



3rd Pillars Project

2025

**YEAR IN REVIEW
ANNUAL REPORT & FINANCIAL
STATEMENTS**



WELCOME FROM OUR CEO

MIKE CROFTS



Criminal Justice policy is under a microscope. Prison capacity is at breaking point; the solution for this is helping people to not commit crime in the first place and not return to prison, ending the cycle of reoffending. This sounds simple, but years of policy makers avoiding the pressing issues has made criminal justice a challenging arena. We have had the opportunity this year to inform a number of reviews to improve the system at large.

This is the first full year of pursuing our five year strategy and I am delighted to see how we have gone from strength to strength. The 3Pillars team have grown the programme, increased our impact and we are developing organisational sustainability, all whilst advocating for a better system and supporting sports based mentoring across the criminal justice estate.

Our programme growth has seen pilots in HMPs Lowdham Grange, Sudbury and ISIS, whilst our team have expanded our excellent work in HMP Dovegate as well as enrichment programmes in Feltham and Werrington YOIs. Additionally we have added a Lived Experience, Assistant Coach and Mentor Programme in HMP Dovegate, where we are training graduates of previous courses to deliver our Rugby Academies themselves.

I am delighted that we have managed to increase our impact with the addition of a PhD Studentship in collaboration with Loughborough University, the growth of our post release team, who are now supporting more and more people in the community post release and the evolution of our programme which has undergone extensive reflection and development by the team.

The final strand of our strategy has focused on building sustainability, which we have done with the support of some amazing and forward thinking funders and fundraisers, as well as improved efforts to communicate our work, and a process of team growth, which has brought some excellent people into the team; their energy and passion for the work is palpable.

Reading the feedback from people in prison who complete the course and prison staff alike is inspiring. I recently read about a man who has spent much of his adult life mired in drug debt and addiction, he referred to himself as a “lost cause”. A staff member observed that being involved in the 3Pillars course had given his life fresh meaning. It is examples like this that prove how meaningful and worthwhile this programme is.

"Your course has really improved the behaviour of some of these lads (referring to the assistant coaches). It gives them a focus, something to work towards and look forward to each week. It steers them away from any trouble, they don't want to be involved in case it means that they get removed from the course."

- PEI from Dovegate, HMP Dovegate

OUR PURPOSE

At 3Pillars Project, we enable people in the criminal justice system to find hope, opportunity, and community.

OUR MISSION

We are on a mission to develop the most effective sports-based mentoring programme for individuals in custody and post-release.

Through the power of sport, particularly rugby, we empower people to thrive beyond prison by building resilience, self-discipline, and a sense of belonging. We believe that everyone deserves the chance to rebuild their lives, and we are dedicated to providing the tools, support, and encouragement to do this.

HOW WE WORK

3Pillars Project provides sports-based mentoring through our GAMEPLAN programme to inspire, challenge and empower young men within the criminal justice system. They start their journey with us whilst in prison and through our Rugby Academy they become part of a team, boosting their physical, mental and emotional health on and off the playing field. We work with every young man as an individual, to their time frame, whether this is for months or years.

Participants can progress on to our Fit For the Future Academy to help them resettle into the community post release. Through mentoring and helping them to gain qualifications, training and employment opportunities, our apprentices are able to build a better future whilst in prison and beyond. Many of our programme graduates join our Leadership Community to give back at the end of the programme.



OUR 5 YEAR STRATEGY

was released at the end of 2024. Here are our 3 core goals

GOAL 1



Grow the programme

Expand GAMEPLAN in the Midlands, London and beyond.

GOAL 2



Grow the impact

Ensure sustainable, high-quality, high-impact delivery, showcasing best practices in both delivery and monitoring & evaluation

GOAL 3



Build sustainability

Ensure sustainability and financial resilience through proper resourcing, diverse funding, and a clear delivery plan.

Talk about what we do to share best practice and reinforce our life-changing impact in the sector.

3PP THEORY OF CHANGE



THE CONDITIONS IN PRISONS AND BEYOND

- Limited time out of cell
- Poor physical and mental health
- High reoffending rates
- Fractured or absent relationships
- Adverse Childhood Experiences
- Intersections of race and class shaping identity and experience
- Substance misuse and addiction cycles
- Stigma



OUR GAMEPLAN INTERVENTION

In-Custody Rugby Academy:

- Rugby development
- Qualifications
- Personal development workshops
- Critical reflection
- Mentoring and Coaching: 1:1 and group
- Building physical health and confidence
- Peer to peer leadership
- Stoicism workshops

Fit for Future Academy:

- Pre and post-release support
- Employability support and work placements
- Outdoor adventure challenges
- Residentials
- Links to Community Gyms and Rugby Clubs



