



# ANNUAL REPORT & ACCOUNTS

## AUGUST 2024 - JULY 2025

"I arrived feeling utterly miserable, but by the end, I genuinely felt lighter and more hopeful."

- Noah, supported by Flint (Azalea)



## CONTENTS

2	<b>A message from our CEO &amp; Co-Founder</b>
3	<b>A message from our Chair of Trustees</b>
4	<b>Structure, governance and management</b>
6	<b>Objectives and activities</b>
8	<b>Achievements and performance</b>
8	Our Year at a Glance
10	Spotlight on Encompass
11	Flourish
12	Liberty
13	Spotlight on Flint
14	Spotlight on Speak Out!
15	Spotlight on PAST
16	Spotlight on Reroute
17	<b>Managing risk</b>
18	<b>Safeguarding</b>
18	<b>Volunteers</b>
19	<b>Marie's story</b>
20	<b>Financial Review</b>
20	Financial Summary
20	Fundraising

## A message from our CEO & Co-Founder

There is a phrase from this year's reflection that has stayed with me: "We are still pioneering." After 18 years, that may sound surprising - but it's true. The work of standing beside survivors of sex trafficking, mentoring men toward freedom from sex purchasing, and challenging the systems that enable exploitation is never static. It evolves, and so must we.



This year, we've been reminded of both the weight and the wonder of this calling. It has been a year of contrasts - grief and joy, breakthroughs and deep struggle. We've wept over the deaths of four of our guests. We've stood in broken doorways, watched the sun rise during early morning outreach, and prayed over empty chairs. And yet, in the same breath, we've celebrated the establishment of Liberty as a trusted refuge on the streets of both Luton and Bedford, the miraculous launch of our Tamar Drop-In for international survivors, and the brave voices of our women being heard in rooms of power.

Our staff and volunteers continue to give so much. We've seen Flourish become a safe, sacred space where women are not just surviving, but healing. We've expanded Reroute's reach in schools and built transformative new partnerships with the police, churches, businesses, and residents. The story of Charity, who is now safely housed and reconnecting with her faith, is just one powerful example of what happens when persistent, prayer-filled partnership meets courageous response.

Prayer has sustained us. This year, we made space for prayer five times a week. We've leaned into prophecy, trusted in God's power, and committed to walking humbly with Him. We've seen how our weaknesses, so often the places we fear, have been turned into strength by the Holy Spirit. Micah 6:8 has guided our business relationships, as we've continued to seek justice with integrity and kindness. We've also acknowledged that this fight is international in scope, standing in solidarity with our global partners, including Azalea Burundi, and mentoring organisations in 12 countries (some of which have sensitive security). Azalea has delivered training in multiple countries, including Bulgaria, Burundi, South Africa and Thailand.

We are incredibly grateful for the recognition we've received this year, from awards for innovation, to increased grant support and growing media engagement, but we hold all of it lightly. What matters most is that every donor, guest, mentee, prayer partner, staff member, and volunteer knows they are seen and valued. And that the women and men we journey with can begin to believe the same about themselves.

Thank you for being part of this movement - whether through prayer, practical support, or persistent hope. Your presence in this work is not just appreciated; it is essential.

With love and thanks,

A handwritten signature in black ink, appearing to read 'Ruth Robb'.

**Ruth Robb**  
CEO & Co-Founder

## A message from our Chair of Trustees

As we reflect on another year of Azalea's journey, I am extremely grateful to God for his provision in providing our community with all that we have needed to serve those trapped in sexual exploitation: not least strength for each day, hope - often in the face of great challenge, endurance to persevere and of course, faith for each day. What an incredible God we serve! We remain committed to working for the glory of God and as result, Azalea is powered by prayer, humility, and a relentless pursuit of justice. There is no question that the work is challenging, and often heart-breaking, but it is also deeply hopeful, rooted in the belief that transformation, by God's grace, is always possible.



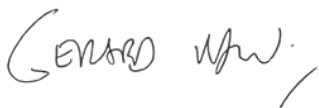
This year has brought both breakthrough and burden. We have rejoiced over lives moving from trauma into healing, new partnerships blossoming, and the growth of initiatives like Tamar, Liberty, and Reroute. At the same time, we've grieved together over loss, hardship, and the reality that this work often unfolds in the shadows. Yet even there, God's light continues to shine.

The dedication shown by the staff, volunteers, and partners who faithfully serve on the frontlines is truly remarkable: the Board of Trustees is extremely grateful to God for the abundance which he has given Azalea! Their work is a testament to the values we hold dear: courage, approachability, empowerment, trust, and dedication. They demonstrate these not only in their actions, but in the quiet, often unseen moments - through listening ears, shared meals, and prayers whispered behind closed doors.

In God's great provision, Azalea continues to pioneer: to break new ground, pressing forward, often into unknown spaces, with vision and integrity. As trustees, we remain committed to providing wise governance and spiritual support as Azalea continues to respond to need, challenge culture, and cultivate hope.

Thank you for standing with us - for praying, supporting, giving generously and for believing that God is able to do immeasurably more than we could ever ask or even imagine! May we continue to walk humbly, act justly, and love mercy in the year ahead.

With every blessing,



**Gerard van der Westhuyzen**  
Chair of Trustees

**Charity Name** Azalea

**Principal Address** 3a Upper George Street, Luton, Bedfordshire LU1 2QX

**Charity Registration Number** CIO: 1190508  
(Previously operating under Charitable Trust: 1126716)

**Patrons** Russell Beard  
Elaine Storkey

**Board of Trustees** Gerard van der Westhuyzen - Chair & Safeguarding  
Will Treasure - Vice Chair, Treasurer and Strategy & Finance  
Kate Dunwoodie - CIO Secretary & Trustee  
Diana Blagrove - Ambassador, Vision & Values and Speak Out  
Lauran Bethall - Vision & Values and Speak Out  
Sam Hargreaves - Speak Out  
Olivia Lamptey - Trustee  
Martyn Shea - Trustee (on sabbatical)

The Board of Trustees has been appointed in accordance with the Charity's Constitution. The Board meets 5 times a year, and finance meetings are held every fortnight. Certain powers and functions are delegated to four sub-groups with expert consultants and/or a Board member. These are Finance, Safeguarding, Lived Experience, and Speak Out. Those sub-groups meet regularly, and report back to the full Board as soon as reasonably practicable, in accordance with the Constitution. In addition to the delegation of decision making to these sub-groups, the Board of Trustees delegates the day-to-day management and running of the Charity to the Senior Leadership Team. All new Trustees receive an induction to the organisation and Azalea maintains a Trustee handbook providing information concerning the roles and responsibilities of Trustees.

