of purpose, a sharper focus on impact, and an ever-growing network of partners, we are excited for what is to come.

Tony Fuller
Chair of the Board of Trustees

Ruth Purdie OBE
Chief Executive Officer

Note from the Chair

Our first year in our shared office space with our trading subsidiary UKROEd has proven incredibly successful, as both organisations have made the most of the modern facilities in which to conduct daily business, as well as hold large meetings, training days and hosting the UKROEd Academy.

In summer 2024, we were pleased to welcome new staff to our small charity team. Christine Wooldridge joined us as Administration and Information Officer, and Paul Steinberg took up post as our first ever Director of Communications and Engagement.

We are also supported by staff who work across both UKROEd and The Road Safety Trust in key roles: Will Harris as Communications Manager; Rachael Lowrie as HR Manager; Carl Boardman as Financial Controller; and Saira Ishafaq as Information Governance Officer.

About UKROEd

With all of its activities, the Trust continues to work towards the vision that it shares with its trading subsidiary, UKROEd:

‘Zero deaths and zero serious injuries on UK roads’

UKROEd provides the central assurance, standards and consistency of the NDORS. While the scheme has run for more than 20 years, UKROEd’s governance structures were only established in 2016 after The Road Safety Trust was created as its parent charity.

Through its activities educating road offenders, UKROEd carries out primary purpose trading for the charity and helps meet its charitable objectives. UKROEd is a not-for-profit

company which distributes all its surpluses up to The Road Safety Trust for distribution through the Trust’s grants strategy.

UKROEd has undergone significant change over the past 12 months. A newly refreshed National Speed Awareness Course was launched in November, as was its new initiative, Driver Top-Up – providing a free, knowledge refresh programme for those who have completed an NDORS course. To date, tens of thousands of people have visited the learning hub, helping to create a society that values – and is striving to improve – road safety.

UKROEd has also established a partnership with the National Police Chiefs Council to assume

the administration and governance of the national BikeSafe rider safety scheme, which this year celebrates its 25th anniversary.

All of this is against a backdrop of a record number of NDORS courses being delivered to clients, with more than two million people participating in a physical or virtual classroom in 2024/25 – a milestone figure which, while not something to celebrate, is significant as we strive for our shared ambition of zero deaths and serious injuries on the UK’s roads.



‘Zero deaths and zero serious injuries on UK roads’



Public Benefit

During 2024-25, Trustees continued to review the Charity Commission's guidance in relation to public benefit and were again able to give assurance that The Road Safety Trust had met the requirements of that guidance throughout the year.

The Road Safety Trust exists to achieve a safer road system for all. This is a goal that speaks directly to the advancement of public benefit. In particular, Trustees concluded that the Trust demonstrates public benefit through its support of projects that address a range of road issues for different road users. Its grant-funded projects and development plans illustrate how The Road Safety Trust aims to benefit all UK road users and pass the test of whether the Trust makes a valuable difference to our society.

In 2024-25, we have continued to use our charitable funds to invest in research, interventions, and innovation to improve safety for people on the UK's roads. We do this through our focused and competitive grants programme, underpinned by independent assessment and a clear strategic aim: to support work that saves lives and prevents injury.

The Board confirms that it has complied with the duty in section 17(5) of the 2011 Charities Act to have due regard to guidance published by the Charity Commission (i.e., public benefit statement).

Thank you to our members, grantees and stakeholders

Our members are the UK-based police forces that participate in the NDORS. Their support

of the Trust's work is vital to enable the charity to make the difference in its mission. Member police forces work in partnership with road safety organisations and local communities, encouraging grant applications and spreading awareness about successful projects and initiatives. We are grateful to Chief Constable Jo Shiner KPM for representing the membership on the Board of Trustees.

We have, to date, funded over 130 road safety projects, being delivered by over 70 different organisations – our grantees. This amounts to £12m of grants awarded since 2014. We work closely with all our grantees who understand that their project objectives are our charitable objectives, and it is in the interest of our beneficiaries (the road using public) that we work with grantees to help achieve those aims.

Every project we support represents a shared journey – one that begins before funding is awarded. We offer guidance and encouragement throughout the application process, and we are grateful to our grantees for embracing the openness, trust, and collaboration that true partnership demands. This spirit of working together reflects the values at the heart of the Trust's mission:

- Rigour
- Independence and Challenge
- Knowledge
- Effectiveness
- Collaboration
- Flexibility
- Proactivity

Our assessment framework ensures that

public benefit is a central criterion throughout the grant lifecycle – from application to delivery. We ask all applicants to explain how their work will generate measurable change and benefit people in the real world. We also work with grant holders to capture learning and share acquired knowledge and best practice with the wider sector, creating ripple effects beyond the immediate life of a project.

The theme of our main autumn grants round – Inequalities in Road Safety – enabled us to fund projects that address the needs of those most at risk. From vulnerable people using mobility devices and people living with dementia, to children with special educational needs, the projects we support reflect the diverse and unequal ways that road

danger affects individuals and communities.

We recognise that public benefit is not only delivered through funded projects. It also comes from our voice, our partnerships and our role in promoting evidence-based approaches to road safety. We are proud of our strong links with key stakeholder organisations such as Road Safety GB, the Parliamentary Advisory Council for Transport Safety (PACTS) and other charities including Brake. We are committed to acting in the public interest – particularly when it comes to highlighting under-recognised risks and calling for action.

Looking ahead, our 10-Year Impact Study, begun in March and now underway, will provide an in-depth analysis of how our funding has benefited the public during the



last decade. The Impact Study will be published in early 2026 and will shape our future direction to ensure that our resources deliver the greatest possible value in pursuit of a safer road system.

The Trust’s sole source of income for grants is its trading subsidiary company, UKROEd, so it is important that we express our sincere thanks to the

UKROEd team and Board of Directors for continuing to govern and develop NDORS efficiently and effectively across the UK. Anyone who attends an NDORS course – physically or virtually – can be assured that the scheme is of a consistent standard and is being run cost effectively. All surplus funds are directed to the charity’s purpose of making UK

roads safer. The partnership between UKROEd and the Trust forms a virtuous circle of research, course development, governance, training, funding and research.

Vision, Purpose and Activities

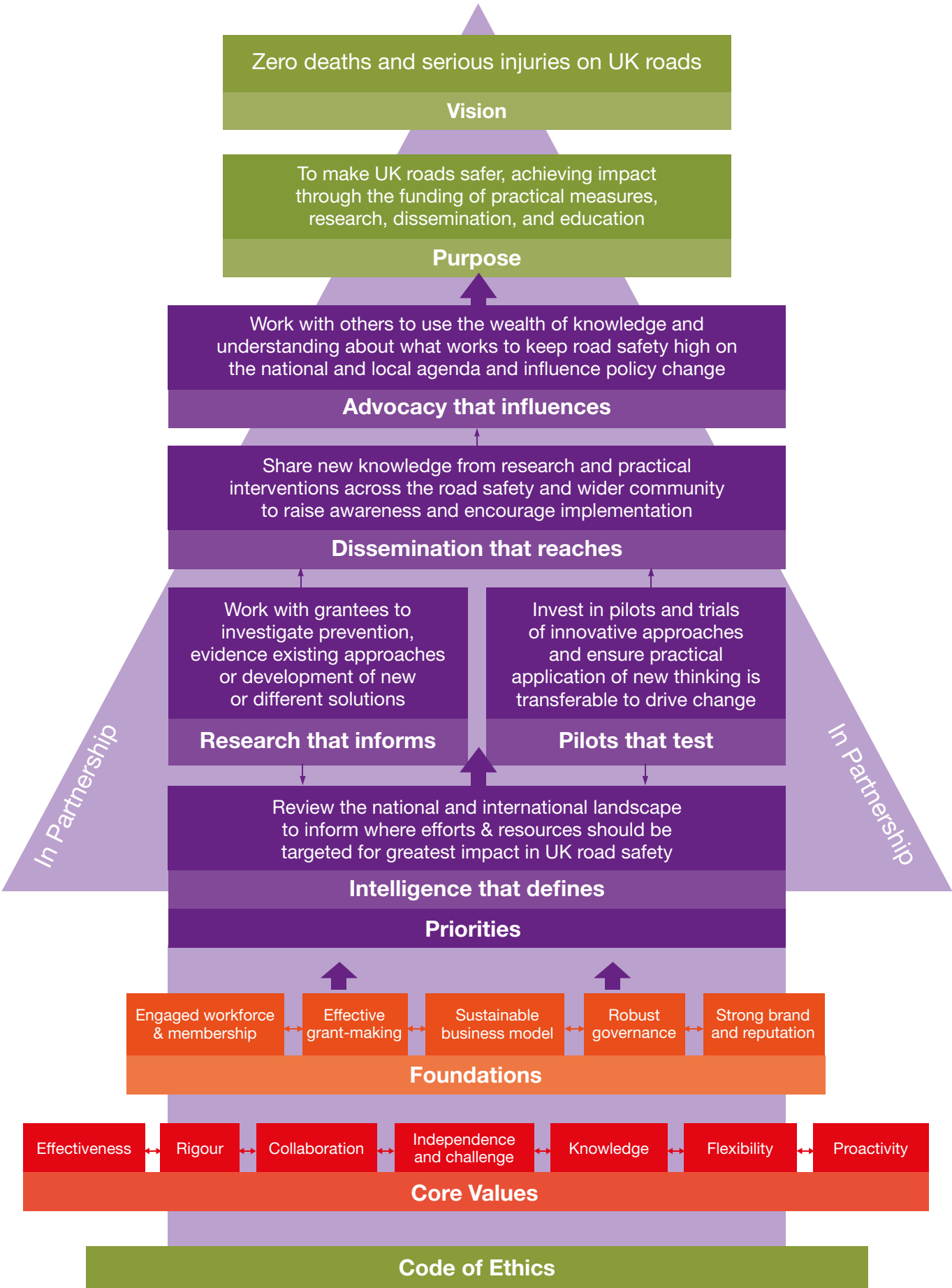
The Vision, Purpose and Strategic Priorities of the Trust are outlined in the Strategy Map in the figure on the next page. A review of the charity’s

strategy was carried out in 2024 – the final year of the three-year strategy for 2021-24. We have engaged with key stakeholders resulting in new initiatives

and project plans, and these were implemented from April 2024. This is the final year of the strategy, and the report details our progress against it.



Strategy Map 2021-2024





2

Strategic Priority: Research that informs

High quality applications

This year's main grants round was on the theme of 'Inequalities in Road Safety'. This theme recognises that road safety is relevant to everyone and that there are known inequalities in health, sex, gender, age, society and economic circumstances which mean that use of the roads is not equally safe for everyone. The

quality of applications was high and six new projects were awarded, totalling approximately £1.1m.

In addition, funding was awarded this year to two projects that applied under our 2023-24 open grants round in the £300-£500k band. Pre-application support was provided to applicants through guidance

including a workbook, a webinar, the opportunity to attend a one-to-one meeting with the grants team, and an eligibility quiz which applicants complete before starting their application.



1

Strategic Priority: Intelligence that defines

Determine where grants are best targeted to make a difference to UK road safety

This year has seen us embark on a review of our grantmaking to ensure we continue to deliver relevant and impactful programmes that make a difference to road safety. This work was informed by an independently delivered stakeholder research survey as well as regular surveys of grant applicants.

At the end of the financial year, we also commissioned Systra, a respected research institution, to carry out a review of the impact of our first 10 years of grant making; their research is ongoing and will launch in Spring 2026. Our Symposium in September 2024 was a milestone event and an important

opportunity to bring together grantees and other stakeholders to share their important work, as well as collectively share new thinking about how the Trust might target its future grant funding.





3

Strategic Priority: Pilots that test

The Grants Programme is used to encourage piloting of initiatives that can contribute to improving road safety by evidencing impact and evaluating existing approaches.