MECHANISMS FOR SUCCESS

- Person-centred ethos
- Strengths-based approach
- Equity-conscious delivery
- Trauma-informed practice
- Trust-based relationships
- Sustained connection
- Role modelling
- Multi-agency collaboration
- Sense of purpose
- Positive expressions of masculinity

LONG TERM OUTCOMES

Reduced reoffending

A Positive Future Identity

Greater stability in key life areas:

Employment & Education

Mental & Physical Health

Accommodation

Finance

Drugs & Alcohol Misuse

MEDIUM TERM OUTCOMES

Increased self-regulation

Improved interpersonal relationships

Increased resilience

Increased agency & self-efficacy

Increased self-esteem

Increased sense of belonging & community



RUGBY ACADEMY INSIGHTS

Over the past year, we have seen remarkable success in our Rugby Academy. **78 Participants** from **six courses** across four institutions have successfully completed the course. The institutions are: HMP Dovegate (three courses), HMP Lowdham Grange (one course), HMP Sudbury (one course) and HMPYOI Werrington (one course).

71 participants earned either a **Level 1, Level 2 or Level 3 Sports Leaders** qualification.

Beyond our structured courses, we delivered **enrichment activities** at HMYOI Werrington and HMYOI Feltham and various **taster sessions and reunion sessions** at HMP Isis and HMP Dovegate. These additional efforts enabled us to engage with another **226 participants** in custody.



EXCELLENT

Our participants rated our programme “excellent” according to the Net Promoter Score

94%

of participants
are now more
physically
active

89%

of participants
have been
supported to
have better
relationships

96%

of participants
have increased
their resilience

97%

of participants
have increased
their empathy

99%

of participants
have increased
their self-
esteem

95%

of participants
have increased
their autonomy
and control

GLORY STORY

T first crossed paths with 3Pillars Project during a Rugby Academy programme he joined in 2023. As part of the course, 3PP gifted each participant a copy of Redemption by John McAvoy - an incredible story of transformation. For T, the book hit home. It was more than a story - it was a spark. He connected deeply with McAvoy's journey and saw, for the first time in a long while, the possibility of change rooted in his own strength.

Determined to test himself, T began training harder, setting ambitious goals for himself in the gym. What started as inspiration soon became obsession - not with proving others wrong, but with proving to himself that he could do something extraordinary.

Later, while still in custody, T made the decision to go after a massive challenge: the British record for 100,000 metres on the SkiErg. Over hours of relentless effort, through physical pain and mental barriers, T kept going. In a prison gym, he achieved something remarkable - he broke the record.

It was a feat of endurance, resilience, and pure determination. T's achievement stands as a powerful example of what's possible when sport becomes more than a game - it becomes a catalyst for redemption.

FIT FOR FUTURE ACADEMY



The FFF Academy is continuing to grow and currently offers pre and post-release support, tailored mentoring and practical guidance to graduates of our Rugby Academy. It also includes opportunities such as our Assistant Coach & Mentor programme and ongoing access to the 3Pillars community through events and experiences that promote adventure, connection and belonging.

ASSISTANT COACH & MENTOR DEVELOPMENT PROGRAMME

“

I'm learning valuable and transferrable skills from these sessions. It's what I look forward to most every week. I soak up all the knowledge and then share it with the younger lads back on the wing, they're always excited to hear what I have learned in the sessions.

- ACAM Participant

”

Our ACAM programme enables graduates of our Rugby Academy to enhance their coaching skills and leadership abilities.

9 individuals are currently engaged in the programme - working towards their Level 2 and Level 3 Sports Leaders qualifications.

Monthly sessions further their growth through Stoicism workshops and coach development sessions.

POST-RELEASE SUPPORT

8 men are receiving pre-release support focussed on thorough preparation across all resettlement pathways. We address common gaps in prison resettlement processes to ensure participants are as prepared as possible for their return to the community.

10 men are receiving post-release support across key stability areas: accommodation, finance, ID, education, employment, substance misuse, and service engagement. They also receive mentoring, emotional and family support. We take a multi-agency approach and work closely with probation.

“

3Pillars see beyond what I can see. You have a vision of where I can be and that gives me confidence. You feel that I can be whatever I want to be. So grateful to have you in my corner. 3Pillars never forgot me. 3Pillars are more than a charity, they are family. Even my friends did not stand by me like 3Pillars; it's really deep!

- Fit For Future Participant

”





STAND OUT MOMENTS



I broke 100,000m SkiErg British record. 7hrs 1min. After reading Redemption by John McAvoy that I was gifted by 3Pillars, it gave me the urge to do something similar

— Gym Orderly at HMP Sudbury



Mini Olympics

We celebrated the Paris Olympics by running our own mini version in Feltham, Werrington and Dovegate. There were some impressive results and healthy competition.



