

## Fair Shot CIO - Annual Report

Trustees' report and consolidated financial statements

August 2023 - December 2024



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## Foreword - Recap of the past year

Over the past 17 months, Fair Shot has continued to grow and evolve into something truly remarkable. This period, bridging August 2023 to December 2024, reflects a time of focused progress, strategic development, and heartfelt dedication to our mission. With sustainability at the core of our work, we have embraced opportunities to grow incrementally and tactically, ensuring that every step we take strengthens the foundation for lasting impact.

By the end of 2024, our revenue streams covered 73% of our costs, meaning we only needed to fundraise for the remaining 27%. This puts us in a uniquely strong position for a charity, allowing us to focus on long-term sustainability. While managing this balance is still a significant challenge, our goal remains clear: to keep improving and achieving a sustainable impact and business model. To achieve this, our priority is to continue diversifying our income streams, ensuring we can maintain and enhance our impact responsibly.

Our achievements during this time have been significant. In September 2023, we welcomed 12 new learners to our programme, and by July 2024, we celebrated the graduation of 12 learners, with an incredible 11 out of 12 ready for employment. In September 2024, we scaled up further, welcoming 15 learners into the programme, marking our largest cohort yet.

We are also proud to have grown our income by 57.5% in 2024 compared to the previous year (with a 31% increase in business revenue), while successfully raising £646,320 throughout August 2023 to December 2024 fundraising efforts. Among these successes was another incredible event at Sotheby's, which raised £29.8k for Fair Shot and an additional £25k for neurodivergent artists—a powerful demonstration of the community's support for our mission.

This period also marked the launch of our new coffee wholesale department and a partnership with Mencap for our supported internship programme, which will provide even more opportunities for young adults with learning disabilities. We are thrilled to have created 5 new roles within our organisation, welcomed 8 new team members, and built relationships with 6 new employers to help create pathways to meaningful employment for our learners.

On the governance front, we bid farewell to Antonella Miro, a trustee who has been with us since the very beginning, and welcomed Ollie Harvey, whose wealth of experience in café operations and coffee will be invaluable as we grow. We also conducted financial, governance, and patron audits to ensure that every aspect of our organisation is aligned with our mission and sustainability goals.

In 2024, we began work on our first-ever three-year strategy, forming dedicated working groups to address its key areas of focus. This collaborative effort is laying the groundwork for a transformative plan, which we aim to launch in September 2025. This strategy will serve as a blueprint for Fair Shot's future, enabling us to scale thoughtfully while remaining true to our values and priorities.

We are also proud to have launched our 2024 Social Impact Report, which captures the incredible transformation we've achieved through our work. These achievements are a testament to the

dedication of our team, the support of our incredible funders and stakeholders, and the resilience of our learners.

At Fair Shot, we believe in careful progression with purpose and drive—always placing sustainability at the heart of what we do. As we look to the future, we remain committed to dismantling barriers, fostering inclusion, and creating lasting opportunities for young adults with learning disabilities. Thank you for being part of this journey with us.

*Bianca Tavella*

*CEO & Founder*

## Introduction to Fair Shot - What we do

We are Fair Shot, a registered UK charity (based in Covent Garden, London) that aims to systematically and sustainably combat the 95% unemployment rate amongst young adults (16-24) with a learning disability (aged 16 - 25) via our proven model with a 3 year track record.



## Our work



## **The Problem We Are Tackling**

The UK faces a staggering 95% unemployment rate among young adults with learning disabilities. This leads to a cycle of exclusion, marginalisation, and loss of self-worth for these individuals, who are often deemed incapable of work due to societal misconceptions and a lack of appropriate support structures. The barriers to employment include a lack of accessible training, inadequate support for building confidence and skills, and employer hesitancy in hiring individuals with learning disabilities. This exclusion results in severe mental health challenges, financial dependence, and a loss of purpose among young adults with disabilities.

At the same time, employers miss out on a valuable and capable workforce due to misconceptions and a lack of confidence in providing inclusive employment opportunities. Most existing employment programmes are behind closed doors and do not provide real-world training environments that genuinely prepare young adults for sustainable employment.