Four new Small Grants were funded this year with the aim of piloting initiatives to improve road safety. We have also supported some former Small Grants' progress on their journey to practical implementation by funding this continued work through a Large Grant or Follow-on Funding. An example this year was the Large Grant award to Nottingham Trent University for a project on virtual reality hazard perception for tractor drivers and follow-on funding to the University of Sheffield for their project on encouraging the use of Intelligent Speed Assistance.

As part of the Trust's ongoing efforts around programme development, this year we were pleased to launch a new two-year

invitation only Roads Policing Road Safety Grants Programme. The programme supports the Trust's desire to broaden the grants portfolio. This pilot will serve as a stepping stone to understanding if a more fully developed police programme that funds evaluation, dissemination activities and operational pilots would be an appropriate way forward.

This programme will also enable the Trust to trial processes (including decision making and selection processes) and support for applicants, that may be beneficial for a range of different organisations which have been less represented in the grants programme, such as smaller charities

and community groups. Engaging academic support could help improve the quality of bids and help smaller organisations address key gaps around evaluation.



4

Strategic Priority: Dissemination that reaches

Collaborate with grantees to ensure dissemination that maximises the opportunity to reach target audiences and achieve impact

This year fifteen projects have completed with a range of practical results as well as new research and policy insights. These results are supported to reach target audiences and achieve impact through a collaboratively agreed and produced Knowledge Sharing Plan. Completed projects this year include a website with consumer information on cycle helmet safety, informed by world class research carried out by Imperial College London, and a Mature Driver Assessment trialled by Leeds Older People Forum.

To maximise the reach and influence of project outcomes, we continued to grow our communications infrastructure and proactively use our owned and earned channels. In 2024/25, we published several new project case studies and reports on our website, supported by spotlight articles and social media promotion. Website visits increased by 45% compared to the previous year – and by 161% against 2022/23 – with Knowledge Centre content among the most visited pages.

Social media, especially LinkedIn, has become a key channel for dissemination and engagement. Our LinkedIn followers increased by 37%, and Trust content featuring grantee projects saw strong engagement, including a fourfold increase in impressions and a sixfold increase in shares compared to the previous year. Our quarterly newsletter, Talk of the Trust, was redesigned to improve content flow and increase engagement, with greater focus on dissemination of grantee projects.

The Trust's impact and difference made through its funded projects is gathered and articulated on a regular basis

The Trust gathers all information for projects annually and produces an at-a-glance overview. We have commissioned a second Impact report, following a previous report produced in 2021, and this work is being carried

out by Systra. The 2025 report will look in depth at the difference that our funding has made and suggest how we can further refine our frameworks for articulating the difference we are making.



Identify advocacy opportunities for completed and ongoing projects

The Trust works in partnership with PACTS (Parliamentary Advisory Council for Transport Safety) to advocate on key road safety policy issues with a particular focus on those that are included in recommendations in RST funded projects.

This year the Advocacy Officer post holder left in December and a new postholder started in January. We renewed a two-year grant to PACTS to

fund a dedicated Advocacy Officer post. The role of the postholder encompasses a number of activities including producing policy briefings, conferences, convening events, responding to consultations and providing expert advice to government committees.

This year there was a shift in focus of the funding to concentrate more on overall delivery of advocacy and promotion of the findings of RST-funded projects.

Key areas of focus have been providing support for the re-establishment of the All Party Parliamentary Group for Walking and Cycling after the creation of the new parliament and following through on the sector's Road Safety Manifesto commitment priorities.

Work in partnership with others to achieve greater impact

Forming strong partnerships remains a cornerstone of The Road Safety Trust's strategy to amplify our impact and extend the reach of our work.

Our long-standing advocacy partnership with PACTS continued to be a key part of our influencing activity, helping us champion evidence-led road safety policy, during a crucial year which saw the General Election in July 2024. We were a proud signatory of the PACTS-led Road Safety Manifesto, which was shared with all political parties during the election campaign period.

Alongside this, we maintained a collaborative ethos with all grant-funded organisations, working closely to co-design knowledge sharing plans and support dissemination of research and innovation.

Over the past year, we have deepened our engagement with key national partners. This includes ongoing collaboration with National Highways, Road Safety GB, the NPCC Roads Policing Board, the Department for Transport, NRPOII, Brake, and the devolved administrations

of Scotland, Wales and Northern Ireland. These partnerships help ensure our work is embedded in the broader policy and practice landscape.

We also continued to provide support to potential and current grant recipients through a series of thematic webinars, targeted workshops, and individual advisory sessions to improve the quality and strategic fit of applications and maximise impact.

This year saw the development of new relationships that will shape our future direction. We commissioned stakeholder research from insight agency Magpie, engaging over 200 stakeholders and generating key insights to inform our future strategy. We also appointed Systra to deliver our landmark 10-Year Impact Study, bringing an external evidence-led perspective to our grant-making legacy.

In operational terms, we initiated a pilot programme to explore funding models for roads policing interventions. This work is designed to test new mechanisms for supporting activity aligned with enforcement and

behavioural deterrence, and to broaden the types of organisations we fund.

Internationally, we have sustained our engagement with the European Transport Safety Council (ETSC), providing a platform to share UK-based research and to learn from wider European practice, and attending their Council of Members events in person wherever possible.

With the appointment of a new Director of Communications and Engagement in July 2024, we began proactively extending our partnership footprint, not only with organisations in the road safety sector but also with adjacent fields such as public health, research, and social equity. This shift marks a growing ambition to build alliances that unlock wider societal impact.



Report of the Board of Trustees

In the year under review, the Trust continued to run its grant application rounds as well as considering and awarding follow-up funding.

The Trust invites applications for grants by announcing either a Large Grants themed or open round or a Small Grants round. Details of how to make an application are available on the Trust's website, including formal policies, guidance, tips and videos. Applicants are asked to register on our website, responding to a questionnaire to ensure that their organisation is eligible according to our published criteria. The content of grant applications is specified in instructions to applicants, including objectives, beneficiaries,

outcomes, methodology, evaluation, collaboration, innovation, schedule and budget. Applications are assessed by the staff on the grants team and the Trustees on the Road Safety Initiatives Committee (RSIC). Applications for Small Grants are approved by the RSIC and Large Grant applications which most closely align with our criteria are put forward for approval by the full Board of Trustees.

During the year 2024-25 we ran three grant rounds: a Small Grants round in the Spring; a Roads Policing

round in the Summer; and a Themed Grants round in the Autumn that was open to both small and large grants.

The Trust has now funded over 130 projects up to 31st March 2025, of which nearly 90 have completed.

Every organisation that runs a project is our partner; we work together throughout the project's lifetime to achieve mutual objectives. Full details of every project funded are featured on the Trust's website.

The 19 new grants awarded during 2024 are listed as follows:

Large Grants - Open Application - 2024-25

Pedestrian Interactions With Connected And Autonomous Vehicles (PedICAV)

Amount Awarded: £384,231

Lead Organisation:
Imperial College London

Data Sustains Life (DSL), Linking Healthcare And Road Safety Data To Evidence Preventative Strategies Towards Vision Zero

Amount Awarded: £406,888

Lead Organisation:
University Hospital Southampton

Themed Grants 2024-25 - Inequalities in Road Safety

Understanding Vehicle Safety Inequalities In Great Britain

Amount Awarded: £110,000

Lead Organisation:
RAC Foundation

Motorised Mobility Devices: Incidents, Near Misses And Safety

Amount Awarded: £207,923

Lead Organisation:
Nottingham Trent University

Mapping Road Safety Challenges To Independent Mobility For Children With SEND (Safe-SEND)

Amount Awarded: £238,399

Lead Organisation:
University of Oxford



**Tractor Driver Training:
Creating A Virtual Reality
Hazard Perception Course
For Agricultural Colleges**

Amount Awarded: £185,798

Lead Organisation: Nottingham
Trent University

**Autistic Children Matter:
Addressing Road
Crossing Challenges From
Multiple Perspectives**

Amount Awarded: £282,639

Lead Organisation:
University of Leeds

**e-SAFE (Equity, Social
Determinants, Anti-Social
Behaviour, Future E-Mobility)**

Amount Awarded: £142,957

Lead Organisation:
University of Leeds

Small Grants 2024-25

**The Community Radio
Road Safety Project**

Amount Awarded: £39,725.00

Lead Organisation: BCfm Radio

**Responsible Driving
And The Fatal Five**

Amount Awarded: £50,000.00

Lead Organisation: Business in
the Community Northern Ireland

**In The Driving Cessation
Decision Seat: Feasibility
And Acceptability Of A UK
Driving Aid For Older Adults
Within Dementia Services**

Amount Awarded: £49,093.00

Lead Organisation:
University of Surrey

Young Riders Matter

Amount Awarded: £46,063.00

Lead Organisation: National
Young Riders Forum



Follow-on Grants

**Dissemination Funding -
Fasten Up for Your future
And Nudge Project**

Amount Awarded: £5,569.00

Lead Organisation: SoMoCo

**Promoting Intelligent
Speed Assistance In Car
Showrooms: Preparation
For A Randomised
Controlled Trial**

Amount Awarded: 49,999.00

Lead Organisation:
University of Sheffield

**Assessing The Impact
Of Community Speed
Watch Letters**

Amount Awarded: £9,716.00

Lead Organisation:
Staffordshire University

Roads Policing Road Safety Grants

**HIOW Hotspot: The
Development And Trial Of A
Hot Spot Policing Approach
To Reduce Road Casualties
And Traffic Offences**

Amount Awarded: £25,000

Lead Organisation: Hampshire
& IOW Constabulary

**The Rider Resilience
Programme – Establish
A Motorcycle Training
Syllabus Based On Common
Motorcycle Collision Causes**