**Public Benefit** The Trustees have had due regard to the guidance issued by the Charity Commission on public benefit when reviewing the Charity's aims and objectives and in planning how those aims will be met, for the public benefit. The Trustees have ensured that the charity's activities are carried out for the public benefit and have considered how these activities contribute to the achievement of the charity's aims.

**Governing Document** Azalea was first constituted as a charitable trust and registered with the Charity Commission in 2008 under number 1126716. Azalea CIO was registered under number 1190508 in 2020. The assets, liabilities and activities of the charity were transferred from the registered trust to the CIO with effect from and including 1 December 2022. The charitable trust was maintained in existence to allow sufficient time for donors to be made aware of the transition, and the trustees intend to dissolve the charitable trust during the financial year to 31 July 2025.

**Senior Leadership Team** Ruth Robb (CEO)  
Emma Koroma (Deputy CEO)  
Chris Baffour (Volunteer Manager and part-time Flint Project Officer)  
Hollie Stone (Encompass Director and vice chair of LSAB)

**Charitable Trust Bank Account** Co-operative Bank, 2-6 Alma Street, Luton LU1 2PL

**CIO Bank Account** Lloyds Bank, Victoria (309897) Branch, PO Box 1000 BX1 1LT

**Accountant** Whittaker Plane Ltd, 30-34 Upper George Street, 2nd Floor, Apex House, Luton LU1 2RD

**Independent Examiner** Alan Endersby AAT, ACA, Streets Chartered Accountants, Basepoint Business & Innovation Centre, 110 Butterfield, Great Marlings, Luton LU2 8DL



### Our Charitable Objects

Azalea's Objectives are set out in our Constitution and are:

- The relief of poverty and advancement of the welfare of people who are involved in the sex trade by the provision of support services that meet physical, emotional and spiritual needs, for the public benefit.
- The protection and preservation of health and the advancement of education of people involved in the sex trade by the provision of counselling and advice from a Christian perspective.
- The advancement of Christianity, for the public benefit, particularly, but not exclusively, by promoting hospitality, prayer and service toward people involved in the sex trade, within Christian communities.

Azalea sets its strategy for achieving its objectives for the public benefit through the Azalea Business Plan, which is prepared every three years and reviewed regularly by the Board of Trustees and the Senior Leadership Team, who set key outcomes against which to measure achievement. The Senior Leadership Team reports on performance to the Trustees at quarterly meetings and the full staff and Trustee team meets annually to review achievements and set the vision for the next year.

### Our Mission

Driven by the belief that every person matters and inspired by our Christian faith, Azalea works to empower and facilitate sustainable transformation in the lives of the men, women and neighbourhoods impacted by sex trafficking. Through the sharing of expertise in this seemingly insurmountable global issue, Azalea then empowers others to respond to the particular challenges faced by their communities. We work to fulfil our mission through our five projects.



### Azalea operates the following projects



Supporting women surviving commercial sexual exploitation and domestic and international sex trafficking, empowering all to develop exit pathways to recovery, with a holistic approach to care which is non-judgmental and unconditional.

The four elements within Encompass are:

- Engage – outreach and access to our drop-in;
- Build – support for budgeting, housing, addiction, relationships and health;
- Flourish – our therapeutic trauma recovery centre; and
- Tamar – our dedicated support for women trafficked for sex internationally, including those with complex needs or who may not initially engage in traditional settings.



Mentoring men who struggle with strong temptations, to stop their purchase of sex and recover to a full and healthy attitude to sex and relationships.



Advocating locally, nationally and internationally for survivors of sex trafficking and, in response to an invitation, equipping communities across the globe to end sex trafficking in their region. Azalea works on areas too security sensitive to list individually.



People Against Sex Trafficking works by developing collaborative community solutions to sex trafficking and influencing policy-making.



Reroute exists to empower and educate all on the risks and signs of Child Sexual Exploitation and Child Sexual Abuse, so sex trafficking can be prevented before it begins.



# Our Year at a Glance

## ENGAGE



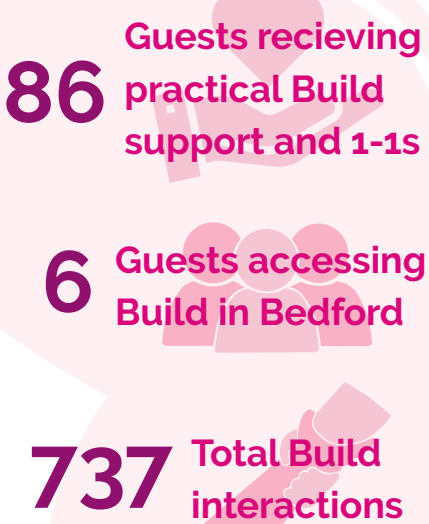
## FLOURISH



## Encompass



## BUILD



## TAMAR



## Our Year at a Glance (continued)

**Flint**

**10** clients engaged in mentoring

**105** mentoring sessions delivered

**3** partner support sessions delivered

**2** mentor training events held

**5** new mentors trained

**2** international mentors enlisted

**50** men trained on SFMR in Burundi

Mentoring now offered in **Bolivia** and **Mexico** as a result of international training

**PAST** People Against Sex Trafficking

We have:

- Regular attendance at residents' meetings
- Police and community engagement walks to raise awareness
- Supported local Councillors' 'Let's Talk' meetings
- Attended monthly **Operation Octans Tactical** meetings
- Shifted engagement from café meetings to **direct neighbourhood connections**
- Strengthened police and resident relationships



**Speak Out!**

LOCAL ROOTS, GLOBAL SHOOTS

Supporting projects in multiple countries, including:

**Burundi, Mexico, and South Africa**



Online SFMR (Solution Focused Mind Renewal) training delivered internationally to participants from **Bolivia, the Caribbean, Mexico and the USA.**

Recordings of SFMR training sessions translated into Spanish.