## **How Fair Shot is Addressing This Challenge**

Fair Shot CIO is systematically and sustainably breaking this cycle by providing real-life work experience through its hospitality training and employment programmes. By creating an inclusive training environment within a real café setting in Covent Garden, Fair Shot ensures that trainees receive hands-on experience that mirrors actual employment conditions. Additionally, it offers a tailored employment support programme, working closely with employers to develop inclusive hiring practices, job carving, and ongoing post-employment support for both employees and employers.

Fair Shot's approach is unique in that it centres around high expectations and tailored, individualised support. Every trainee is treated as a valued member of a professional team, learning all aspects of café operations from food preparation to customer service, ensuring they develop both technical and soft skills necessary for long-term employment.

## **Organisation's Overall Work**

Established in 2020, Fair Shot is a UK-registered charity based in Covent Garden, London. The organisation aims to combat the high unemployment rate among young adults with learning disabilities by providing hands-on training in hospitality and supporting them into paid employment. Each year, Fair Shot trains 15 young adults (aged 16–25) through its rigorous, structured programme.

Beyond training, Fair Shot works with inclusive employers to develop job opportunities for graduates. Partnering with companies such as The Ivy, Daylesford, and Moët Hennessy, the organisation ensures that each graduate is placed in a job that suits their abilities and aspirations. It continues supporting graduates and their employers for up to a year, helping them successfully integrate into the workforce.



## What happened over August 2023 - December 2024- team, new initiatives, highlights

### Programme impact

- Welcomed two new cohorts of 12 learners in September 2023 and of 15 learners in September 2024
- 11/12 of our 2024 graduating class were job ready which is a great 92% of our graduating cohort ready for employment thanks to our 11 month Supported Internship Programme.
- Graduates earned an estimated £284,000 in wages, a testament to the economic value we are creating through our employment initiatives.
- 65% of our graduates from our first two cohorts still in a job
- 91% of graduates still in a job reported gaining the skills necessary to secure a job, and 100% expressed pride in their work and enjoyment of the programme.
- Built partnerships with 5 employers with now a total of 19 employment partners, with 80% stating they would now hire another neurodivergent person, showcasing our success in challenging workplace stigmas.
- For our graduating cohort of July 2023 we have now placed 5/11 job ready graduates in hospitality roles



*One of our graduates, Aya, presenting in her new role as a Sales Associate*

### Programme operations

- Added feedback loops for team and learners to improve the programme collaboratively.
- Launched a new curriculum and learner development tracking tool to enhance learner outcomes.
- Introduced a Programme Handbook to streamline communication and operations.
- Expanded the programme team with a Supported Internship Coordinator (September 2024) and Employment Coordinator (December 2024).
- Strengthened our partnership with Mencap, leading to better communication and collaboration.

- Welcomed our Head of Employment back from maternity leave

### Team Development

- Expanded our team to meet the growing needs of the organization, ensuring all staff and learners are supported effectively.
- 100% of staff reported enjoying working at Fair Shot, with 80% valuing our organizational culture.
- Team-wide meetings twice a year to foster collaboration, alignment, and team spirit across departments.
- Gave all team members a raise in January 2024 in line with inflation and ensured that everyone's pay remained above the new London Living Wage, which took effect in April 2024.
- A continued focus on maintaining a warm, welcoming, and inclusive work environment where both staff and learners thrive.
- Launched a new benefits programme to support our team

### Launched new initiatives:

- Events Department: Hosting 217 events since September 2023, including brand takeovers, venue hire, and catering services.
- Coffee Wholesale Business: Partnered with Curious Roo Roasters to distribute 346 kg of Inclusive Coffee, expanding our revenue streams and impact.
- Graduates Ambassador Programme: Involving 10 graduates and offering 106 hours of opportunities for advocacy and personal growth.

### 1. Cafe Highlights

- **A year of growth**  
In 2024, we saw a 6-9% increase in cafe revenue between Q2 and Q3, and reached a double digit growth of 19% in Q4.
- **Increasing traffic**  
We welcomed 10% more cafe visitors in summer 2024 than last year. The figure continued to grow to a 14% increase between fall and winter, peaking at 18% growth in Dec 2024 compared to 2023.
- **Elevated food products**  
Our highly skilled chef has consistently delivered a series of menu innovation since April 24, establishing a regular lunch crowd with refreshing menu items
- **Strengthened competitive position**  
In winter 2024, we were able to systematically review our prices upon the quality of our offer, highlighting our lunch menu driving an average 10% increase in prices to be on par with other cafes in the area.