Amount Awarded: £28,000

Lead Organisation: Sussex Police

**Evaluating The Effectiveness
Of Operation Virage, An
Intelligence-Led Approach To
Targeting Impaired Driving**

Amount Awarded: £25,000

Lead Organisation:
Lancashire Constabulary

Discretionary Funding

**Bereavement Booklets
For Young People, Children
And Vulnerable Adults**

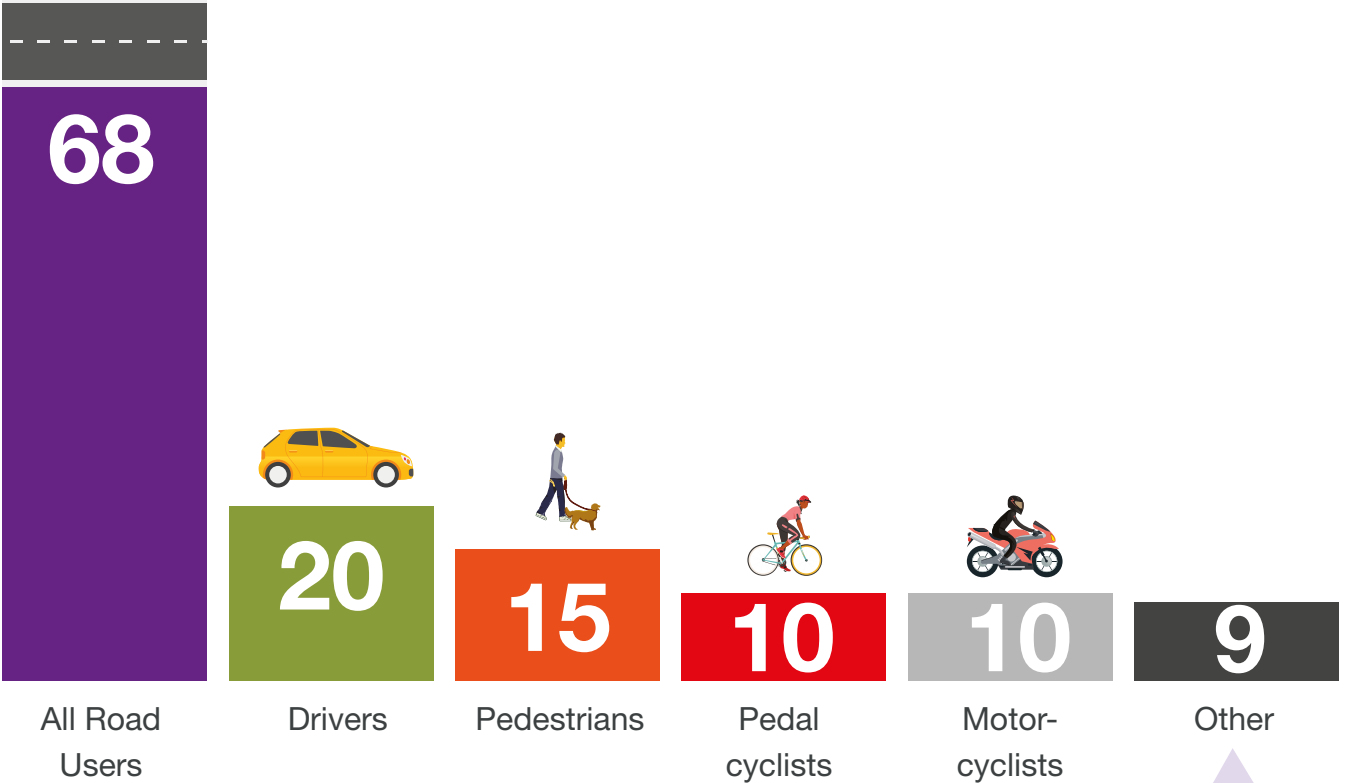
Amount Awarded: £7,500

Lead Organisation: Brake



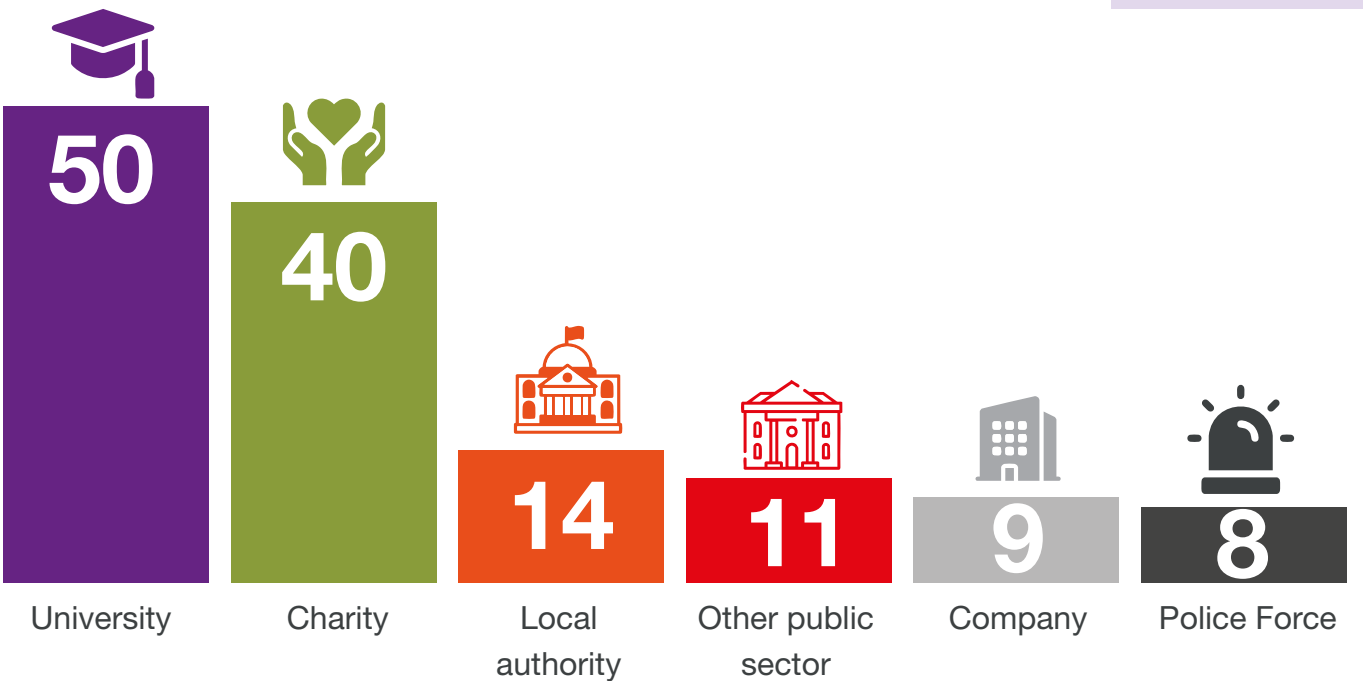
Number of Grants awarded by Road User

since 2014



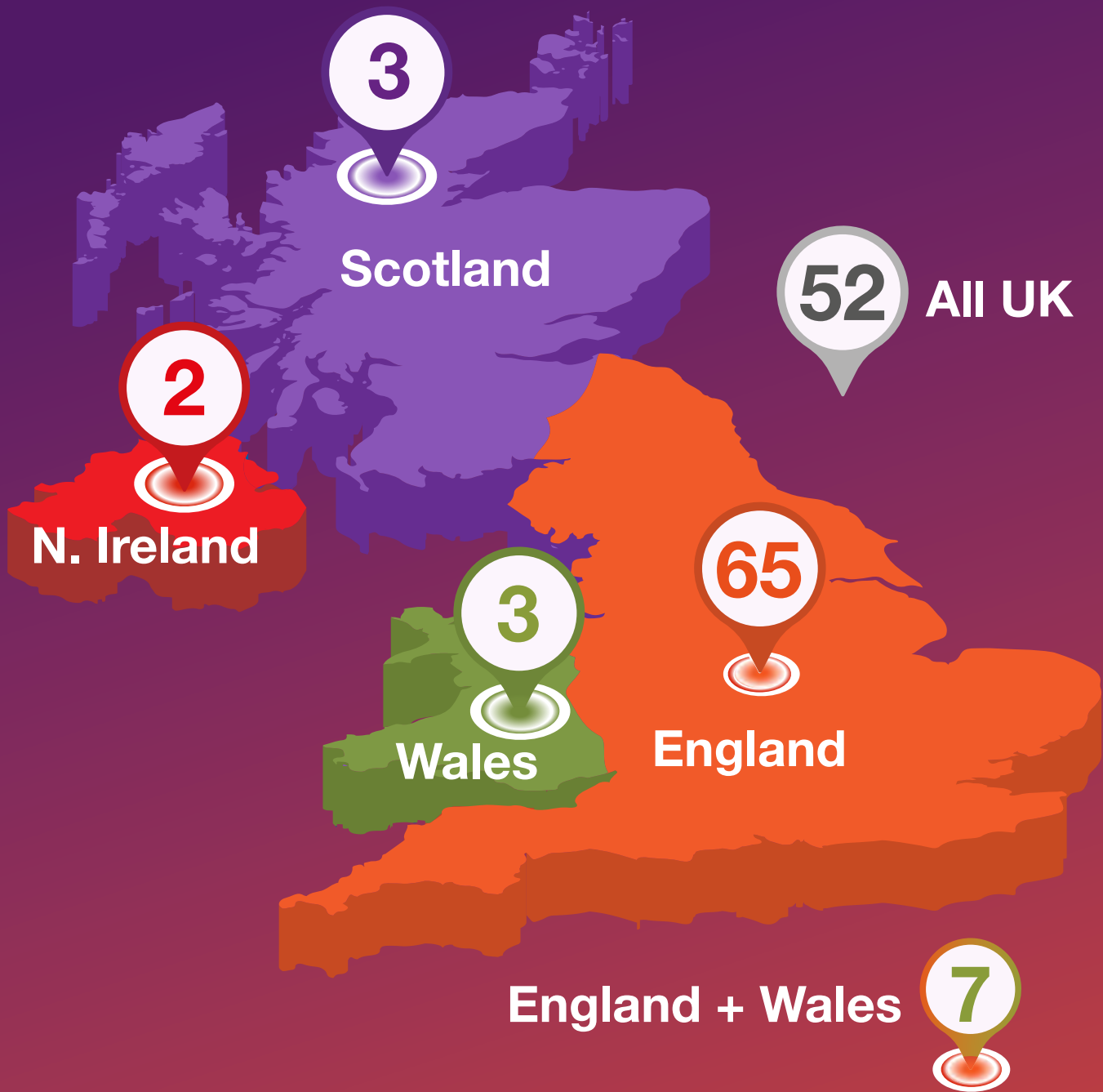
Number of Grants awarded by Organisation Type

since 2014



Bus passengers (1)
E-Mobility (1)
Horses (2)
Mobility Scooters (2)
Tractor Drivers (1)
Pedestrians and Cyclists (2)

Grants by Geographical area



Number of Grants by the different areas of England



Number of Grants by The Road Safety Trust Grant Programmes



Financial Review

Since its establishment, The Road Safety Trust has awarded £12 million to over 130 projects and has incurred running costs of £3.1 million. It has set a prudent level of reserves and manages its investment in its trading subsidiary with a focus on governance and control over costs.

The Road Safety Trust relies on surpluses generated by its wholly owned trading subsidiary company, UKROEd, to carry out its grant-giving activity and meet its charitable objectives and does not undertake any fundraising activities with the public.

The Charity is conscious of keeping its operational overheads in proportion to grants awarded, as it is the allocation of grants that reaches the ultimate beneficiaries of the Trust via the projects it funds: the UK road users.

The cost of operating the Trust's grant-giving

activity came to £613,968 in 2024-25 (2023-24 £394,198). Most of this was salaries for the seven staff of £287,548 (2023-24 £226,736), other operating costs of £266,999 (2023-24 £103,260) and governance costs of £59,421 (2023-24 £64,202). The year-on-year increases in costs reflect the increased headcount, and additional activities related to communications and engagement.

In operating the NDORS scheme, UKROEd generated a surplus of £1,173,023 for the year 2024-25 (2023-24 £1,656,168). A loan facility of £500,000 (2024

£500,000) was approved by the charity to its trading subsidiary in February 2024 to assist with working capital requirements.

Going concern

The Trust has not borrowed any money, has established a prudent level of reserves, is maintaining control over costs and continues to receive income from its trading subsidiary. On this basis the Board confirms that it is appropriate to continue to adopt the going concern method of accounting for the group.

Reserves Policy

The Reserves Policy demonstrates the compliance of The Road Safety Trust with its legal duties to act in the interests of the charity and its beneficiaries, to protect and safeguard the assets of the charity, to act with reasonable care and skill and to ensure that the charity is accountable. The Policy is designed to:

- Justify and clearly explain the keeping or not keeping of reserves;
- Identify and plan for the maintenance of grants for beneficiaries;
- Reflect the risks of unplanned closure associated with the business model, spending commitments, potential liabilities and financial forecasts of the Trust and of its trading subsidiary, which operates NDORS; and,
- Help to address the risks of unplanned closure on projects we fund, staff and suppliers.

The Reserves Policy is monitored annually to review its effectiveness and application in light of changing road safety

research needs and priorities, as well as changes affecting NDORS.

The Trust keeps a level of reserves that is sufficient to:

- Meet a minimum of one year of operating expenditure in case of unplanned closure of the Trust;
- Mitigate the financial aspects of risk in the activities of NDORS; and,
- Commit to large road safety projects of long duration.

Reserves are unrestricted and are not formally designated for a specific purpose.