Independent Sentencing Review

Our CEO, Mike Crofts, was part of the Independent Sentencing Review Roundtable: Advocating for a Criminal Justice System that makes us all safer.



Big Give campaign

In December we took part in The Christmas Challenge - the UK's biggest collaborative fundraising campaign and hosted fitness classes run by our graduates and a dinner for our wonderful supporters.



Team training - Choice Theory

Our team took part in the Intensive Workshop, exploring how Choice Theory supports our human centred approach by helping individuals in prison take ownership of their own change. True to 3Pillars style, we put theory into practice with a double kayak challenge on the River Trent, navigating resistance, collaboration and the occasional splash.



The Grocers' Dinner

We were honoured to be chosen as one of the charities supported at the Grocers Hall annual fundraising dinner. A powerful evening that celebrated second chances and the impact of our work with young people. A standout moment was hearing Sikiru share his journey from prison to 3Pillars, reminding us all of the power of change and community.



Edale Skyline Challenge

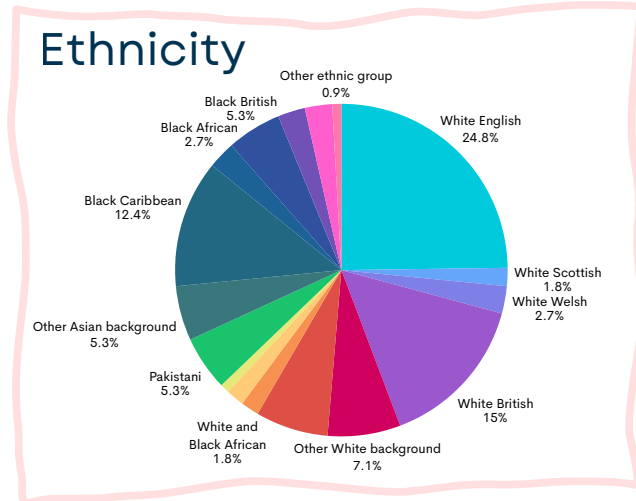
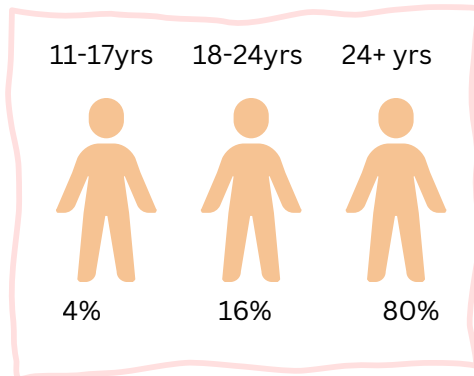
In June 2025, a team of apprentices, supporters and 3PP employees successfully completed the challenging 22 mile Edale Skyline walk, demonstrating resilience, teamwork, and solidarity with the young people we support in rebuilding their lives.



UNDERSTANDING WHO ENGAGES WITH US

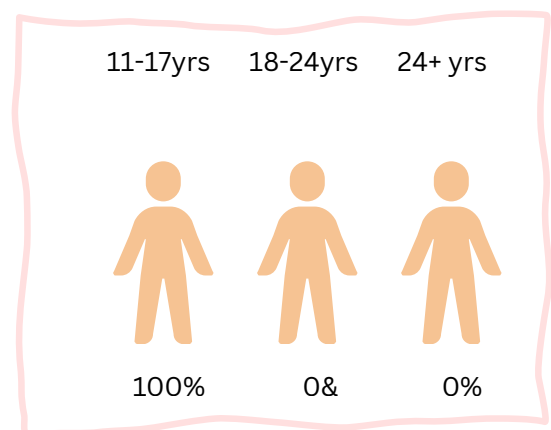
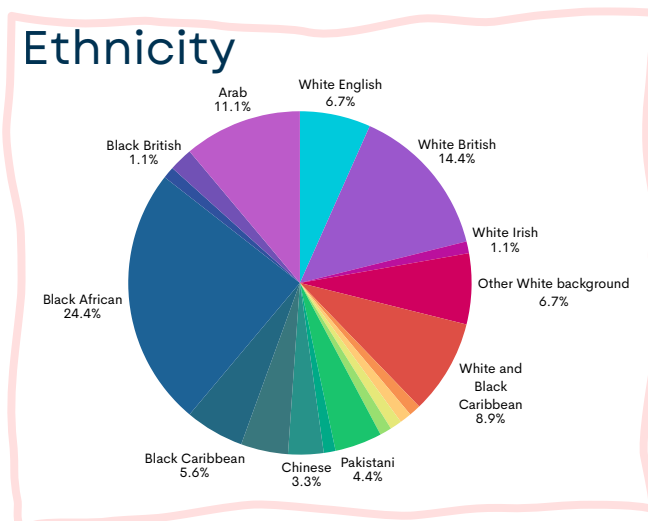


WITHIN OUR RUGBY ACADEMY



This year, the majority of participants across our Rugby Academy programmes have been from White backgrounds, followed by those from Black backgrounds. Our work has been primarily based in adult prisons, particularly at HMP Dovegate, where this trend is most evident. While earlier cohorts were largely White English, we've seen an increase in diversity over time, including greater representation from mixed heritage backgrounds.