### 2. Events Highlights

- **High growth stage**  
With the growing interest and support from our network, we identified an opportunity to provide B2B hospitality services to expand our offer outside of our learning programme, and as an incremental way to increase monthly cashflow. From a monthly average 9% mix of total

revenue in Q3 2023, we were able to grow to 15% in 2024 LFL, and reach the peak at 22% in Q4.

- **Adding value to our charity mission**

We successfully introduced the graduate ambassador programme where our graduates have a chance to bring our impact to life at off-site events, from speaking in front of like-minded business owners to showcasing a range of skills. These opportunities provided our graduates an extra boost of confidence before stepping into their long term paid employment.

- **Extending cycle of support**

Our events offer a fun and engaging way to activate different levels of partnerships. From mini pop up experiences to lunch meeting catering, we established strong relationships and engaged in different stages of partnerships across fundraising, employment support, marketing collaboration and coffee bean wholesale.

### 3. Coffee Wholesale Highlights



- **Launching a unique product**

One cup at a time, Fair Shot's Inclusive coffee captures the essence of our impact. Our team spent 10 months working closely with our roaster, and created a product that offers an alternative way to get our external partners involved in their office space. We clearly outlined the proceed model of our wholesale product as we introduced the specialty grade coffee beans to the market.

- **Entering wholesale industry**

Our experienced Coffee Specialist and Head Barista deliver industry standard services with a top-in-class quality, from cupping and tasting to machinery support. This puts our best foot forward as we engage with potential clients about wholesale partnerships amidst the existing industry competition.

- **Seamless supply chain**

Thanks to the strong partnership with our roaster, the supply chain model is direct and efficient. The product is directly shipped from the roaster, enabling a seamless and efficient logistics process, allowing our Inclusive Coffee to reach a broad audience effortlessly.



#### 4. Marketing Highlights

- **Endless outreach**

As a registered charity we partnered up with external organisations and explored different formats of campaigns, from awareness month collaboration, photo exhibition, to social market place. We also hosted purpose driven podcasters and other media platforms, expanding our circle of influence while spreading our social mission in any channels possible.

- **Scaling digital marketing effort**

We launched regular newsletter, activated online inquiries to our diverse services, integrated monthly donations, developed an eCommerce platform driving seasonal impact, which structurally connect our supporters with

- **partnership in the community**

We work closely with the Yards ( estate management) and their team to align our marketing goals. We hold a unique position as a social enterprise and a purpose driven business in the area and are involved in activities such as Slingsby place decal takeover, social media seasonal gifting and influencer visits. We also expanded our community with like-minded businesses who support us in various ways by introducing a community loyalty programme boosting our local presence and footfall by up to 20% uplift LFL.

## A growing team



As Fair Shot continues to grow and expand its impact, we have made significant strides in building and evolving our team. This includes replacing key roles, introducing new positions to meet organizational needs, and offering opportunities for internal team members to transition into new roles. Here's an overview of our growing team:

### Role Replacements (4)

To ensure seamless operations and maintain our high standards, we successfully filled four key roles with new team members:

- Chef: Replaced to uphold the quality and consistency of our café's culinary offerings.
- Café Manager: Ensuring smooth daily operations and exceptional customer service.
- Head Barista: Leading our barista team with expertise in coffee craft and customer engagement.
- Marketing Manager: Driving our outreach efforts and enhancing Fair Shot's visibility and brand presence.

### New Roles Introduced (5)

To support our expanding programmes and initiatives, we created and hired for seven new positions:

- Coffee Specialist: Ensuring excellence in coffee quality and developing training for our barista team.
- Supported Internship Coordinator: Managing learner development and coordinating our supported internship programme (started September 2024).
- Employment Coordinator: Building relationships with employers and supporting graduates in securing employment (started December 2024).
- Events Manager: Leading the planning and execution of events to support Fair Shot's mission and revenue goals.

- Sous Chef: Assisting the chef in managing kitchen operations and mentoring the culinary team.