- One year of operating expenditure in case of unplanned closure of the Trust £0.6 million;
- Mitigating the financial aspects of risk in the activities of NDORS £2 million; and,
- Commit to large road safety projects of long duration £2 million.

The targeted range of reserves in the policy reflects the fact that the contingencies identified refer to circumstances

which may occur separately or at the same time. The Trust will therefore aim to hold reserves between £2 million and £5 million.

As at 31st March 2025, the free reserves held by the charity amounted to £2,214,499 (2024 £3,695,053). The consolidated reserves of the group are £2,214,499 (2024 £3,695,053).

Trustees consider that the level of reserves remains satisfactory and is compliant with the Reserves Policy.

Investment Policy and Performance

The secondary income source to the Trust was dividends and interest from investments which totalled £258,725 (2023-24 £242,326). The Trust confirmed an unsecured loan of £500,000 to its trading subsidiary on 7th February 2024 at an interest rate of 6% as an investment within its portfolio which was outstanding at the end of the year. £4,000,000 (2024 £5,400,000) was held in interest bearing deposit accounts with National Westminster Bank plc.



The Trust's Investment Policy states that the long-term investment objective is to generate a total return in excess of inflation (as measured by CPI), while generating an income to support the ongoing activities of the Trust, the level of which will be determined by Trustees from time to time, subject to acceptable levels of risk. The Trust also can invest in its trading subsidiary in order to provide sufficient funds for its continued operation of the NDORS scheme.

Trustees place a high priority on maintaining the real value of capital funds and of income returns over the long term, subject to acceptable levels of risk. They accept that at times this will mean accepting short or medium-term fluctuations in capital value. The key risk to the long-term reserves is inflation, and surplus assets should be invested to mitigate this risk over the long term.

A review of the Trust's Investment Policy sets out investment time horizons

over which funds may be required. The policy sets out events which require a review of time horizons and allocation of funds. Funds held to meet short-term (within one year) needs are held in bank current accounts and short-term deposits. Funds held to meet medium-term (between one and five years) are held in bank deposit accounts with up to three years' notice. Long-term funds, which are needed after more than five years, may be invested in financially regulated assets which may be subject to risk in their capital value.

Investment in the Trust's trading subsidiary is in the form of a loan. The Trustees considered the risks associated with the loan facility of £500,000 confirmed in February 2024, determined the appropriateness of advancing loans under the facility and set the terms of repayment and interest accordingly. A loan of £500,000 was advanced confirmed on 7th February 2024 and was outstanding at the year-end. The loan

bears interest at 6% and the facility expires on 31 October 2025.

Short term cash reserves are held to provide financial security and may be required at short notice. As such, capital volatility is avoided by choosing instant access and short-term bank deposits. The balance of funds in pooled investments, term bank deposits and instant access bank deposits are reviewed periodically. The overall return on invested assets (i.e. capital gains and dividends from investments, deposit accounts and instant access accounts) was 4.5% (3.9% in 2023-24). Prevalent economic conditions enabled the policy objectives to be met during the year, as risk-free interest rates were in excess of 4%, while inflation as measured by the CPI index reduced to 2.6% by March 2025. The Trustees continue to monitor the most prudent way to meet the policy objectives with regard to balancing risks and returns.

Structure, Governance and Management

The Road Safety Trust is a company limited by guarantee, not having a share capital (Company number 08837451) incorporated on 8 January 2014 and is a charity registered in England and Wales on 20 March 2014 (Charity Number 1156300).

Its governing document is its Articles of Association, and its members are the police forces of the United Kingdom which participate in the NDORS Scheme.

Recruitment, Training and Appointment of New Trustees

The Directors of The Road Safety Trust are also the Trustees for the purposes of charity law.

There were three appointments and three resignations to the Trust board during 2024-25.

Emma Kelly is an independent development, PR and advocacy specialist, who joined the Communications and Engagement Committee as chair. Dr Nick Reed, who is Chief Road Safety Advisor to National Highways joined the Road Safety Initiatives Committee. Peter Williams, Deputy Director of Internal Audit Specialisms at the

Government Internal Audit Agency joined the Audit and Risk Committee.

Marlena Stefańska, Chair of the Audit and Risk Committee, resigned in February 2025. Marc Jones, PCC for Lincolnshire, replaced Lisa Townsend, PCC for Surrey as the APCC representative on the board in August 2024. However, Marc later handed the baton to Joy Allen, PCC for Durham, who joined in May 2025.



Chief Constable Jo Shiner, KPM, who is the NPCC Lead for Roads Policing portfolio, continues to ensure that the police force membership is represented on the Trust board. The Trust employs a skills-led approach to recruitment and this supports a key objective under Diversity, Equality and Inclusion. This is monitored as part of the Trust's commitment to the Charity Governance Code.

On 31 March 2025, the Board's minimum requirement of a number of Trustees with skills and experience was exceeded in all 24 areas identified as necessary for an effective Board.

The charity recognises the importance of a comprehensive induction for new Trustees and learning and development for existing Trustees. This enables them to discharge their duties and

fulfil their roles properly.

To support this approach there is an Induction, Training & Development Procedure in place. This outlines how individual Trustees will be supported in their development during their term of office.

Part of this involves a number of subscriptions and memberships that benefit Trustees' learning and development. Examples include Association of Charitable Foundations (ACF), Civil Society Governance & Leadership magazine and online access, and the Association of Chairs for the Chair and Vice Chair, as well as a number of road safety specific subscriptions.

Opportunities for Trustee learning and development are circulated to the Board by the Chief Executive as they arise. This includes

an insight into courses developed by UKROEd for the NDORS.

Board Governance

The Board meets quarterly, balancing logistical and resource demands of face-to-face meetings with virtual calls. The Chair and Trustees have managed to run and hold effective meetings virtually and the in-person meeting helps the board to build cohesiveness and improve communication. Having fielded Trustee opinions and preferences through a survey, a blended approach seems to be the most popular going forward and the Trust will continue to hold face-to-face Board and virtual Board meetings.

Trustees are encouraged to be members of at least one committee. The Audit & Risk

and Road Safety Initiatives Committees meet three or four times per year. The Remuneration Committee meets annually unless otherwise required. In accordance with its terms of reference, the Remuneration Committee ensures that Trust staff are remunerated in line with the Remuneration Policy. The Nominations Committee meets at least twice a year or more often as necessary.

A new committee, the Communications and Engagement Committee provides strategic oversight of the Trust's communication strategies and public engagement efforts, ensuring they align with its mission to reduce deaths and injuries on UK roads and ensuring consistency with the Trust's overall objectives,

working to enhance its visibility, reputation, and stakeholder relationships.

A symposium was held in September 2024, celebrating the work of the Trust over the previous 10 years and also looking forward to the next five years. The symposium launched and helped to inform our strategic review taking place during 2025-26, including an in-depth impact study and extensive surveys of stakeholders.

There is also an established feedback system following the charity's and UKROEd's Board meetings. The Trustee representative, together with the Joint CEO, play a crucial role in this flow of information and communications, supported by the Head of Finance.

In the charity, senior management members report to the committees that relate to their areas of responsibility. The CEO and Head of Finance report to the Audit & Risk Committee and Remuneration Committee. The Grants & Impact Director reports to the Road Safety Initiatives Committee. RST team members also provide updates to the full Trustee Board agenda. The Director of Communications and Engagement reports to the Communications and Engagement Committee.

In this way, Trustees are kept updated on the practical and pertinent issues affecting the Trust directly by staff other than the Chief Executive and can make decisions on an informed basis.



Minutes from committee meetings are issued to schedule and posted on the online Trustees' document management system for the quarterly Board meetings. Each of the committees have reviewed their terms of reference within the period, with changes brought to the full Board for approval.

The directors and officers insurance and third-party indemnity insurance for Trustees remains in place

and was renewed on 29 July 2024. The nature and scale of the indemnity will continue to be kept under review. The cost of the insurance for the year was £3,100 (£3,095 in 2024).

The charity continues to be supported by a small team consisting of seven, mostly part-time, employees.

Current staff include Louise Palomino (Grants & Impact Director), Tanya Qadir (Grants Programme

Manager), Victoria Sinclair (Governance & Compliance Officer), Dr Lindsay Eckley (Grants Officer) Angharad Williams (Grants Officer) and Christine Wooldridge (Administration and Information Officer). Hugh Sutherland is Head of Finance and also Finance Director for UKROEd, where most of his time is allocated. Paul Steinberg joined the Trust in July 2024 as Director of Communications and Engagement.

Board and Committee Attendance Records
for the period 1st April 2024 to 31st March 2025

Road Safety Initiatives Committee (RSIC)

93%
(76% in 2023-24)

6 meetings

UKROEd Board (Trustee Representative)

100%
(75% in 2023-24)

4 meetings

The Board

90%
(89% in 2023-24)

4 scheduled + 1 strategic session

Nominations Committee (NomCom)

100%
(n/a in 2023-24)

1 meeting

Communications & Engagement Committee (C&EC)

100%
(n/a in 2023-24)

2 meetings

Audit & Risk Committee (A&RC)

93%
(73% in 2023-24)

3 meetings

Remuneration Committee (RemCom)

100%
(89% in 2023-24)

2 meetings

Individual attendance records 2024-25

Tony Fuller
Chair

Board **75%**
NomCom **100%**

CC Jo Shiner KPM

Board **100%**
A&RC **100%**

Victoria Coker

Board **100%**
A&RC **66%**

Dr Nick Reed

Board **100%**
RSIC..... **83%**
C&EC **100%**

Heather Ward
Chair RSIC

Board **100%**
RSIC..... **100%**
RemCom **100%**

Neil Hoose

Board **100%**
RSIC..... **100%**

Deirdre O'Reilly

Board **75%**
RSIC..... **83%**

Peter Williams

Board **75%**
A&RC **100%**

Kathy Webster
UKROEd Rep, Chair RemCom, Chair NomCom

Board **100%**
UKROEd Board **100%**
A&RC **100%**
RemCom **100%**
NomCom **100%**

Anthony Blackman

Board **100%**
A&RC **100%**

Tanya Fosdick

Board **75%**
RSIC..... **100%**
C&EC **100%**

Emma Kelly
Chair C&EC

Board **100%**
NomCom **100%**
C&EC **100%**

Diversity, equality and inclusion

The Road Safety Trust recognises the importance and benefits of embracing diversity, equality and inclusion. An inclusive environment enriches decision-making, reflects our values and strengthens our operations.

In 2024 we published a scoping report ‘Inequalities in Road Safety’ and held a themed grant round focused on defined aspects of inequality identified in the research. The aim of the grant round was to highlight these specific areas of road safety inequality and investigate ways they can be addressed to save lives and prevent injury on UK roads.

In the coming year, we plan to develop a new Diversity, Equality and Inclusion Strategy to reflect on and improve our practices to ensure our governance, operations and grant making are fair, transparent and accessible.

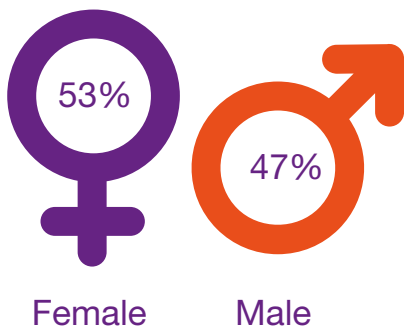
The Lead Trustee for Diversity is the Chair of the Board. The Board has these diversity, equality and inclusion objectives:

- 1. To meet the skills and experience required at Board and on committees
- 2. To actively encourage and seek individuals from under-represented groups with relevant skills and experience when Trustee vacancies arise
- 3. To strive for a balanced and diverse Board
- 4. To reflect, as far as possible, the community of interest of the RST’s ultimate beneficiaries

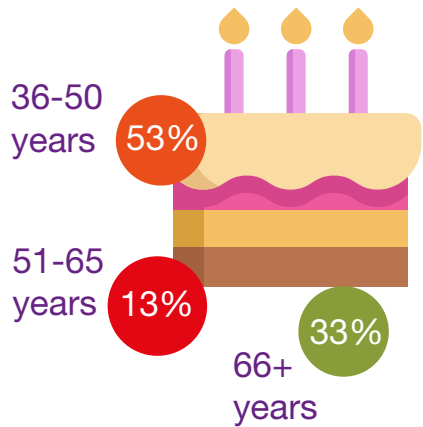
The following page outlines the Board representation against our objectives.