WITHIN OUR COMMUNITY PROGRAMME



Our participant group is highly diverse, with the majority identifying as Black African, followed by White British and Arab backgrounds. All participants are aged between 11 and 17, reflecting our strong connection with young people in the community. This diversity speaks to the inclusive nature of our programme and its ability to engage and support young people from a wide range of ethnic and cultural backgrounds.

SPOTLIGHT ON OUR NEW TRUSTEES



**TANIA
NADARAJAH**

Tania joins 3Pillars as a trustee after being involved with fundraising efforts since 2018. She was first introduced to the charity through her position as Women's Chair at Battersea Ironsides. Having witnessed the positive impact sport, and rugby in particular, had on those around her, she was keen to get involved. Tania is a natural problem solver having worked in consulting, investment banking and the start up space - she now works in Risk at one of the "big four". She is looking forward to contributing to 3Pillars through advocacy, planning and fundraising.

Phil joins 3Pillars as a Trustee and brings with him over 30 years' experience in Sports programming, development and strategy design, gained whilst working in senior leadership roles at several Local Authorities and Higher Education institutions.

Phil is also the founder and CEO of Includable Consultancy, which is a market leader in the provision of Leadership, Culture Change, Sports strategy and EDI programmes, workshops and interventions.



**PHIL
NEWMAN**



OUR TEAM

We are thrilled to have such a dedicated and talented team, driving us toward exceptional achievements and making a profound difference in the communities we serve. Their commitment and expertise are at the heart of our success.





WHERE WE WORK

HMYOI Werrington

Wildcats arena

HMP Sudbury

HMP Lowdham Grange

HMP Dovegate

 **Prison**

 **Community**

HMP/YOI Isis

YOI Feltham

Black Prince Trust

Our work spans several key areas: we deliver the GAMEPLAN programme in prisons, providing structured support that combines rugby, mentoring, and personal development. In local communities across the Midlands and London, we partner with various organisations to extend our impact, helping young people and vulnerable individuals develop life skills and build positive futures. By focusing our efforts where they are needed most, we aim to make a meaningful difference in both custodial and community settings.

YEAR IN REVIEW

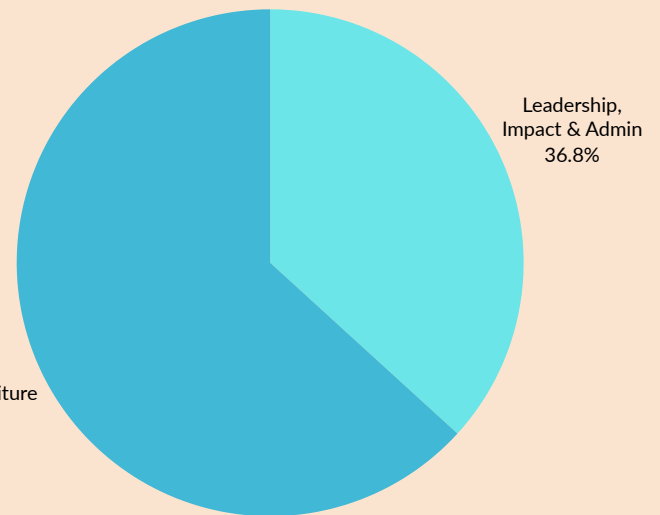
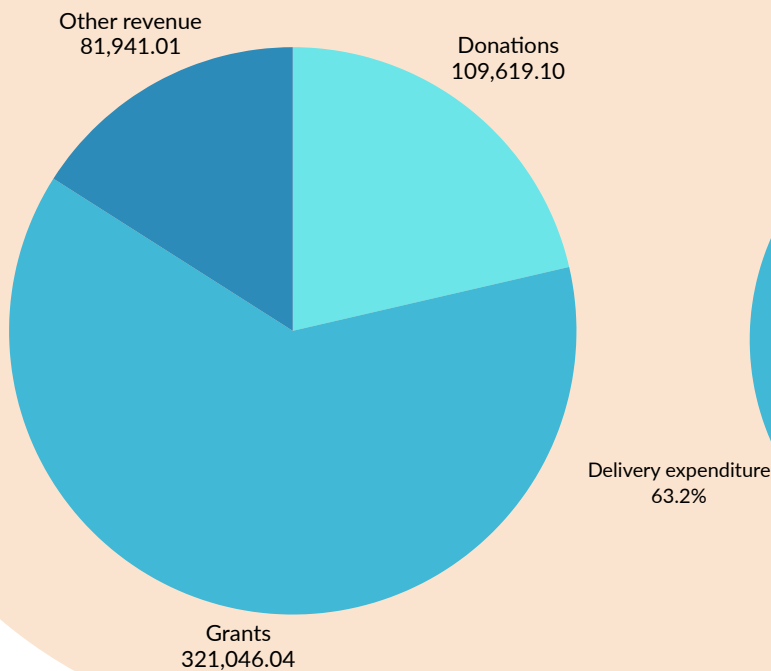