## ACHIEVEMENTS AND PERFORMANCE

### Spotlight on *Encompass*

Over the past year, our core mission at Encompass has remained clear: to reach women\* surviving sex trafficking through intentional, relational outreach. The care we provide is unconditional and non-judgmental. Every woman we meet is our guest, welcomed and accepted just as she is. There is no expectation placed on her or criteria that she must meet; she is invited into safety and to imagine transformation. In 2024-25, Encompass had an average of 77 contacts per week with women surviving sex trafficking, and a 233% increase in contacts with women aged 18-30 over the last three years.

Now in our 18th year, Azalea continues to shape its services by listening closely to the voices of our guests. This year, we deepened our outreach through Liberty, our mobile support van, which brings warmth, safety, and consistency directly to the streets of Luton and Bedford.

Women reached through Liberty have shared how much it means that Azalea "comes to them". The relentless cost-of-living crisis is compounding the instability already faced by survivors: financially, emotionally, and physically. The poverty that they are experiencing is reaching new levels. They navigate profound trauma, physical and mental illness, homelessness, sexual violence, distrust of the police and fear of traffickers. We walk alongside women whose bodies bear the wounds of sexual violence and whose lives are shaped daily by survival.

And yet, even in the midst of such adversity, we have seen growth. This year, more women than ever have engaged with our services, including 396 outreach interactions. As well as welcoming new guests, we continue to support women we've known since Azalea's earliest days. Every **Engage** Drop-In session went ahead as planned. Our consistent outreach continues weekly in Luton (Monday nights and Wednesday early mornings) and Bedford (Tuesday and Wednesday evenings).

We've welcomed local GPs, Victim Engagement Officers, and other partners to drop-in sessions, enabling guests to meet professionals on their own terms. These partnerships have deepened trust and contributed to a notable rise in disclosures of violence and exploitation to the police.

Through **Build**, 86 women received one-to-one support. These sessions are foundational, offering not only practical help but also space to imagine a life beyond coercion, abuse, and addiction. Recovery is never linear nor quick. Yet the open-ended nature of our care allows us to walk with women through every step forward or backwards.

In **Flourish**, we celebrated deepening spiritual curiosity, group therapy, shared meals, creative expression, and a growing sense of belonging. Encompass's impact is most profound when guests engage across multiple parts of the service, experiencing holistic, wraparound support that nurtures emotional and spiritual healing.

**Tamar** also expanded this year. With continued support, we maintained our early morning international outreach. Our Anti-International Sex Trafficking Officer provided intensive casework support to 13 international guests, and we launched a dedicated drop-in for international survivors. Our partnership with Bedfordshire Police remained strong, contributing to the execution of key warrants. Marie's story (see below) offers powerful insight into the impact of this vital collaboration.

\*Azalea provides unconditional, non-judgemental support to all survivors of sex trafficking. Based on research with our Encompass guests, all of whom identify as women, our drop-in services are women-only to ensure safety and build trust following experiences of sexual violence perpetrated by men. When we meet male or transgender survivors, we offer the same outreach support and work to connect them with safe, appropriate services.

### Flourish

Flourish continues to be a welcoming and transformative space for women journeying from survival to restoration. It offers women caught in sexual exploitation a place to explore healing, faith, creativity, and community at their own pace. Over the past year, the Flourish team has been intentional in creating an environment where women feel safe to discover who they are beyond exploitation. From meaningful conversations over coffee to expressive art sessions and spiritual exploration, the heartbeat of Flourish remains steady: building trust, nurturing identity, and enabling change.

This year saw an expansion in activities. Barista training remains popular, alongside cookery, sewing, and creative workshops that give women a chance to learn new skills and connect with one another. Volunteers play a vital role in delivering this support; three new Flourish volunteers joined this year, and one of our former guests was invited to become a trustee, marking a powerful moment of transformation and trust. Weekly therapy continues to provide essential mental health support, and we've witnessed a deepening interest among the women in spiritual practices, especially during group sessions and Bible-based discussions.

Flourish outings were once again a highlight of the year. From visits to local parks and gardens to shared picnics and peaceful walks, each trip created space for rest, reflection, and joy. Most memorably, a **retreat led by the guests themselves** was planned and carried out, something we could hardly have imagined a year ago. It was a milestone moment, full of laughter, worship, and collective strength.

The Flourish Lead Officer reflects that while the pace has shifted at times due to personal or physical setbacks among guests, the overall direction has remained upward. The women themselves are shaping Flourish's rhythm; stepping into leadership, guiding sessions, and supporting one another in deeper ways than ever before. This isn't just a recovery space, it's a growing community of faith, freedom, and flourishing futures.





## ACHIEVEMENTS AND PERFORMANCE

### Liberty

Over the past year, Liberty, Azalea's mobile outreach service, has grown in both reach and depth, supporting women across Luton and Bedford who are involved in commercial sexual exploitation. In Luton, **25 evening outreach** sessions provided consistent care, while in Bedford, **69 sessions** led to **254 individual interactions** offering practical help, encouragement, and relational support. Alongside outreach, trauma-informed one-to-one sessions were held every Friday, giving women a safe space to begin processing trauma and to take initial steps towards healing. At Christmas, **over 100 meals** were delivered to people experiencing homelessness, reflecting Liberty's commitment to showing "Love in Action" in practical ways.

This year also saw Liberty building stronger partnerships with local services. A key development was the deepening collaboration with Pathway to Recovery, the local drug and alcohol service, helping to create more accessible, trauma-informed support for women facing addiction. A direct link with the police now ensures women who come forward after being attacked or exploited are met with care and understanding. Liberty has also shared its insights with Bedford Council's Adult Social Care team, helping professionals better understand the realities and barriers facing the women we support.