Further work is needed to improve representation and we remain dedicated to fostering a culture where everyone is valued, heard and empowered to contribute.

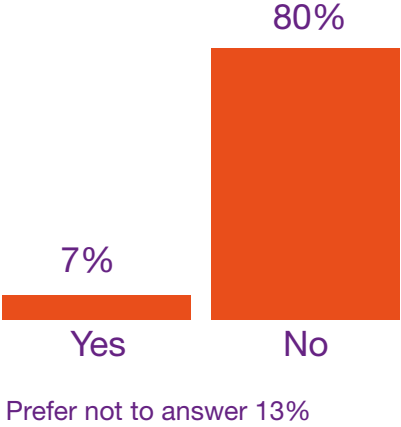
Gender



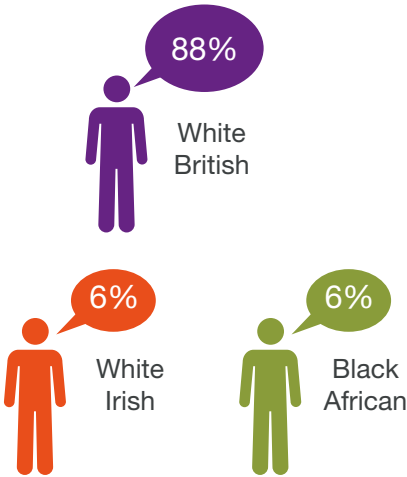
Age



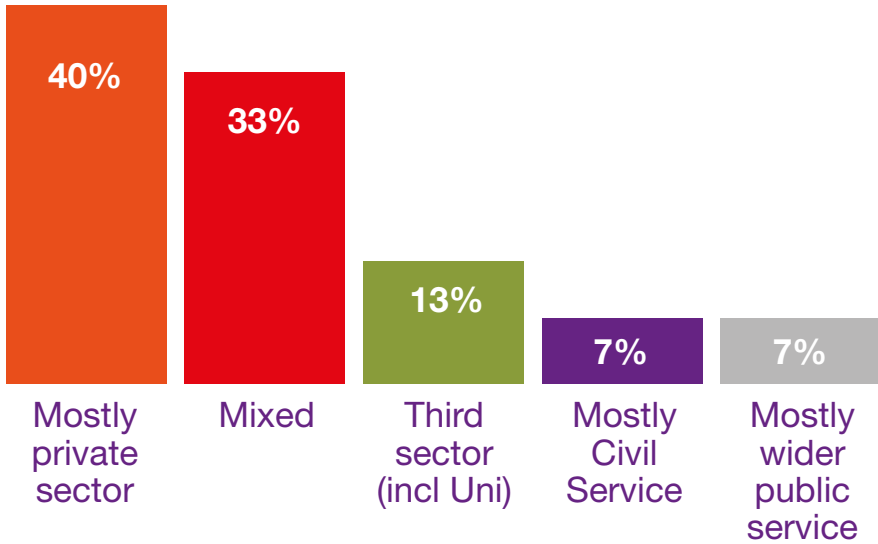
Disability



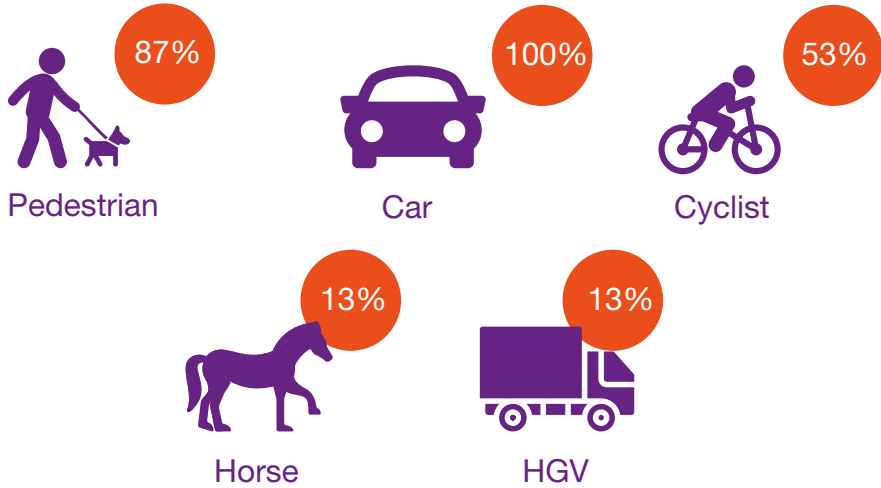
Ethnic Origin



Sector Background



Type of Road User



Skills



Stakeholder Representation, Communications and Engagement

Our police force members are represented on the Board of Trustees by Jo Shiner KPM, Chief Constable of Sussex Police and NPCC Lead on Roads Policing. The Association of Police and Crime Commissioners (APCC) also had representation on the Trustee Board, thanks to Lisa Townsend, PCC for Surrey and Mark Jones PCC for Lincolnshire. The APCC is now represented by Joy Allen, PCC for Durham.

During the year and prior to the 2024 AGM we engaged, and held constitutional correspondence, with police force members. The AGM, which was held virtually, was attended by members or their representatives.

Over the past year we have invested in listening more deeply - and communicating more clearly - both to represent the diversity of voices in

the road safety sector and to strengthen our role as a trusted, independent voice for change.

A key milestone in this journey was the appointment of our first ever Director of Communications and Engagement in July 2024. This new role reflects our growing ambition to build stronger relationships, expand our reach, and increase the impact of our voice. Since joining, Paul Steinberg has led a comprehensive review and overhaul of our communications and engagement work - from how we support grantees, to how we share knowledge, influence public discourse, promote our work in the press and media, and how we raise our profile and enhance our brand.

One of the most significant developments was our first in-person stakeholder

Symposium, held in London in September 2024. The event brought together over 100 attendees - including grant holders, police officers, researchers, campaigners, local government officers, and private sector representatives - for open, forward-looking discussions on the future of road safety and innovation. It marked a step change in how we convene others and co-create the future of the sector.

To better understand how the Trust is perceived and how we can improve, in the autumn we commissioned independent stakeholder research from the highly respected research company, Magpie. Their report, *The Road Ahead*, captured views from over 200 individuals and organisations across the UK, including many who had never previously interacted with the Trust.



The findings were clear: the Trust is highly respected, but we are not widely known beyond our immediate circle of stakeholders and grantees. Similarly, our grant-making is hugely valued, but our voice and our funding could go further, reaching new grantees and impacting positively on new and more diverse communities. The insights from this landmark piece of work will directly shape our new 2025–28 strategy, supporting a renewed focus on openness, agility, and long-term impact.

In recognition of the growing importance of this area of work, we established a new Communications and Engagement Committee (C&EC), chaired by our Trustee Emma Kelly, who brings deep expertise in communications, marketing, and public engagement. This Committee was created

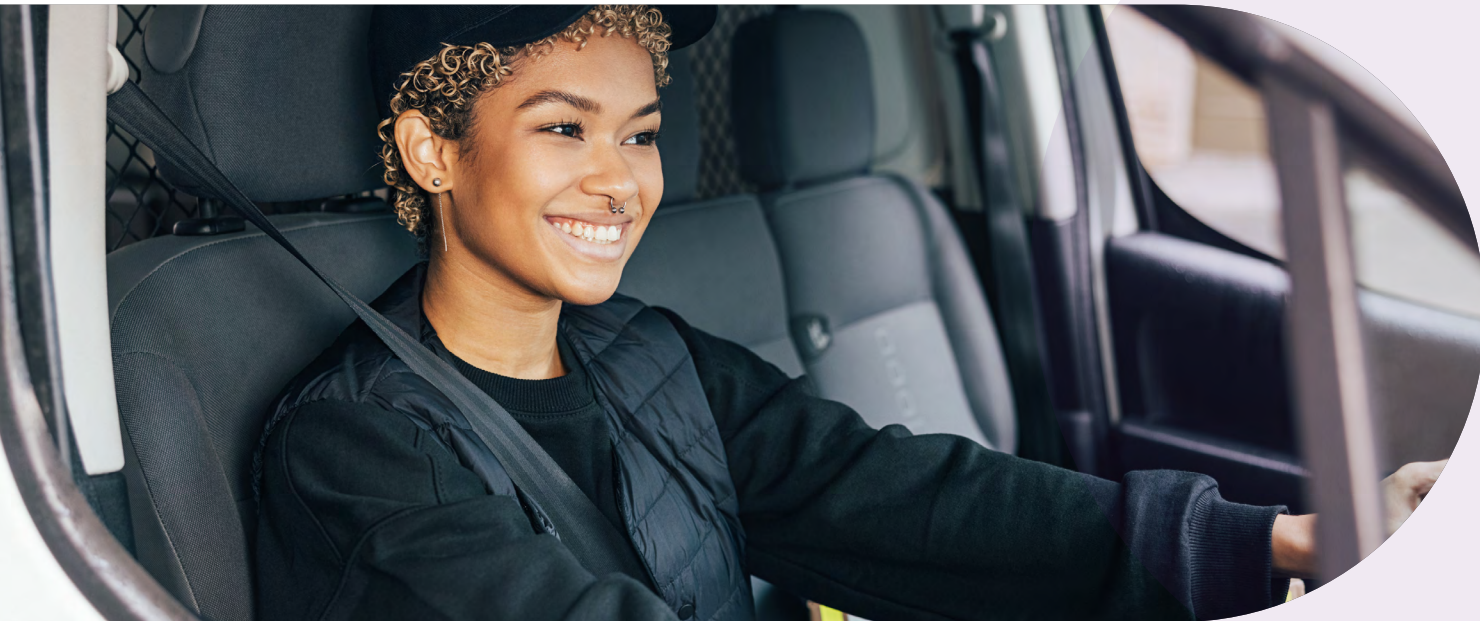
to ensure that our communications and public-facing work are not just operational, but strategic, and aligned with our mission to prevent serious injuries and deaths on the UK's roads.

The C&EC provides critical oversight across a range of areas: stakeholder engagement, press and media, advocacy and reputation management. It supports stronger relationships with grantees, partners, policymakers, the public and the police, and ensures that we are listening actively and responding thoughtfully to the ever-changing dynamics of the road safety sector.

As it develops further, the C&EC will play a vital role in supporting innovation and continuous improvement. It will also oversee the Trust's first ever Communications and Engagement

Strategy, which will form a core component of the new organisational strategy, and is due for publication next year. The committee's membership includes Trustees with relevant expertise, and senior staff from across the Trust, to ensure a joined-up approach to how we communicate, convene and engage.

Our quarterly newsletter, *Talk of the Trust*, also evolved significantly in the past twelve months. Now featuring more sector insights, project updates and learning resources, it is reaching a wider audience and offering more detail about what we're doing inside the organisation and via our grant funded projects. The Christmas 2024 edition, for example, saw a 581% increase in click-through rate compared to the previous issue. This was a major breakthrough in ensuring deeper



audience engagement, which was achieved as a result of broader content, improved digital design and strategic promotion.

Our approach to knowledge sharing and dissemination has also developed further, as a joint approach across our Grants and Communications Teams, and in partnership with our contracted provider, Stennik. Our Knowledge Sharing Toolkit was significantly updated to ensure that the outcomes of the projects we fund reach as wide an audience as possible.