FINANCIAL OVERVIEW

Total Income 2024/25:
£512,606.15

Total Expenditure 2024/25:
£443,544.63



At the end of the financial year 2024/25, the total funds carried forward amounted to £69,061.52 consisting entirely of unrestricted funds, no restricted funds being carried forward. Total Reserves stand at £100,000



£1,482 funds the full **Rugby Academy** programme per apprentice.



£6,326 funds longterm support and the full **Fit for Future Academy** per apprentice.

Did you know...



YEAR IN REVIEW



WHAT OTHERS SAY ABOUT US



HMYOI Werrington

I can't actually believe these three lads have taken part in the whole thing, no question. You should see them on the landings. I've seen them in a totally different light, laughing and actually enjoying it.

— Officer

HMP Sudbury

This is beautiful, truly beautiful. I can't remember the last time I felt like this.

— Participant

HMPPS

3Pillars has been fantastic in supporting my service user and myself. Not just in practical support such as sourcing employment and training opportunities and encouraging community integration but also in taking a vested interest in their wellbeing and encouraging positive engagement, which has also supported me in my ongoing risk management.

— Probation Officer

HMP Sudbury

This has literally changed the outlook of many of these people. The amount of laughter, motivation, passion, teamwork that went on was phenomenal.

— Head of Education, skills and employment

HMPYOI Werrington

As a British Indian, I felt 3Pillars understood and respected my background. Their approach isn't a one size fits all, it's culturally sensitive, trauma-informed, and built on real relationships.

— Participant

HMP Dovegate

You all do amazing things, they need more of this. I know how much X has loved it, it's all he's talked about. It's been our best family day since he's been in prison.

— Participant's family member

HMP Dovegate

With what I have seen I believe this course would benefit any prisoner with the physical and mental health benefits and rehabilitation. The difference from week 1 to week 8 is a joy to watch

— Physical Education Instructor

HMP Lowdham Grange

The guest speaker with lived experience was really insightful, it gives you hope that you can move past things and that you can change your life for the better

— Participant

Fit for Future Academy

I feel like now I understand that 'this guy' might not live the way I live but right now we are both going through this battle together and I feel like that's what brings people closer together. That hike shows people that no matter where we come from, right here on this hike it's nothing but unity - I got a real sense of comfort from it.

— Participant

HMP Dovegate

What I enjoyed was learning a new skill, making new friends and improving my fitness and mindset. I've been in a hole lately and 3Pillars pulled me out!

— Participant



LOOKING AHEAD TO NEXT YEAR

Looking ahead, we are poised for a transformative year, building on our strong foundations to empower even more individuals. We are expanding our reach and deepening our impact, with a clear vision for growth in participant engagement, successful transitions, and leadership development. Our Rugby Academy will continue to be a cornerstone of our work in prisons, with an ambitious target of reaching over 100 participants annually.



Beyond these core programmes, we are also broadening our reach with enrichment days, delivering a total of 48 days across prisons and Youth Offending Institutions. We are expanding our post-release support to ensure sustained positive activity and community integration for participants. A major leap forward for us will be the piloting of our Fit for Future Academy residentials. This initiative is designed to provide intensive support & development and solidify a sense of community, ensuring participants are well-prepared for life beyond prison.

As we cast our gaze to 2026, we are incredibly excited to announce a monumental milestone: we will be celebrating our 10-year anniversary! A decade of transforming lives, building futures, and fostering leadership within our communities. This significant anniversary will be a moment to reflect on our achievements, celebrate the countless individuals we've had the privilege of supporting, and look forward to an even brighter future as we continue to expand our vital work.