### Internal Role Changes (4)

We value the development of our team and have supported four internal transitions into new roles that align with their evolving skills and interests:

1. Learner Support Lead to Supported Internship Coordinator: Took on expanded responsibilities to oversee the supported internship programme and learner development.
2. Project Assistant and Café All-Rounder to Employment Programme Coordinator: Leveraging their diverse experience to support graduates in securing meaningful employment opportunities.
3. External Coordinator to Sous Chef: Transitioned into a culinary leadership role, applying their organizational and coordination skills to support kitchen operations.

This deliberate focus on building a strong and dynamic team underscores our commitment to sustaining our growth while maintaining the quality and impact of our work. By prioritizing talent development, role alignment, and recruitment, we are better positioned to achieve our mission and deliver exceptional outcomes for the learners and community we serve.

### Challenges over the last period

#### Programme

One of our main challenges last year on the programme side was a significant disruption in our employment placement process. Our Head of Employment, who had been with us since the beginning and played a pivotal role in leading the employment side of our programme, went on maternity leave in Feb 2024. While we brought in maternity cover for this critical role, unforeseen circumstances led to challenges in maintaining the high standards and trust that are the cornerstone of our programme's success.

As a result, we were only able to place 45% of our cohort that graduated in July 2024 into employment—a stark contrast to our usual 100% placement rate for job-ready graduates. This outcome was deeply disappointing and a departure from what we aspire to deliver for our learners. The challenges highlighted how crucial strong and reliable leadership is for such a vital area of our work.

#### Moving Forward: Employment Programme as a Top Priority

This experience has reinforced our commitment to ensuring that the employment programme achieves the excellence we set out to deliver. Strengthening this programme is our **top priority for 2025**, and we have already taken steps to address the gaps:

1. **Expanded Team:**
  - We have hired a **part-time Employment Coordinator**, whose focus is to enhance support for graduates and improve placement outcomes.

- Our goal is to **fundraise the budget to make this role full-time by September 2025**, ensuring we have the capacity to provide consistent, high-quality employment support.
- 2. **Improved Systems and Processes:**
  - We are revisiting and refining the structures within the employment programme to ensure better oversight, accountability, and efficiency.
  - By scaling the team and resources dedicated to employment placements, we aim to meet and exceed our previous success rates.
- 3. **Recommitment to Graduate Success:**
  - Every graduate deserves the best possible opportunity to transition into meaningful employment. We are making it our mission to restore and uphold our commitment to placing all **job-ready graduates** into positions that match their skills and aspirations.

This challenge has been a learning opportunity that has inspired us to rebuild this aspect of the programme with greater resilience and capacity. As we move into 2025, we are determined to realign with our mission and deliver the outcomes our graduates, employers, and supporters have come to expect. Thank you for standing with us as we work toward this brighter future.

#### Cafe Challenges

- **Increasing cost**  
The living cost increase has a knock on effect on our charity budget. Our non-profit cafe is balancing the need for a calm and forgiving learning experience amidst rising supplier cost and people budget, by 24-27% LFL.
- **High maintenance demand**  
Our functioning cafe is the primary location of the training programme. Our unwavering commitment to provide the highest quality of learning environment comes with a cost of up to 3% of our cafe revenue, spending on frequent services from machine and equipment to premise maintenance.
- **Talent Acquisition**  
From hospitality leadership to chefs and coffee experts, our quest for industry best took us 11 months to form a team that is deeply passionate with the charity mission. Our priority is to retain talents in a competitive industry while developing for long term team growth.

#### Event Challenges

- **Limited capacity**  
Our support network is strong and with the limited resources we have in the events department, we are constantly max at capacity meaning lots of opportunities are still available. Within the space of 1 year, we saw the growing demand and are keen to realise more meaningful collaborations as we continue to expand this department.
- **A variety of demand**  
Situated in Covent Garden, our social enterprise receives all kinds of interest to host and collaborate. While our team capacity is optimised, we are in a position to prioritise the demand that aligns with our value and goals, in order to optimise the impact in each event.

#### Coffee Wholesale Challenges

- **Purpose-driven product in the wholesale market**

Inclusive Coffee offers an alternative revenue stream for Fair Shot and aims to sustain a margin to directly fund the delivery of the programmes. We are put against other wholesale coffee suppliers that offer more competitive pricing, and therefore must lead the dialogue in coffee with an impact.