Several positive changes have strengthened Liberty's impact. In Bedford, outreach now runs on Fridays and sometimes Wednesdays, allowing more frequent and consistent support. The team has grown in confidence, building trust and emotional safety with the women. Practical support has expanded too; from cakes to hot food, and from clothing to weather-appropriate care. These developments mean Liberty is increasingly recognised as a safe, welcoming presence where women feel valued and supported.

Although challenges remain, including volunteer confidence, the need for trauma-informed practice across agencies, and the balancing of urgent frontline needs with administrative demands, the year brought powerful moments of hope. One such moment, was Liberty's rapid response and partnership with emergency services, which helped to save Sherry's life following an overdose. Today, Sherry has reconnected with her family, is receiving wraparound support, and says she believes "God sent Liberty" to her that night.



### Spotlight on *Flint*

Flint exists to challenge the root issue that fuels sex trafficking: demand. Since 2008, Azalea has journeyed with women surviving commercial sexual exploitation, and through Flint, we are responding to and engaging with the men whose behaviours contribute to that harm. Through our confidential and non-judgemental mentoring service, Flint offers a space of transformation for men who want to stop buying sex, addressing not only behaviour, but the deeper beliefs, trauma, and shame that drive it.

This year, Flint has seen significant growth in both reach and method. At the heart of our mentoring sessions, you will find Solution Focused Mind Renewal (SFMR), a powerful approach that honours the courage it takes for men to reach out for help. Working from an SFMR perspective prevents us from viewing the men as part of the problem, but rather as a vital part of the solution to ending sex trafficking. We see the men as individuals with significant untapped potential, unique strengths, and the capacity for real and lasting change. We believe in their ability to rewrite their story, not just for themselves, but also for the good of others.

Driven by self-referrals, Flint's mentoring service has witnessed a marked increase in engagement. Over the past year, **105 mentoring sessions** were delivered, supporting **10 active mentees**, with a total of **25 men** now having participated in Flint since its inception. Together, we journey with these men, exploring their hopes for the future: Becoming the best father possible, healing broken relationships, strengthening self-discipline, growing in character, and rekindling a sense of empathy and purpose. It's about moving forward with intention, integrity, and compassion.

Flint is now supported by **seven trained mentors**, including **five new additions** this year, and for the first time, **three women** are actively involved in supporting the families of mentees - a development that has brought greater wholeness to our approach. Flint's reach is also expanding internationally. Following online training sessions and translated materials, new SFMR based mentoring projects have launched in **Bolivia, Burundi**, and **Mexico**, the first of their kind to focus on men. This is a powerful affirmation of how Flint's presence can spark global change.

Locally, awareness is growing, and barriers remain. Some churches still hesitate to engage, worried about the stigma surrounding sex buying in their own communities. And yet, in every mentoring session and new referral, we're reminded that change is not only possible - it's already happening. Flint is praying into the future with hope, believing for more breakthrough, more referrals, and deeper transformation in the year ahead.



### Spotlight on



Speak Out! continues to be the voice of advocacy and partnership across Azalea, championing the rights of survivors and shaping how communities, churches, businesses, and governments respond to commercial sexual exploitation. As we press forward in challenging demand, equipping others, and influencing policy, we remain committed to ensuring survivors are not spoken over but are truly heard.

This year, Azalea has maintained an active role in both local and national strategy. Our CEO continues to chair the Luton Safeguarding Adults Board, VCSE Co-Production Group and is a member of the Bedfordshire Adult Safeguarding Board. Additionally, our Encompass Director vice-chairs the VCSE Co-Production Group. Azalea remains a key partner in the Luton On Street Sexual Exploitation 10-Year Strategy (2024-2034), collaborating closely with Luton Borough Council and Bedfordshire Police. Nationally, we continue to contribute to the All-Party Parliamentary Group on Commercial Sexual Exploitation, where Azalea's voice is helping shape the future of legislation, survivor support, and demand reduction. Azalea works on areas too security sensitive to list individually.

Internationally, Speak Out! is growing in momentum. This year, we supported projects in countries such as **Bulgaria, Burundi, Mexico, the Philippines**, and **South Africa**, offering bespoke training, mentoring guidance, and translated resources. These partnerships reflect Azalea's wider commitment to equipping frontline teams globally with tools that reflect our values and learning. Whether training teams on trauma-informed care, consulting on anti-trafficking strategies, or resourcing emerging organisations, we remain passionate about walking alongside those seeking justice in their own communities.

Speak Out is also committed to the growth of ECAP (Europe, Christian Alliance on Prostitution), creating a community of practitioners who have their roots in Jesus and follow His command to reach the poor and the lost. This collaboration, amongst multiple anti sex trafficking charities, allows best practice to be developed and trusting relationships to be built.

As ever, we believe that long-term change is only possible when those most affected are part of the solution. Speak Out! is not just what we do, it's how we move forward: shoulder to shoulder, voice to voice.



### Spotlight on **PAST**



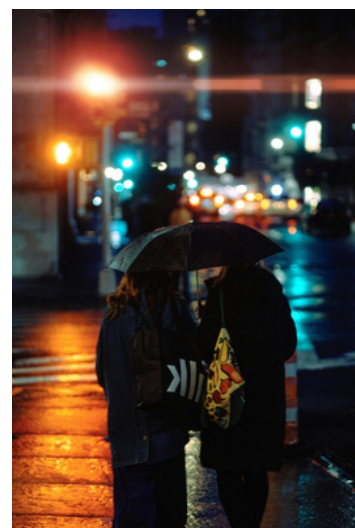
PAST continues to develop collaborative community responses to sex trafficking and seeks to influence local policy by engaging the wider community in both advocacy and action. The project exists to cultivate zero-tolerance attitudes to sexual exploitation while promoting compassion and practical support for those affected. PAST has informed thousands of people about domestic and international sex trafficking through involvement in business networks, encouraging prevention and response.

This year, PAST has further strengthened its ties with the local community, building deeper relationships with both residents and police. Instead of central drop-in sessions, which had lower engagement, our team began meeting residents in their own spaces - bringing the conversation directly into the community. This shift has enabled greater trust and more honest dialogue about the complex nature of sex trafficking and the importance of community-led solutions.