YEAR IN REVIEW



THANK YOU



Billmeir Charitable Trust
Broxash Ltd
Cedar House
The Alchemy Foundation



2025 Edale Skyline Challenge Hikers



Contact us at:

3Pillars Project CIO
c/o Clearscore
Vox Studios, VG 203
1-45 Durham Street
Vauxhall, SE11 5JH

info@3pillarsproject.com



Company registration number: CE014498

Charity registration number: 1178703

3 Pillars Project CIO

Annual Report and Financial Statements

for the Year Ended 30 June 2025

Shaun Ellis
SA Ledgers Ltd
Chartered Accountants
57 Canbury Park Road
Kingston
KT2 6LQ

3 Pillars Project CIO

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3 Pillars Project CIO

Reference and Administrative Details

Senior Management / Leadership Team

Michael Crofts, Chief Executive Officer

Charity Registration Number

1178703

Company Registration Number

CE014498

Registered Office

3Pillars Project
C/O Clearscore
Vox Studios,
1-45 Durham Street,
Vauxhall,
SE11 5JH

Independent Examiner

Shaun Ellis

Bankers

Lloyds
25 Gresham Street
London
EC2V 7HN

3 Pillars Project CIO

Strategic Report for the Year Ended 30 June 2025

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 30 June 2025, in compliance with s414C of the Companies Act 2006.

Financial review

Policy on reserves

3Pillars Project work with a number of vulnerable young people and recognise that the removal of delivery due to funding shortages can undermine already precarious levels of trust in their lives. The Trustees recognise that sound financial planning means that we become sustainable and operate within the charity's needs. But on occasion, the charity may encounter challenges which affect funding streams. For this reason the charity needs to build up reserves and is aiming to have the ability to pay six months operating expenses from these reserves.

The strategic report was approved by the trustees of the charity on 14 April 2026 and signed on its behalf by:



.....
William George Mackinlay M.V.O.
Trustee

3 Pillars Project CIO

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 30 June 2025.

Objectives and activities

Objects and aims

The charity is an unincorporated organisation registered as a Charitable Incorporated Organisation on the 8th June 2018 with the Charity Commission

The 3 Pillars Project CIO charitable objects are:

- a) Preventing people, in particular ex-offenders, from becoming socially excluded, relieving the needs of those ex-offenders who are socially excluded and assisting them to integrate and rehabilitate into society; and
- b) Improving the long-term employment prospects of ex-offenders, through structured apprenticeship programmes, structured mentoring, paid work experience and support to gain qualifications, facilitating their transition into full time work, enabling ex-offenders to acquire the skills to maintain long term reintegration back into society and contribute to society in the long term.

Public benefit

Details can be found in our opening statements.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

Trustees:

William George Mackinlay M.V.O.

Derrick Ralph Dale KC

Robert James Page

Louis Gladstone Annan

Kate Megan Molan

Thomas Richard Smallbone

Helen Catherine Mortimer Whitehouse OBE

Phil Newman

Tania Elizabeth Nadarajah

Senior Management / Leadership

Team:

Michael Crofts, Chief Executive Officer

3 Pillars Project CIO

Trustees' Report

Structure, governance and management

Recruitment and appointment of trustees

3 Pillars CIO recruits and appoints new trustees in accordance with the following process:

- The trustees publish an advertisement with a Role Description
- Interested persons are invited to contact the existing trustees, upon which they are provided with an application form, a Declaration of Eligibility Form and the details of current trustees
- Applicants are shortlisted and invited for interview, in accordance with internal selection criteria
- Successful candidates are notified and provided with accounts, the constitution and the Code of Good Governance.

Financial instruments

Objectives and policies

The charity's activities expose it to a number of financial risks including credit risk, cash flow risk and liquidity risk. The use of financial derivatives is governed by the charity's policies approved by the board of trustees, which provide written principles on the use of financial derivatives to manage these risks. The charity does not use derivative financial instruments for speculative purposes.

Credit risk

The charity's principal financial assets are bank balances and cash, trade and other receivables.

The charity's credit risk is primarily attributable to its trade receivables. The amounts presented in the balance sheet are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Liquidity risk

Further details regarding liquidity risk can be found in the Statement of accounting policies in the financial statements.

Statement of trustees' responsibilities

The trustees (who are also the directors of 3 Pillars Project CIO for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company 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 charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;

3 Pillars Project CIO

Trustees' Report

- state whether applicable accounting standards, comprising FRS 102 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 charitable company will continue in business.

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

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

Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 14 April 2026 and signed on its behalf by:



.....
William George Mackinlay M.V.O.
Trustee

3 Pillars Project CIO

Independent Examiner's Report to the trustees of 3 Pillars Project CIO ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 June 2025.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of ACCA, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of 3 Pillars Project CIO as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



.....
Shaun Ellis
ACCA

10 April 2026

3 Pillars Project CIO

Statement of Financial Activities for the Year Ended 30 June 2025

	Note	Unrestricted funds £	Restricted funds £	Total 2025 £
Income and Endowments from:				
Donations and legacies	3	134,721	297,929	432,650
Income from charitable activities	4	79,315	-	79,315
Investment income	5	641	-	641
Total income		214,677	297,929	512,606
Expenditure on:				
Cost of raising funds		(23,055)	-	(23,055)
Expenditure of charitable activities		(43,522)	(297,929)	(341,451)
Other expenditure	6	(72,623)	-	(72,623)
Total expenditure		(139,200)	(297,929)	(437,129)
Net income		75,477	-	75,477
Net movement in funds		75,477	-	75,477
Reconciliation of funds				
Total funds brought forward		138,104	-	138,104
Total funds carried forward	17	213,581	-	213,581

The notes on pages 10 to 19 form an integral part of these financial statements.