To complement those efforts, we have also worked more directly with grantees and, where

relevant, their own in-house communications teams in order to support the amplification and dissemination of their funded projects. This work will continue to evolve through new arrangements and a further investment in knowledge sharing in the future.

In terms of our media and public relations activity, we have seen a steady stream of press coverage and wider media interest, and we supported important national campaigns such as Road Safety Week with coordinated media and social media activity which further increased our earned media footprint. During 2024-25, we have generated 211 pieces of media coverage, and

over 50 further inbound media requests - a notable increase in our profile and influence on previous years.

Our digital channels continue to grow in reach and relevance, with a 45% increase in visits to our website compared to the previous year, and a 161% increase compared to 2022-23. On social media, LinkedIn has emerged as a key strategic channel, where we have seen particularly strong growth. Together, these developments represent a new phase in how the Trust engages publicly - becoming more coordinated, confident and aligned with our strategic goals.

All of these efforts have enabled the Trust to further its objectives to:

- Raise the profile of the Trust
- Highlight the difference we are making to achieving safer roads
- Increase the interest and engagement with potential grant applicants with a view to receiving high quality grant applications that promote road safety

We know that strong communications and engagement are essential to achieving our mission. By investing in this area - and by listening, learning and evolving - we aim to become a more visible, accessible and influential organisation, working in partnership with our key partners and stakeholders in order to improve road safety across the UK.

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Plans for Future Periods

2024-25 marked the final year of our previous three-year strategy, and much of our work during this period has also informed the development of our new 2025–2028 Strategy: The Road Ahead.

Our vision – achieving zero road deaths and zero serious injuries on UK roads – remains steadfast. It is supported by our mission to make roads and streets within the UK safer, achieving impact through practical interventions, research, knowledge sharing and education.

The new strategy was formally approved by the Board in May 2025 and sets a clear direction

for the period ahead. We have identified four strategic priorities that will shape our activity:

- To govern well and build an agile, sustainable organisation
- To fund high-impact projects
- To strengthen the road safety evidence base
- To influence policy and practice

In 2025/26, we will review our approach to grant-making in the context of both current and emerging road safety challenges. This work will help inform the themes of future grant rounds and ensure that

our funding continues to meet areas of real need and opportunity. Our Road Safety Investment Committee (RSIC) will play a central role in this process, ensuring our funding decisions remain evidence-led, transparent, and focused on impact.

Alongside this, the newly established Communications and Engagement Committee (C&EC) will guide the development of our first Communications and Engagement Strategy. This strategy will support greater dissemination and visibility of our funded work and help position the Trust as a trusted and influential voice in the road safety sector.

We also look forward to the publication of our independent Impact Report, which will reflect on the first 10 years of the Trust’s grant-giving. Its findings will help shape our future direction and provide an evidence base for long-term planning.

Our staff team will continue to be supported and developed, with a renewed focus on wellbeing and stronger connections with our trading subsidiary, UKROEd. We are also preparing to recruit new Trustees, who will bring additional expertise in governance, road safety, and investment –

including support for the RSIC’s important remit.

We will continue to encourage the submission of high-quality, practically focused and potentially transformative grant applications, with a strong emphasis on outcomes and impact. Through this, the Trust will continue to fulfil its charitable purpose.

UKROEd will further strengthen its position as the governing body of the NDORS. In 2025–26, significant investment will go into reviewing and implementing new NDORS courses, alongside

a governance review to support UKROEd’s new legal status under the Police, Crime, Sentencing and Courts Act 2022. A parallel review of core information processing systems will also take place.

Taken together, these developments will require careful planning and significant investment in people, procurement and systems over the next three to five years.



Principal risks and uncertainties

The Strategic Risk Register is reviewed at least three times a year by the Audit & Risk Committee and then reported to the Trust Board, highlighting any key developments.

The Board holds an Annual Board Risk Workshop. The workshop in February 2025 reviewed the risk appetite and key risk areas, this will result in a revised Risk Management Policy, Risk Register and Risk Appetite Matrix, which will be reported on next year. The Risk Appetite Review enabled a clear definition of risk appetite and an increased openness to appropriate risk in the grant giving programme. This will inform work on the Grant

Programme Review due for implementation over the course of the coming year. A Risk Management Audit is also proposed for the coming year.

Financial Sustainability

The Trust depends on its trading subsidiary as its sole source of income. While its subsidiary is legally obliged to distribute all its surplus to the Trust, the amount of the surplus each year is variable and subject to risks which neither the Trust nor UKROEd can wholly control. The Trust holds reserves in respect of the risks associated with both the Trust and UKROEd.

Care is taken with the three-year strategy and financial planning of the trading subsidiary to ensure its viability so that the Trust can continue its grant-making activity. A number of measures and monitoring tasks across governance and operations are in place to mitigate this risk.

Mitigation and assurances for this risk include the annual review of budget (encompassing grant programme allocations), reserve policy monitoring and review and cost recovery and admin fee reviews. Work was instigated this year to implement grant giving policies to mitigate the risk of reserves being held at too

high a level, given RST's charitable purpose. Income has risen over the last ten years and organisational viability has been tested by events, such as the Covid pandemic, in recent years.

UKROEd course data is still showing strong performance, and the anticipated surplus position is strong for the coming year.

Compliance

The Road Safety Trust or its trading subsidiary could inadvertently become non-compliant by not identifying, planning for or accommodating regulatory or legislative requirements, current or future.

Mitigation and assurances for this risk include: a comprehensive suite of organisational policies with regular clear review process; a Data Governance review by the external DPO service; a Data Protection audit this year; a new Data Governance Group set up for the SMT, Information Governance Officer and Governance & Compliance Officer to focus on data governance risk; Data Governance reporting to A&RC; a GDPR rolling staff training programme; a health and safety staff training programme and risk assessments; a Governance Programme Review including assessing the impact of

the new PCSC Act 2022; a Grants Programme Review including grant terms and conditions legal evaluation and due diligence operations; and management training for line managers.

A Risk Management Audit is planned for the coming year, and the Governance Programme Review is ongoing.

Purpose and Impact

If projects funded by the Trust do not achieve their objectives, this could impact on our charitable purpose. If there are issues with the way funds are





awarded and managed, we could be unable to evidence impact of our core activity.

Mitigation and assurances for this risk include the development of a new RST Strategy for 2026 onwards via consultation with staff and Trustees and informed by our recent Stakeholder Survey and our first Symposium event, which was held this year to celebrate the impact of our work; grant management framework of policies, procedures and documentation. Also included are: a grant management software package to assist in monitoring projects; close liaison with grantees and regular interim reporting during grant award period so we remain informed and can facilitate adjustments if appropriate; and two grant programme audits, which took place this year and feed into the Grant Programme Review currently underway. Our

communications and engagement framework includes policies and procedures relating to communications and crisis communications, while the Communications and Engagement Committee was set up this year and our first Director of Communications and Engagement was appointed.

A new Communications and Engagement Strategy is in development and a new Impact Report has been commissioned for publication in 2026. The Grants Programme Review is ongoing.

Reputation

There is the potential for negative perception of The Road Safety Trust by others e.g. negative media coverage, unreasonably high reserve levels, jeopardised core NDORS relationship, conflicts of interest.

Mitigation and assurances for this risk include all those applied to other risk areas e.g. Grant Management, Audit Programme, Governance Programme Review and Crisis Management to minimise any potential reputational damage. The Governance & Delegated Authorities Policy and framework is under review subject to the provisions of the PCSC Act 2022.

Two grant programme audits were carried out this year including assessing implications of the higher value Large Grants awards. Our new Strategy for 2026 onwards is currently in development. A Risk Management Audit is planned for the coming year.

Governance

Ineffective governance could impact RST's ability to meet its charitable purpose, sustainability

and reputation. In addition to governing the charity, RST Trustees need to have oversight of the charity's trading subsidiary, UKROEd, and be assured of its good governance and management.

Mitigation and assurances for this risk include a clear governance and financial structure and relationship between the two companies and clear delegation of authorities and controls. We have also implemented effective performance reporting processes across both organisations, one Trustee holds a dual role as Trustee and UKROEd non-executive director, while we also conduct audit programmes and provide a Trustee. governance training offer. This year we embarked on a Governance Programme Review and review of Governance & Delegated Authorities Policy; the Trustee induction

programme was revamped, and a Succession Plan has been developed.

The Governance Programme Review is ongoing and includes assessing the impact of the new PCSC Act 2022, which presents new opportunities and risks in terms of legal compliance alongside scope for wider activity and involvement in the road safety sector. The Grant Programme Review is underway and includes key governance aspects of the programme.

People and Resources: Staff Resilience

RST core operations could be adversely impacted by the loss of key staff or reduced staff capacity to implement the Delivery Plan and meet its charitable objectives. Lengthy or unexpected abstraction of a key role could have

significant impact on oversight of UKROEd and the successful implementation, monitoring, and dissemination of the Grant Programme and RST's profile in the road safety landscape and with key stakeholders. This could also impact on staff wellbeing and motivation.

Mitigation and assurances for this risk include the risk management framework; HR framework; appraisal and personal development annual and interim reviews; access to an Employee Assistance Programme (EAP) service for staff; health and safety training and annual assessment. This year a succession plan has been developed; and a pension provision review has taken place resulting in increased benefit to staff with financial advice made available. We have recruited to two new roles to support the resilience of the team – a Director of Communications

& Engagement and an Administration & Information Officer and there has been significant development of our shared service approach - in particular for communications, data governance, HR and finance, which supports capacity and resilience. Our Diversity, Equality & Inclusion Policy has been reviewed and anti-racism statement added. Development activities have taken place with independent facilitators including a 'Your Voice Counts' session, strategy development session and team building days incorporating new staff members and reflecting the shared service approach.

The Succession Plan implementation is ongoing, well-being activities for staff are planned throughout the year as well as further team building days for the developing team to support effective

communication and collaboration across service areas. Staff involvement in strategy development and implementation is ongoing and a review of our suite of HR policies is underway.