A highlight of the year was the ongoing **intelligence-sharing meetings**, where key professionals and community voices come together to explore new ways of identifying and responding to exploitation in Luton. These meetings continue to affirm the central role that neighbourhoods can play in spotting signs of trafficking and offering meaningful support.

Inspired by Proverbs 31:8–9, PAST's work this year has embodied the call to speak up for those who cannot speak for themselves. In every conversation and connection, the team has stood firm in advocating for the dignity and safety of survivors, amplifying their needs in spaces where decisions are made.

The women that Azalea meets through Encompass are too often the default targets of public frustration. But through PAST, we see hearts soften and eyes open. Change begins with understanding, and understanding begins with listening.

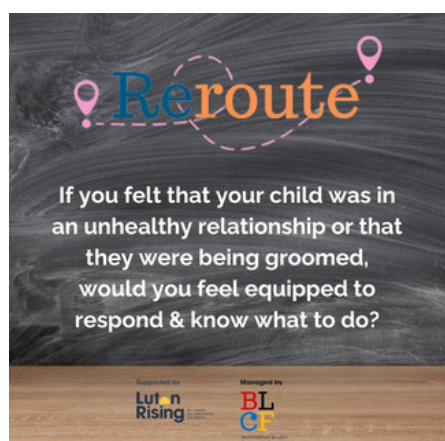


### Spotlight on Reroute



Reroute exists to equip and empower communities to prevent childhood sexual exploitation before it begins. Recognising that **100% of the women caught in domestic sex trafficking are survivors of child sexual exploitation/abuse**, Reroute delivers education and awareness to schools, churches, professionals, and families, tackling the root causes of sex trafficking at the earliest possible stage.

This year, Reroute's Development Officer has worked with **ten different organisations**, including national partners such as the **NPCC Hydrant Programme** and **Link to Change** in Bedford. These collaborations have strengthened our reach and influence in the field of child protection and demand reduction. Our team supported two schools in reviewing and developing their **PSHE curriculum**, embedding themes of safety, resilience, and consent.



The Reroute team have been able to facilitate a total of **1932 direct interactions with children**. Each interaction an opportunity to share about the project, build resilience in young people, and to provide signposting information for organisations such as: Shore, Childline, Shout, The Mix, and Link to Change.



In just 70 days, the Reroute team attended **13 public events**, raising awareness, building new relationships, and increasing the project's visibility within both professional networks and the wider community. The Reroute officer also completed **nine specialist safeguarding training courses**, deepening the project's expertise and ensuring best-practice delivery across all areas of engagement.

A national training framework is now in development, with the goal of equipping other communities to launch their own prevention initiatives using Azalea's model. Every conversation, curriculum, and partnership bring us closer to a future where intervention is no longer reactive but proactive and protective.

Reroute is about more than education. It is a call to action, ensuring that children are seen, heard, and safeguarded before exploitation can take root. With this 360-degree approach, Azalea's vision is not just to reduce sex trafficking, but to stop it before it ever begins.

### Managing Risk

The Board of Trustees ensures that robust risk management processes are maintained to monitor and respond to the strategic challenges facing Azalea. This year, the Senior Leadership Team and Board reviewed Azalea's business continuity plans in light of current pressures, including cost of living increases, capacity, and operational resilience. The updated continuity strategy will continue to be refined annually to reflect learning from ongoing frontline experience. The key areas of risk for Azalea remain largely consistent and are outlined below.

### Cost of Living Crisis and Demand

The ongoing impact of the cost-of-living crisis continues to affect both our guests and our operational costs. Demand for services remains high, particularly within Encompass, Flint, and Liberty. Azalea is navigating these pressures by maintaining agile team structures and seeking to maximise capacity within existing resources.

### Funding

We are grateful for another successful year of short-term fundraising, including a strong portfolio of new and renewed grants. However, with a growing scope of services and vision, our financial outlook remains ambitious. The Finance Subcommittee continues to meet fortnightly to monitor income and forecasting. Diversification remains a priority, with ongoing engagement across trusts, corporate partners, individual donors and new funding opportunities.

### Health & Wellbeing

Staff wellbeing is an ongoing priority. With frontline and admin teams carrying heavy caseloads, emphasis has been placed on self-care and structured support. All staff are encouraged to take their full holiday entitlement, including a three-week block for full-time staff. Regular supervision is provided to frontline workers by a psychotherapist, and mentoring is offered regularly by the CEO. Volunteers and admin staff are also supported through supervision and team check-ins.





### Safeguarding

Safeguarding continues to sit at the heart of Azalea's mission. In April 2025 the frontline team were trained in the use of MyConcern - a digital safeguarding and case management tool allowing for streamlined logging, accountability, and follow-up across Encompass and Flint. This reporting platform, combined with the introduction of the mobile outreach van, has improved the efficiency and accessibility of our safeguarding processes. The Safeguarding Subcommittee of the Board met four times this year, and policy reviews continue on a biannual basis.

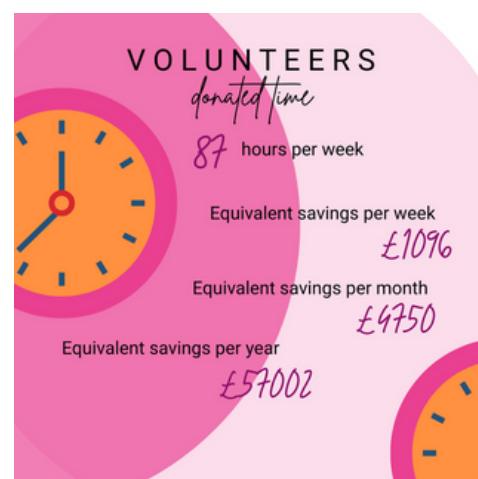
Our designated safeguarding officers have participated frequently in specialist panels and multi-agency meetings to support our most vulnerable guests i.e. CASPA, MARAC and VWG. Azalea's leaders continue to shape the safeguarding culture locally through involvement in the **Luton Adult Safeguarding Board VCSE Co-Production Group**. Our Encompass teams maintain close working relationships with the **Multi-Agency Safeguarding Hub (MASH)** and **Adult Social Care** at **Luton Borough Council** to ensure effective reporting and protection for both women and their children.