3 Pillars Project CIO

Statement of Financial Activities for the Year Ended 30 June 2025

Statement of Financial Activities for Prior Year

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	20,240	219,173	239,413
Income from charitable activities	4	157,497	-	157,497
Investment income	5	1,013	-	1,013
Total income		178,750	219,173	397,923
Expenditure on:				
Cost of raising funds		(10,491)	-	(10,491)
Expenditure of charitable activities		(130,293)	(219,173)	(349,466)
Other expenditure	6	(34,994)	-	(34,994)
Total expenditure		(175,778)	(219,173)	(394,951)
Net income		2,972	-	2,972
Net movement in funds		2,972	-	2,972
Reconciliation of funds				
Total funds brought forward		135,132	-	135,132
Total funds carried forward	17	138,104	-	138,104

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for 2024 is shown in note 17.

3 Pillars Project CIO

(Registration number: CE014498)

Balance Sheet as at 30 June 2025

	Note	2025 £	2024 £
Current assets			
Debtors	12	15,514	6,469
Investments	13	78,000	-
Cash at bank and in hand	14	186,469	241,729
		279,983	248,198
Creditors: Amounts falling due within one year	15	(66,402)	(110,094)
Net assets		213,581	138,104
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		213,581	138,104
Total funds	17	213,581	138,104

For the financial year ending 30 June 2025 the charity was entitled to exemption from audit under section 479A of the Companies Act 2006 relating to subsidiary companies.

Directors' responsibilities:

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

The financial statements on pages 7 to 19 were approved by the trustees, and authorised for issue on 14 April 2026 and signed on their behalf by:

.....
William George Mackinlay M.V.O.
Trustee

The notes on pages 10 to 19 form an integral part of these financial statements.

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

1 Charity status

The charity is classed as a Charitable Incorporated Organisation (CIO) - this is a new type of entity managed by the Charity Commission directly.

The address of its registered office is:

3 Pillars Project
C/O Clearscore
Vox Studios,
1-45 Durham Street,
Vauxhall,
SE11 5JH

These financial statements were authorised for issue by the trustees on 14 April 2026.

2 Accounting policies

Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance

The accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

Basis of preparation

3 Pillars Project CIO meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

Income and endowments

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

- (a) Income received by grants and donations is included in full in the Statement of Financial Activities when received, unless they relate to a specified future year, in which case they are deferred.
- (b) Income from charitable activities received by way of revenue grants and donations are credited to restricted incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future year, in which case they are deferred.
- (c) Donations and grants of general nature which are not conditional on delivering certain levels of service are included as part of Donations as shown under note 2. Performance related grants and donations which have conditions for a specific outcome are include as Income from Charitable Activities as shown in Note 3.
- (d) Investment income is included when receivable.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable activities

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

Support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities.

Governance costs

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including independent examination of accounts, strategic management and trustees meetings and reimbursed expenses.

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Current asset investments

Current asset investments are included at the lower of cost and net realisable value / market value.

Trade debtors

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Borrowings

Interest-bearing borrowings are initially recorded at fair value, net of transaction costs. Interest-bearing borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the Statement of Financial Activities over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in interest payable and similar charges.

Borrowings are classified as current liabilities unless the charity has an unconditional right to defer settlement of the liability for at least twelve months after the reporting date.

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

Provisions

Provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Fund structure

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

Restricted income funds result from specific restrictions being placed on the use of the income by the donor when making the gift or grant.