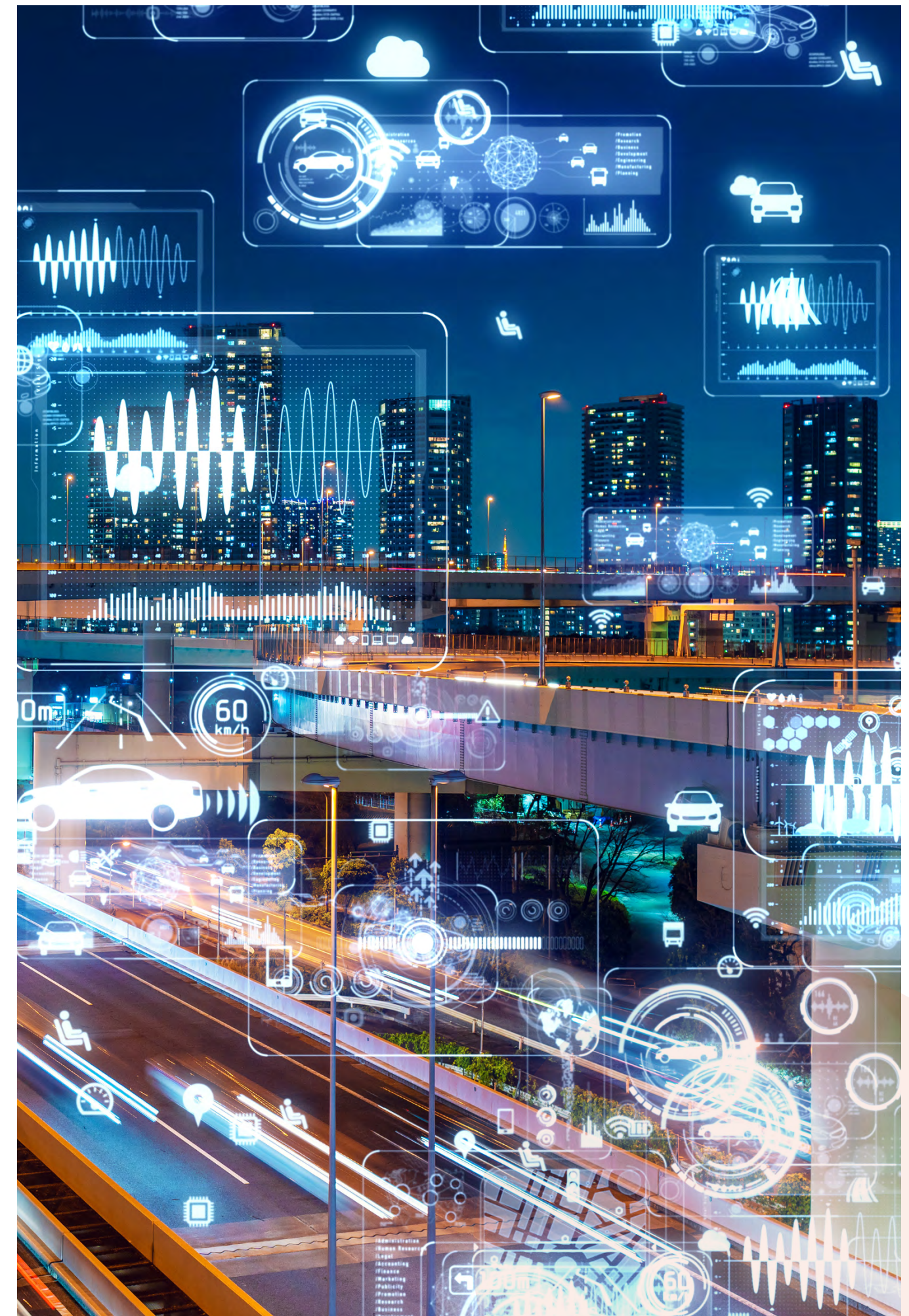
Fraud

Financial loss due to fraud has the potential for significant impact on operations, compliance, reputation and staff and could result in the Trust's inability to carry out its core function and meet its charitable objectives.

Mitigation and assurances for this risk include the financial management and controls frameworks, fraud risk management framework, GDPR framework and grants management framework.

The GDPR training programme which includes modules on phishing activities, spam email etc was completed by staff

this year and our GDPR framework has been reviewed, and an audit was carried out. An IT Acceptable Use Policy is signed by each staff member and RST achieved CSE+ accreditation this year. A Fraud Audit took place for both organisations, with key actions including fraud training to be implemented for staff and fraud risk assessments on relevant policies. Grant Terms and Conditions have been reviewed, two Grant Audits took place and there is a full Grant Programme Review underway, including reviewing due diligence assessments for grantees. All finance policies have been reviewed as well as the Conflict-of-Interest Policy and declarations are signed off by the A&RC Chair annually. RST has now moved to the invoicing software system for improved processing of payments.



Statement of Internal Financial Control

The Board acknowledges its ultimate responsibility for ensuring that The Road Safety Trust has in place a system of internal financial control that is appropriate to the business environment in which it operates. Although no system of internal financial control can provide absolute reassurance against material misstatement or loss, the Trust's system is designed to provide the Board with reasonable reassurance that:

- The financial information used within The Road Safety Trust or for publication is reliable
- Proper accounting records are maintained
- Assets are safeguarded against unauthorised use or disposition
- Problems are identified on a timely basis and dealt with appropriately

In addition, the Board is reassured by the following:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Trust's assets. This includes strict controls for the authorisation of personal expense claims.
- Experienced and suitable staff take responsibility for important business functions.
- Forecasts and budgets are prepared which allow the Board and Senior Management Team (SMT) to monitor key business risks, financial objectives and progress towards financial plans set for the year through preparation of regular management accounts.
- All significant new initiatives and grant awards are subject to formal authorisation procedures, through the Board and its relevant committees.
- Regular reporting to the Board and sub-committees, including management accounts and detailed reports on the grant programmes.
- The Audit & Risk Committee reviews reports from management staff, the internal auditors and the external auditors, to provide reasonable assurance that control procedures are in place and are being followed.
- Formal procedures have been established for instituting appropriate action to correct weaknesses from the above reports.


Auditors

A resolution to re-appoint Crowe U.K. LLP will be put to the members at the forthcoming Annual General Meeting.

Statement as to disclosure of information to the auditor

The Trustees who were in office on the date of approval of these financial statements have confirmed, as far as they are aware, that there is no relevant audit information of which the auditor is unaware. Each of the Trustees has confirmed that they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

The Trustees' Report, which contains the Directors' Report required by company law, and the incorporated Strategic Report, were approved by the Trustees on 5th September 2025 and are signed on their behalf by:



Tony Fuller
Chair

Statement of Trustees' Responsibilities

The Trustees (which comprises the directors for the purpose of company law) are responsible for preparing the Trustees' Report (incorporating the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company and charity law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

Under company and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the

group and the charitable company for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the group's and the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the group and 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 group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on The Road Safety Trust website.

Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Independent Auditor's Report

Opinion

We have audited the financial statements of The Road Safety Trust ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, the Charity Statement of Financial Activities, the Consolidated and Charity Balance Sheets and the Consolidated Cashflow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2025 and of the group's 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.

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 group 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 charitable company's or the group'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.

Other information

The Trustees are responsible for the other information contained within the annual report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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 matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report,

which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the strategic report and the directors' report included within the Trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in

the strategic report or the directors' report included within the Trustees' report.

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

- adequate and proper accounting records have not been kept; or
- the 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities

statement set out on page 21, 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and

performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid

a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were taxation legislation, employment legislation, health and safety legislation and General Data Protection Legislation (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.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant expenditure and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing



on the posting of journals, reviewing accounting estimates for biases, sample testing of grant expenditure and specific testing around timing of recognition, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would

identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charitable company'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 charitable company'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 charitable company and the charitable company's members as a body and the charitable company's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Vincent Marke

Vincent Marke
Senior Statutory Auditor
for and on behalf of
Crowe U.K. LLP
Statutory Auditor
55 Ludgate Hill
London
EC4M 7JW

Date: 22nd September 2025

Consolidated Statement Of Financial Activities

(Incorporating Income And Expenditure Account)
For The Year Ended 31 March 2025

	Notes	Total Funds 2025 £	Total Funds 2024 £
Income from:			
Other trading activities	11	102,117,204	94,580,412
Investments	4	343,817	291,341
		<hr/>	
Total income		102,461,021	94,871,753
Expenditure on:			
Raising funds			
Other trading activities	11	101,029,273	92,973,259
Charitable activities	5	2,912,302	3,494,105
		<hr/>	
Total expenditure		103,941,575	96,467,364
Net income/ (expenditure) before gains on investments			
		(1,480,554)	(1,595,611)
Net gains on investments		-	-
		<hr/>	
Net movement in funds		(1,480,554)	(1,595,611)
Reconciliation of funds:			
Total funds brought forward		3,695,053	5,290,664
Net movement in funds		(1,480,554)	(1,595,611)
		<hr/>	
Total funds carried forward		2,214,499	3,695,053

The Charity Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 58 to 67 form part of these Financial Statements.

Consolidated Balance Sheet

	Notes	2025 £	2024 £
Current assets			
Debtors	12	16,365,473	14,739,350
Cash at bank and in hand		10,642,285	9,136,476
		<hr/>	
		27,007,758	23,875,826
Current liabilities			
Creditors: amounts falling due within one year	13	(22,406,207)	(17,760,361)
		<hr/>	
Net current assets		4,601,551	6,115,465
Creditors: amounts falling due after more than one year	14	(2,387,052)	(2,420,412)
		<hr/>	
Total net assets		2,214,499	3,695,053
Charity funds			
Unrestricted funds		2,214,499	3,695,053
		<hr/>	
Total funds		2,214,499	3,695,053

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

The net income/(expenditure) in the charitable entity for 2025 was a deficit of £1,480,554 (2024 deficit: £1,595,611).

The financial statements were approved and authorised for issue by the Trustees on 5th September 2025 and signed on their behalf by:



Tony Fuller
Chair

The notes on pages 58 to 67 form part of these Financial Statements.

Charity Balance Sheet

	Notes	2025 £	£	2024 £	£
Current assets					
Debtors	12	1,796,065		2,312,138	
Cash at bank and in hand		5,585,664		5,590,939	
		7,381,729		7,903,077	
Current liabilities					
Creditors: amounts falling due within one year	13	(2,780,178)		(1,787,612)	
Net current assets		4,601,551		6,115,465	
Creditors: amounts falling due after more than one year	14	(2,387,052)		(2,420,412)	
Total net assets		2,214,499		3,695,053	
Charity funds					
Unrestricted funds		2,214,499		3,695,053	
Total funds		2,214,499		3,695,053	

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

The financial statements were approved and authorised for issue by the Trustees on 5th September 2025 and signed on their behalf by:



Tony Fuller
Chair

The notes on pages 58 to 67 form part of these Financial Statements.

Consolidated Statement of Cash Flows

	Notes	2025 £	2024 £
Cash flows from operation activities			
Net cash used in operating activities	18	1,161,992	(2,457,538)
Cash flows from investing activities			
Interest received		343,817	291,341
Disposal of investments		-	-
Net cash provided by investing activities		343,817	291,341
Change in cash and cash equivalents in the year		1,505,809	(2,166,197)
Cash and cash equivalents at the beginning of the year		9,136,476	11,302,673
Cash and cash equivalents at the end of the year		10,642,285	9,136,476

The notes on pages 58 to 67 form part of these Financial Statements.

Notes to the Financial Statements

1. General Information

The Road Safety Trust is a private limited company limited by guarantee, and is registered, domiciled and incorporated in England. The registered address is Colwyn Chambers, York Street, Manchester, M2 3BA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition - October 2019) (effective 1 January 2019), FRS 102 and the Companies Act 2006.

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

The accounts are prepared under the historical cost convention, modified to include certain financial instruments at fair value.

The financial statements are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest £1.

The financial statements consolidate the results of the charitable company and its wholly controlled subsidiary, UKROEd Limited, on a line-by-line basis. The Road Safety Trust is the sole member of UKROEd Limited and by virtue of this wholly controls UKROEd Limited. In accordance with section 408 of Companies Act 2006, no separate Statement of Financial Activities has been presented for The Road Safety Trust.

2.2 Going concern

At the time of approving the financial statements the Trustees have a reasonable expectation that the charity and the group have adequate resources to continue in operational existence for the foreseeable future based on forecasts which have been stress tested in relation to the key uncertainties and assumptions. UKROEd has overseen an increase in the capacity of the Scheme to service moderate growth in demand for courses, leading to strong and stable revenues for the company. The costs of administering the Scheme are well controlled, based on a fully articulated strategy, with flexible scheduling of developments alongside robust management of risk. The Trustees therefore have assurance that its primary income stream is sustainable and reliable. The Trust has managed its affairs to increase grant making activity to reduce the level of its substantial reserves to within the target range set out in its policy. The Trustees therefore continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

Income from commercial trading activities consists of the income generated by the trading subsidiary UKROEd Limited. The income received for the management and operation of the National Driver Offender Retraining Scheme (NDORS), consisting of the collection of the Scheme Participation Charge, is recognised when the course occurs.

2.4 Investment income

Income from investments consists of interest earned on bank deposits and current accounts and distributions made by the subsidiary undertaking under gift aid and loans to the subsidiary undertaking. Income from fixed asset investments consists of dividend income. The charity recognises all investment income on an accruals basis.