### Volunteers

Azalea's volunteers are not just a support team - they are the lifeblood of the movement. With extraordinary generosity, warmth, and resilience, they embody the very heart of Azalea's values. This year, **30 active frontline volunteers** served across Encompass and Flint, offering consistent, non-judgemental care and presence to some of the most vulnerable in our community.

Beyond the frontlines, an ever-growing team of volunteers continue to cook, clean, restock, drive, sort donations, and bring joy in countless quiet ways; each one contributing to the dignity and welcome that defines our drop-in spaces. Autumn 2024 and Spring 2025 saw the successful delivery of two 'Explore' frontline training programmes, and two tranches of online Flint volunteer training were also carried out. These efforts resulted in a steady flow of new volunteers, replenishing, refreshing and growing our teams.

Ongoing training to existing volunteers this year included mental health awareness, scenario-based role play, and self-care strategies. Thanks to the support of the **Rock Church, Harpenden**, Azalea now has a **dedicated Volunteer Manager**, ensuring each volunteer is seen, supported, and equipped - because their wellbeing matters too. Simply put, Azalea could not exist without them.



For women experiencing sexual exploitation, safety is fragile and fleeting. Many carry the trauma of betrayal, coercion, addiction, and abandonment. Azalea's Encompass team understands that trust takes time and that hope often begins with something as simple as a warm drink and a name remembered.

This year, the outreach team met Marie\* during an early morning session. She was distressed and highly vulnerable, exhibiting signs of trauma and hypervigilance. She was cold, hungry, and alert to every movement around her. Our team offered food and a hot drink and began a gentle conversation. Though wary, Marie accepted the support and was given a confidential Azalea contact card designed for women who may be at risk, containing only a first name and phone number. No mention of Azalea. No identifiable branding. Just a thread of connection to hold onto.

In the following weeks, Marie came to drop-in. At first, she said very little, simply accepting the hospitality and calm of the space. But she remembered our team, and gradually, week by week, the tension began to ease. Eventually, she chose to speak with a staff member 1:1.

Marie shared that she had been street homeless and previously exploited. Her accommodation history was patchy and unsafe, and she had been staying with a man who claimed to be helping her, but who was controlling her movements and taking advantage of her situation. When Marie described what had been happening, it was clear her current accommodation was not a refuge, but a continuation of exploitation.

Marie left and chose to sleep on the streets of Luton rather than stay in that house any longer.

Though rough sleeping posed new risks, Marie said that it was her own decision, and in her words, that made all the difference. It was a turning point for her: the first step in reclaiming her autonomy.

Our outreach and drop-in teams remained consistent. Marie continued to be met with warmth, hot food, clothing, and the offer of a safe space. Trust deepened. She began attending more 1:1 sessions, and our staff supported her as she explored housing options and health needs. Even when Marie didn't make contact for a short while, the team's welcome remained open, and she returned.

One staff member shared, "Marie's situation was heartbreaking, but her determination stood out. She had every reason to give up on people - but she didn't. She kept showing up."

Azalea provided Marie with essential items including toiletries, clothing, and clean underwear; small but significant acts of care that helped restore her dignity. At one drop-in session, Marie asked for a shower, sharing that she "just wanted to feel clean." Her words echoed those of many women who carry the daily weight of commercial sexual exploitation. She was given privacy, time, and respect.

Marie's story is still being written. There is no quick fix or final page. But in every encounter on the street, at drop-in, in quiet conversations with staff, she is reminded that she matters, that she is not invisible, and that healing is possible.

\*Pseudonym used throughout.



## Financial Summary

	01.08.2024 – 31.07.2025 (£)	01.08.2023 – 31.07.2024 (£)
Income	598,354	530,251
Expenditure	632,127	505,469
Restricted Reserves	123,274	132,908
Unrestricted Reserves	152,391	176,530
Total Reserves	<b>275,665</b>	<b>309,438</b>

Despite the challenging funding landscape, Azalea has continued to receive generous support from individuals, churches, businesses and trusts. We are deeply grateful for every person and organisation who chooses to stand with us.

The Finance Sub-committee has met regularly throughout the year to ensure financial oversight and accountability. Azalea's reserves policy remains in place, holding three months of committed expenditure to maintain stability. Where reserves fall below this threshold, the Finance Sub-committee is alerted to review and respond.

## Fundraising

We are deeply thankful to all who have supported Azalea this year.

In line with the Trustees' stated approach to managing financial risk, Azalea has continued to diversify its fundraising activities as far as possible this year. Set out below is a breakdown of income sources in 2024-25 and 2023-24:

**Thank you for choosing to invest in our work and in the lives of those who engage with Azalea's services.**

Income Source	2024-25	% Total	2023-24	% Total
Individual Regular Donors	64,716	11	72,194	14
Grants	331,917	55	267,449	50
Business Giving	59,725	10	32,375	6
Ministry of Justice	-	0	56,343	11
Regular Church Donors	4,620	0.8	5,900	1
Events & Campaigns	60,923	10	28,664	5
Training Income	2,838	0.5	7,730	1.5
Rental Income	2,930	0.5	3,175	0.6
Replication Income	-	0	1,200	0.5
Bank Interest	4,918	0.8	4,694	0.9
Miscellaneous Donations	43,121	7	31,820	6
Gift Aid Recovered	22,646	4	18,708	3.5
<b>TOTAL INCOME</b>	<b>598,354</b>	<b>100</b>	<b>530,251</b>	<b>100</b>

# FINANCIAL REVIEW

## Report of the Independent Examiner

### Report to the trustees of Azalea CIO Number 1190508

On the accounts for the year ended 31st July 2025.

### Respective responsibilities of trustees and examiner

As trustees you are responsible for the preparation of the financial statements. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. As a Fellow of the Institute of Chartered Accountants I consider myself suitably qualified to carry out the independent examination.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act
- to state whether particular matters have come to my attention

### Basis

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently I do not express an audit opinion on the financial statements.

### Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006 and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached



Name: Streets S J Males Limited  
Suite B1, Building 210  
Butterfield  
Great Marlings  
Luton  
LU2 8DL

Date: 20/10/2025

**Report of the Independent Examiner for the year-ended 31st July 2025**

---

**Report to the trustees of Azalea CIO Number 1190508**

On the accounts for the year ended 31st July 2025.

Financial statements as set out on pages 22-25 of the report.

**Respective responsibilities of trustees and examiner**

As trustees you are responsible for the preparation of the financial statements. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. As a Fellow of the Institute of Chartered Accountants I consider myself suitably qualified to carry out the independent examination.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act
- to state whether particular matters have come to my attention

**Basis**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently I do not express an audit opinion on the financial statements.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with section 386 of the Companies Act 2006 and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached



---

Name: Streets S J Males Limited  
Suite B1, Building 210  
Butterfield  
Great Marlings  
Luton  
LU2 8DL

Date: 20/10/2025

## Statement of Financial Activities for the year-ended 31st July 2025

	y/e 31/07/2025 Restricted Funds £	y/e 31/07/2025 Unrestricted Funds £	y/e 31/07/2025 Total Funds £	y/e 31/07/2024 Total Funds £
<b>Income</b>				
Regular donations from Individuals	-	64,716	64,716	72,194
Gift Aid recovered	-	22,646	22,646	18,708
Grants / Trusts	270,058	61,859	331,917	323,792
Church Gifts	270	59,455	59,725	32,375
Church Standing Orders	-	4,620	4,620	5,900
Fundraising Income	4,752	56,171	60,923	28,664
Rental Income	-	2,930	2,930	3,175
External Training	1,500	1,338	2,838	7,730
Replication Income	-	-	-	1,200
Bank Interest	-	4,918	4,918	4,694
Miscellaneous Personal Donations	2,898	40,223	43,121	31,820
<b>TOTAL INCOME</b>	<b>279,478</b>	<b>318,876</b>	<b>598,354</b>	<b>530,251</b>
<b>Less Expenditure</b>				
Salary	234,903	107,458	342,361	272,260
Employers NI	20,654	2,257	22,912	18,681
Employers Pension	6,530	3,559	10,088	8,612
Volunteer Training and Support	808	1,809	2,617	1,181
Staff Training and Welfare	3,644	7,506	11,150	9,125
Printing, Postage, Stationery	40	4,676	4,716	7,379
Marketing Literature	221	3,868	4,089	6,652
Advertising	-	442	442	1,836
Rent	-	36,365	36,365	32,000
Repairs & Maintenance	-	12,615	12,615	17,385
Depreciation	14,633	8,831	23,465	13,258
Volunteer Gift	-	99	99	681
Project Expenses	31,652	2	31,654	29,906
Training refreshments	37	49	86	-
Website	-	1,920	1,920	2,608
Telephone & Internet	-	3,242	3,242	2,579
IT Support & equipment	-	9,792	9,792	8,247
Motor Expenses	571	3,187	3,758	4,931
Insurance	93	8,106	8,199	8,978
Subscriptions	396	1,695	2,091	2,701
Payroll Bureau	-	-	-	1,488
Travel Expenses	2,454	15	2,469	651
Utilities	-	14,515	14,515	19,395
Event Expenditure	2	2,650	2,652	1,054
Bank Fees	50	1,962	2,012	390
Donations	-	60	60	60
Miscellaneous	-	35	35	127
Independent Examination Fee	-	1,530	1,530	1,500
Consultancy	-	62,950	62,950	23,476
Database costs	-	5,312	5,312	4,713
External Training Costs	-	-	-	67
Legal Expenses	-	8,934	8,934	2,998
Replication Expenses	-	-	-	552
<b>TOTAL EXPENDITURE</b>	<b>(316,688)</b>	<b>(315,439)</b>	<b>(632,127)</b>	<b>(505,469)</b>
<b>EXCESS/(DEFICIT) OF INCOME OVER EXPENDITURE</b>	<b>(37,211)</b>	<b>3,438</b>	<b>(33,773)</b>	<b>24,782</b>
<b>Total Funds brought forward</b>	<b>132,908</b>	<b>176,530</b>	<b>309,438</b>	<b>284,656</b>
<b>Transfer between funds</b>	<b>27,577</b>	<b>(27,577)</b>	<b>-</b>	<b>-</b>
<b>Total Funds carried forward</b>	<b>123,274</b>	<b>152,391</b>	<b>275,665</b>	<b>309,438</b>

Balance Sheet as at 31st July 2025

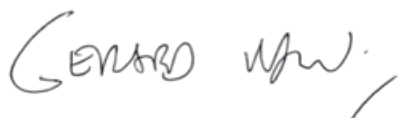
	Note	y/e 31/07/2025		y/e 31/07/2024	
		£	£	£	£
<b>Fixed Assets</b>					
Leasehold Improvements	1		2,919		4,588
Motor Vehicles	1		21,950		36,583
Computer Equipment	1		7,869		15,032
<b>Non-current assets</b>			32,738		56,203
<b>Current Assets</b>					
Cash at bank and in hand		251,248		284,741	
Gift Aid Debtor		6,042		8,432	
Other Debtors		1,067		3,940	
			258,357		297,113
<b>Less Current Liabilities</b>					
Trade Creditors		4,297		6,347	
Accruals and Deferred Income		1,500		29,500	
Pensions Payable		1,908		1,913	
PAYE/NI		7,725		6,118	
			15,430		43,878
<b>Net Current Assets</b>			242,927		253,235
<b>Net Assets</b>			275,665		309,438
<b>Excess of Income b/f</b>			309,438		284,656
<b>Excess/(deficit) of Income for period</b>			(33,773)		24,782
			275,665		309,438

**Restricted Funds**

The restricted funds represent amounts received from grant-making bodies to fund the projects described in Note 2.