Pensions and other post retirement obligations

The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

Financial instruments

Classification

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

3 Income from donations and legacies

	Unrestricted funds General £	Restricted funds £	Total 2025 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	134,721	297,929	432,650
	134,721	297,929	432,650

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

	Unrestricted funds General £	Restricted funds £	Total 2024 £
Donations and legacies;			
Donations from companies, trusts and similar proceeds	20,240	219,173	239,413
	<u>20,240</u>	<u>219,173</u>	<u>239,413</u>

4 Income from other trading activities

	Unrestricted funds General £	Total funds £
Events income;		
Other events income	79,315	79,315
Total for 2025	<u>79,315</u>	<u>79,315</u>
Total for 2024	<u>157,497</u>	<u>157,497</u>

5 Investment income

	Unrestricted funds General £	Total funds £
Interest receivable and similar income;		
Interest receivable on bank deposits	641	641
Total for 2025	<u>641</u>	<u>641</u>
Total for 2024	<u>1,013</u>	<u>1,013</u>

6 Other expenditure

	Note	Unrestricted funds General £	Total funds £
Staff costs			
Wages and salaries		68,258	68,258
Pension costs		4,365	4,365
Total for 2025		<u>72,623</u>	<u>72,623</u>
Total for 2024		<u>34,994</u>	<u>34,994</u>

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

7 Analysis of governance and support costs

	General Support £	Governance £	2025 £	2023 £
Staff Costs	18,393	-	18,393	27,388
Computer Running Costs	5,447	-	5,447	589
Premises and Equipment	4,927	-	4,927	4,927
Printing ,Postage and Stationery	1,774	-	1,774	342
Telecommunications and Internet	132	-	132	132
Professional Fees	1,569	-	1,569	1,569
Insurance	1,902	-	1,902	902
Sundry Expenses	350	-	350	350
Independent Examination Fee	-	500	500	500
	<u>34,494</u>	<u>500</u>	<u>34,994</u>	<u>36,699</u>

8 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses from the charity during the year.

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

9 Staff costs

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	226,860	267,439
Social security costs	13,176	5,157
Pension costs	7,293	7,806
Other staff costs	51,610	42,630
	<u>298,939</u>	<u>323,032</u>

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year expressed as full time equivalents was as follows:

	2025 No	2024 No
Direct charitable work	8	8
Administration and support	2	2
	<u>10</u>	<u>10</u>

No employee received emoluments of more than £60,000 during the year.

The COO, as the highest paid member of staff, received benefits totalling £53,944 (In 2024, the highest paid was the CEO at £53,561).

10 Independent examiner's remuneration

	2025 £	2024 £
Other fees to examiners		
Examination-related assurance services	<u>500</u>	<u>500</u>

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

11 Taxation

The charity is a registered charity and is therefore exempt from taxation.

12 Debtors

	2025 £	2024 £
Trade debtors	15,037	5,992
Prepayments	477	477
	<u>15,514</u>	<u>6,469</u>

13 Current asset investments

2025
£

14 Cash and cash equivalents

	2025 £	2024 £
Cash at bank	85,546	135,269
Short-term deposits	100,923	106,460
	<u>186,469</u>	<u>241,729</u>

15 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	4,811	4,036
Other taxation and social security	5,297	14,725
Other creditors	44	1,935
Accruals	1,000	3,065
Deferred income	55,250	86,333
	<u>66,402</u>	<u>110,094</u>

16 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £7,293 (2024 - £7,806).

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

17 Funds

	Balance at 1 July 2024 £	Incoming resources £	Resources expended £	Balance at 30 June 2025 £
Unrestricted funds				
<i>General</i>				
Unrestricted funds	138,104	214,677	(139,200)	213,581
Restricted funds				
Fit For Future Academy	-	24,405	(24,405)	-
Rugby Academy	-	116,491	(116,491)	-
Leadership Community	-	200	(200)	-
GAMEPLAN	-	153,333	(153,333)	-
Other Restricted	-	3,500	(3,500)	-
Total restricted funds	-	297,929	(297,929)	-
Total funds	138,104	512,606	(437,129)	213,581
	Balance at 1 July 2023 £	Incoming resources £	Resources expended £	Balance at 30 June 2024 £
Unrestricted funds				
<i>General</i>				
Unrestricted funds	135,132	178,750	(175,778)	138,104
Restricted				
Rugby Academy	-	55,673	(55,673)	-
Leadership Community	-	22,500	(22,500)	-
GAMEPLAN	-	131,000	(131,000)	-
Other Restricted	-	10,000	(10,000)	-
Total restricted funds	-	219,173	(219,173)	-
Total funds	135,132	397,923	(394,951)	138,104

The specific purposes for which the funds are to be applied are as follows:

The restricted funds are used on the four key projects:

- The Fit for Future Academy
- The Leadership Community
- GAMEPLAN
- The Rugby Academy

Additionally, small grants are committed to other targeted work outside these main programmes.

3 Pillars Project CIO

Notes to the Financial Statements for the Year Ended 30 June 2025

18 Analysis of net assets between funds

	Unrestricted funds General £	Total funds at 30 June 2025 £
Current assets	279,983	279,983
Current liabilities	(66,402)	(66,402)
Total net assets	213,581	213,581
	Unrestricted funds General £	Total funds at 30 June 2024 £
Current assets	248,198	248,198
Current liabilities	(110,094)	(110,094)
Total net assets	138,104	138,104