2.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and allocated according to the nature of the expense.

Costs of charitable activities include grants made, governance costs and support costs as shown in note 5.

Costs of the commercial trading activities include the costs of the subsidiary's operations and are shown in note 11. The element of the Scheme Participation Charge recovered by police forces is shown as cost of sales. The running costs of UKROEd Limited are shown as administrative expenses. The interest payable on the inter-company loan is shown as interest payable.

Expenditure on items of office equipment and computers whose cost is less than the threshold amount of £2,000 is charged as an expense. Items costing more than the threshold amount are capitalised as tangible fixed assets.

2.6 Grants

Grants payable are payments made to UK based organisations, registered charities and university departments in the furtherance of the charitable objectives of the charitable company. Grant commitments are recognised once an application for a grant has been approved, the recipient notified of the grant and a legal or constructive obligation thereby created. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the Trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and any condition attaching to the grant is outside the control of the charitable company.

2.7 Allocation of support and governance costs

Support costs are those functions that assist the work of the group but do not directly undertake charitable activities.

Governance costs are costs associated with the governance arrangements of the group. Included within this category are costs associated with the strategic as opposed to day to day management of the group's activities.

2.8 Funds

Unrestricted funds are income receivable or generated for the objects of the group without further specified purpose.

2.9 Fixed asset investments

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period which is the bid price quoted on a recognised stock exchange. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

2.10 Financial instruments

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

Basic financial assets, which include trade debtors, accrued income and amounts owed by group undertakings, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled and any impairment losses.

Loans to the subsidiary undertaking are initially measured at transaction price and subsequently measured at amortised cost using the effective interest rate.

Basic financial liabilities, which include trade creditors, grants payable, other creditors and accruals, are initially measured at the transaction price and are subsequently measured at amortised cost, being the transaction price less any amounts settled.

2.11 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.12 Retirement benefits

For defined contribution schemes the amount charged to profit or loss are the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

3. Critical accounting estimates and areas of judgment

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

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

In determining whether the subsidiary undertaking is acting as agent or principal with regard to an element of the ‘Scheme Participation Charge’ income, the Trustees have assessed whether it is the subsidiary undertaking or the relevant police force that has exposure to the significant risks and rewards associated with the provision of the NDORS scheme. The Trustees have determined that the subsidiary undertaking is acting as principal based on this assessment.

The element of the ‘Scheme Participation Charge’ income recovered by the police forces during the year was £93,959,242 (2024: £86,830,353).

4. Investment income

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Bank interest	343,817	291,341	228,725	212,326
Interest on loan to group undertaking	-	-	30,000	30,000
Dividends	-	-	-	-
	343,817	291,341	258,725	242,326

5. Expenditure on charitable activities

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Grants (see note 6)	2,282,037	3,099,907	2,282,037	3,099,907
Direct costs	287,548	226,736	287,548	226,736
Support costs	342,717	167,462	342,717	167,462
	2,912,302	3,494,105	2,912,302	3,494,105

Support costs include the following:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Office costs	91,792	26,188	91,792	26,188
Other costs	193,441	77,072	193,441	77,072
Governance costs including legal and professional fees	57,484	64,202	57,484	64,202
	342,717	167,462	342,717	167,462

Support costs and governance costs have been allocated against the charitable activity.

6. Grants – Group and charity

	Grants awarded 2025 £	No. of grants 2025	Grants awarded 2024 £	No. of grants 2024
BCfm Radio	39,725	1	-	-
Brake	7,500	1	-	-
Business in the Community Northern Ireland	50,000	1	-	-
Coventry University	-	-	409,319	1
Derby City Council	-	-	10,000	1
Devon Air Ambulance	-	-	492,058	1
Dryman Community Development Trust	(9,857)	-	-	-
Foresight	-	-	36,540	1
Hampshire & IOW Constabulary	25,000	1	-	-
Imperial College London	407,429	3	524,369	3
Kent Fire and Rescue Service*	-	-	(4,394)	-
Lancashire Constabulary	25,000	1	-	-
Leeds Older People's Forum	-	-	49,371	1
Lincolnshire Police*	-	-	(1,264)	-
Loughborough University Enterprise Limited	-	-	22,358	1
Loughborough University, Transport Safety Research Group	42,500	1	-	-
National Young Rider Forum	46,063	1	51,594	1
Norfolk County Council*	-	-	(14,582)	-
Nottingham Trent University	393,721	2	99,464	2
Parliamentary Advisory Council for Transport Safety (PACTS)	-	-	231,650	2
RAC Foundation	110,000	1	-	-
Road Safety Foundation*	-	-	50,000	1
Road Safety GB	-	-	46,000	1
So Mo	5,569	1	-	-
Staffordshire University	9,716	1	-	-
Sussex Police	28,000	1	-	-
The Bikeability Trust	(2,453)	-	-	-
The British Horse Society	-	-	213,325	1
The Kier Foundation	-	-	5,049	1
University College London	(65,851)	-	313,300	1
University of East Anglia	-	-	249,635	1
University Hospital Southampton	406,888	1	-	-
University of Leeds	425,596	2	(5,249)	-
University of Oxford	238,399	1	-	-
University of Sheffield	49,999	1	-	-
University of Southampton*	-	-	268,617	1
University of Surrey	49,093	1	-	-
Wilsden Parish Council	-	-	52,747	1
Grants awarded recognised as expenditure	2,282,037	22	3,099,907	22
Grants payable at 1 April	4,169,719		2,028,106	
Grants paid during the year	(1,310,163)		(958,294)	
 Grants payable at 31 March	 5,141,593		 4,169,719	

6. Grants – Group and charity (continued)

*Grants paid from the Impact Fund represent a small number of additional grants paid for existing recipients to help enhance the impact of their projects.

**Grant commitments may be amended as the requirements of the project change, with the approval of the Road Safety Initiatives Committee.

Grants payable is the amount provided in respect of grants committed to recipients which had not yet been paid by the end of the year. The projects which are funded by the grants made are typically carried out over a period of more than one year and occasionally more than two years, with grant instalments payable in arrears when the projects reach agreed milestones. The amount of grants payable therefore reflects the grants committed in prior years, as well as the grants committed in the year.

Information about the nature of the projects being supported can be found in the Trustees' Report.

7. Net income

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Net income is stated after charging: <i>Fees payable to the auditors as follows:</i>				
Audit services	35,375	34,050	14,875	14,300
<i>Other services:</i>				
Taxation compliance services	2,480	3,500	-	1,850
Other non-audit services	9,570	9,200	6,135	5,900
	47,425	46,750	21,010	22,050

8. Staff costs

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Salaries and wages	2,144,151	1,897,164	286,535	197,661
Social security costs	237,963	191,965	24,943	19,933
Pension costs	190,703	105,487	21,630	9,142
	2,572,817	2,194,616	333,108	226,736

8. Staff costs (continued)

	Group 2025	Group 2024	Charity 2025	Charity 2024
Average number of employees	40	35	7	5

During the year, 5 (2024: 6) Trustees were reimbursed expenses of £1,680 (2024: £2,516). This related to travel and other out of pocket expenses. No Trustees were paid during the year (2024: £Nil)

The key management personnel of the group comprise the directors of UKROEd Limited and the Chief Operating Officer and the Chief Information Officer, and the Director of Grants and Impact and the Director of Communications of the charity. The total employment benefits of the key management personnel including National Insurance of the group were £760,907 (2024: £560,519).

The key management personnel of the charity comprise the Director of Grants and Impact and the Director of Communications and Engagement. The total employment benefits of the key management personnel of the charity including National Insurance were £135,608 (2024: £50,986).

The number of employees whose total employee benefits exceeded £60,000 during the year for the charitable group was:

	2025	2024
£60,001 - £70,000	3	6
£70,001 - £80,000	4	3
£80,001 - £90,000	-	-
£90,001 - £100,000	1	1
£100,001 - £110,000	1	-
£110,001 - £120,000	1	-
£120,001 - £130,000	-	-
£130,001 - £140,000	-	1
£140,001 - £150,000	-	-
£150,001 - £160,000	-	1
£160,001 - £170,000	1	-
	11	12

9. Retirement benefit scheme

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

The employer’s pension costs charged to the Statement of Financial Activities during the year amounted to £190,703 (2024: £105,487).

10. Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

11. Subsidiary undertaking

The charity controls and is the sole member of UKROEd Limited, a company limited by guarantee, incorporated in the United Kingdom (company number 08773977). Its registered office address is: Colwyn Chambers, York Street, Manchester, England, M2 3BA. A summary of the trading results are shown below:

	2025 £	2024 £
Aggregate assets	21,317,717	18,133,338
Aggregate liabilities		
Net assets	-	-
Income		94,580,412
Cost of sales		
Administrative expenses	(7,070,031)	(6,142,906)
Interest receivable	115,092	79,015
Interest payable	(30,000)	(30,000)
Surplus for the year	1,173,023	1,656,168

The income and expenditure of UKROEd Limited are shown under the heading ‘Other trading activities’ in the consolidated statement of income and expenditure account. The subsidiary made a distribution of £1,173,023 during the year to the charitable parent under gift aid (2024: £1,656,168).

12. Debtors

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Due within one year				
Trade debtors	6,581,983	7,291,852	-	-
Amounts owed by group undertakings	-	-	1,673,023	2,156,168
Other debtors	-	-	-	-
Prepayments and accrued income	9,783,490	7,447,498	123,042	155,970
	16,365,473	14,739,350	1,796,065	2,312,138

13. Creditors: Amounts falling due within one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Trade creditors	10,100,529	8,879,032	430	25,929
Taxation and social security	394,757	380,458	-	3,685
Other creditors	9,156,380	6,751,564	25,207	8,691
Grants payable	2,754,541	1,749,307	2,754,541	1,749,307
	22,406,207	17,760,361	2,780,178	1,787,612

14. Creditors: Amounts falling due after more than one year

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Grants payable	2,387,052	2,420,412	2,387,052	2,420,412

15. Operating lease commitments

At 31 March 2025 the group and the charity had commitments to make future minimum lease payments

under non-cancellable operating leases as follows:

	Group 2025 £	Group 2024 £
Not later than 1 year	93,625	67,439
Later than 1 year and not later than 5 years	67,966	161,591
	161,591	229,030

16. Limited liability

The company is limited by guarantee and does not have share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the company should it be wound up. At 31 March 2025 there were 43 members (2024: 43).

17. Related party transactions

During the year £1,173,027 was distributed under gift aid from UKROEd Limited, the wholly owned subsidiary (2024: £1,656,168). A total of £nil was paid during the year, leaving a sum of £1,173,027 due at 31 March 2025 and is included in amounts owed by group undertakings (2024: £1,656,168).

The charity recharged £nil of bank charges to UKROEd Limited (2024: £nil).

A loan of £500,000 was advanced to UKROEd in April 2021, repayable in October 2025, bearing interest annually at a rate of 6%. The balance on the loan to UKROEd Limited was £500,000 at 31 March 2025 (2024: £500,000).

Although not related parties as defined by FRS 102, in the interest of transparency the Trustees have the following other relationships;

according to the Trust’s Articles of Association, the Police Force Trustee is the Chief Officer who is the National Lead for Roads Policing in England, Wales and Northern Ireland. The force which they lead will therefore be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

the police forces overseen by the Police and Crime Commissioner appointed to the board of Trustees will also be a recipient of income reflecting cost recovery arising from the NDORS Scheme payable by UKROEd Limited.

18. Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net income/ (expenditure)	(1,480,554)	
Adjustments for:		
Interest receivable	(343,817)	(291,341)
(Increase) /Decrease in debtors	(1,626,123)	
Increase in creditors	4,612,486	
	1,161,992	

19. Control

At 31 March 2025 there was no one ultimate controlling party.



Making Roads Safer