	2025	2024
	£	£
Note 2 <b>Total Restricted funds</b>	123,274	132,908
<b>Total Unrestricted funds</b>	152,391	176,530
<b>Total Funds carried forward</b>	275,665	309,438

The financial statements were approved by the board of trustees and authorised for issue on 20/10/2025 and signed on their behalf by



Gerard Van der Westhuyzen, Chairman

Notes to the accounts for the year-ended 31st July 2025

1Fixed Assets

	Leasehold Improvements £	Motor Vehicles £	Computer Equipment £	Total £
<b>Cost</b>				
As at 1 August 2024	5,005	54,896	27,131	87,032
Additions in year	-	-	-	-
Disposals in year	-	-	-	-
As at 31 July 2025	<u>5,005</u>	<u>54,896</u>	<u>27,131</u>	<u>87,032</u>
<b>Accumulated Depreciation</b>				
As at 1 August 2024	417	18,314	12,098	30,829
Depreciation charge for the year	1,669	14,633	7,163	23,465
Removed on disposals in year	-	-	-	-
As at 31 July 2025	<u>2,086</u>	<u>32,946</u>	<u>19,261</u>	<u>54,294</u>
<b>Net Book Value</b>				
As at 31 July 2025	<u>2,919</u>	<u>21,950</u>	<u>7,870</u>	<u>32,738</u>
As at 31 July 2024	<u>4,588</u>	<u>36,583</u>	<u>15,032</u>	<u>56,203</u>

2Restricted Funds

The restricted funds represent amounts received from grant-making bodies to fund; Encompass Project - Contribution to project costs Speak Out - Contribution to project costs Liberty Outreach Van - A pilot scheme to purchase and run an outreach van project Flint Project - A mentoring project for men who buy sex Partnership Mental Health Officer - A partnership project with other local charities Anti International Sex Trafficking Officer - A post dedicated to combating International sex trafficking Beans on Board - A pilot scheme exploring purchasing and running a mobile coffee van Therapeutic Manager - A therapeutic staff role for the Encompass Project PAST - People Against Sex Trafficking, a community response project Re-route - A schools education project contributing to prevention of grooming and sex trafficking

	b/f	2025 Income	2025 Expenditure	2025 Transfer from Unrestricted	c/f
Encompass Project	54,792	96,852	1 05,460	-	46,185
Speak Out	5,105	2,950	17,139	9,085	-
Liberty Outreach Van	65,272	54,940	67,473	-	52,738
Flint Project	4,217	5,180	26,088	-	-
Partnership Mental Health Officer	-	45,209	38,022	16,690	-
Anti International Sex Trafficking Officer	-	32,581	34,383	-	7,187
Therapeutic Manager	3,523	16,166	8,937	1,802	-
PAST	-	10,000	6,761	-	10,752
Re-route	-	12,500	12,287	-	3,239
Beans on Board	-	3,099	140	-	213
	<u>132,908</u>	<u>279,478</u>	<u>3 16,688</u>	<u>27,577</u>	<u>123,274</u>

3Related Party Transactions

In 2025, there were nil Trustees (2024 - 1) receiving remuneration and benefits.

Mark Plane received salary of £nil (2024 - £5,191) while employed by Azalea as a Management Accountant until January 2024.

In 2025, there were nil Trustees (2024 - nil) receiving expenses.

In 2025, there were transactions of £nil (2024 - £975) with parties related to the Charity or its Trustees.

£975 was paid to Whittaker Plane Ltd for book-keeping services, a company 51% owned by Mark Plane.

4Independent Examination Fee

In 2025, £1,500 (2024 - £1,500) was payable for independent examination of the Charity's accounts.

5Staff Information

In 2025, 15 (2024 - 13) employees were employed the Charity.

There were no employees who received salary greater than £60,000.

7Merger Accounting

On 1st December 2022, the assets and activities of Azalea Charitable Trust no: 1126716, was transferred to Azalea CIO no:1190508.

Throughout the year-ended 31st July 2023 Azalea Trust transferred £227,196 to Azalea CIO.

Both Charities used the same accounting policies and there were no significant adjustments on transfer.



### Grant Fundraising

We are incredibly thankful for the continued support of a wide range of grant-making trusts and foundations. Their generosity has played a vital role in enabling Azalea to sustain and grow our work this year. We were especially encouraged to receive renewed interest from previous funders, a strong reflection of the impact and integrity of the work taking place across our projects.

We would like to acknowledge the generous financial support received from the following funders during 2024–2025:

29th May 1961 Charitable Trust	Harpur Trust
All Aboard	Howard Foundation
Amateurs Trust	Joseph Rank Trust
Anchor Foundation	Lockwood Charitable Foundation
Archer Trust	Maidenhead Malachi Trust
Bedfordshire Charitable Trust	Marsh Charitable Trust
Bedfordshire & Luton Community Foundation	Mrs B L Robinsons Charitable Trust
Benefact Trust	Bedfordshire Office of the Police and Crime Commissioner
Childs Charitable Trust	St James's Place Charitable Foundation
Fitton Trust	Steel Charitable Trust
Gale Family Charity Trust	James Grace Trust
Goodnews Evangelical Mission	Wixamtree Trust
Harbinson Charitable Trust	

### Business Partners

Azalea continues to develop meaningful partnerships with local businesses who share our vision to end sexual exploitation. An elevated focus on Business Corporate Responsibility has been successfully implemented, and our team of business partners has grown, with the Foxley Kingham Foundation becoming an active member. Azalea also continues to attend multiple business networks, including: **Athena Network**, **Bedfordshire Chamber of Commerce**, **BNI** and **Business United Hertfordshire**, helping us expand our reach and build relationships with individuals and organisations committed to community transformation. These partnerships offer opportunities for training, volunteering, and creative collaboration; all of which strengthen our mission and increase awareness of our work.



### Business Networks



### Community fundraising

Our incredible community of supporters continue to go above and beyond in finding new and creative ways to raise funds and awareness. Highlights this year included the **Beans on Board**, **London to Brighton ULTRA Challenge**, and **numerous coffee mornings**. Each campaign not only raises vital funds but also helps us to amplify the voices of those impacted by sexual exploitation.



"I arrived feeling utterly miserable, but by the end, I genuinely felt lighter and more hopeful."

- Noah, supported by Flint (Azalea)

*Azalea* 