- **Limited control over product**

Our product is provided by Curious Roo, a renowned London-based roaster. Our ability to diversify bean profiles and influence the roasting and grinding processes is limited. This restricts our capacity to adapt to evolving coffee drinker trends and meet the demands of a more diverse retail market.

### Marketing Challenges

- **Time and resources constraints**

Limited budget with a small marketing team to yield incremental results in a digital marketing world, such as paid ad and sponsored algorithms, quick churn of social media content all to boost our digital presence.

- **Demonstrating ROI**

With the variety of activities from waves of a supportive network, we are brought into campaigns that have larger visibility opportunities than return of investment. With a small team in the operations we maximise our capacity to participate, while being aware that there are lots of opportunities to establish ways of measuring results.

#### **Streamlining audience**

Thanks to the diverse offering at Fair Shot, everyone has a way to connect and support our mission. We are actively listening to our audience and understand the best way to streamline the niches for more effective marketing strategies.



## Key performance indicators



The main outcomes that underpin Fair Shot's impact model, operational model, and financial model are built on four pillars of success. These outcomes represent the heart of our work and drive everything we do:

- 1. Increased Work Experience and Work Skills**

Empowering learners/beneficiaries with the practical skills and experience needed to secure meaningful employment.

- 2. Improved Mental Health**

Supporting learners' emotional and mental well-being to help them thrive both personally and professionally.

- 3. Enhanced Confidence**

Building self-esteem and independence in learners, preparing them for success in the workplace.

- 4. More People with Learning Disabilities in Sustainable Paid Employment**

Creating pathways to meaningful, long-term employment and fostering inclusive work environments.

## Outcomes for the Graduating Class of 2024

The achievements of the graduating class of 2024 highlight the transformative impact of our programme:

- **Work Experience:** Offered work experience to 12 young adults with a learning disability, equipping them with valuable, hands-on skills.
- **Skill Development:**
  - 91% of graduates agreed that they learned the skills needed to secure a job.
- **Confidence Building:**
  - 91% of graduates agreed that the programme helped improve their confidence.
- **Social Engagement:**

- 100% of graduates reported enjoying the social activities at Fair Shot.
- 100% said they would choose to do the programme again.
- **Employment Readiness:**
  - 11 out of 12 graduates were ready to transition into employment following the programme.
  - 5 graduates have already started roles in sustainable, paid employment. Remaining to be placed in 2025

These results demonstrate the tangible impact of Fair Shot's work and the effectiveness of our programme in transforming the lives of young adults with learning disabilities. By focusing on these key outcomes, we are making meaningful strides toward our vision of an inclusive and equitable workforce.

### Plans for 2025 - strategy

As we look forward to 2025, Fair Shot is preparing to embark on the next chapter of our journey. We are still in the process of refining our plans and strategy for the year, with a finalized strategy expected by **January 2025**. This will culminate in the launch of our **three-year strategy in April 2025**, outlining our vision and priorities through 2028.

- **Employment Programme:**
  - Strengthen the infrastructure of the employment programme to ensure it fully meets the needs of our learners and employment partners.
  - Enhance the **impact reporting** for both the employment and training programmes to better capture the outcomes and effectiveness of our work.
  - Expand the programme team:
    - Transition the part-time **Employment Coordinator** to a full-time role, bringing the employment programme team to **three full-time members**.

### Fundraising

- **Head of Fundraising & Partnerships:**
  - Hire a dedicated Head of Fundraising & Partnerships to support the CEO in managing the growing demands of fundraising and donor engagement.
  - This will allow the CEO to focus on leadership, strategic direction, and long-term vision, ensuring the organization continues to grow sustainably.

### Governance

- **Governance Audit:**
  - Finalize the ongoing governance audit to assess our current practices and structures.
  - Begin implementing the **top priorities identified** in the audit to ensure strong governance, accountability, and alignment with our growth.

By addressing these areas, Fair Shot will build a stronger foundation for impactful growth, enabling us to better serve our learners, partners, and the wider community. These plans reflect our commitment to continuous improvement and our focus on creating a more inclusive and equitable workforce for individuals with learning disabilities.

## Revenue streams

Succeeding the first three years in the start-up growth stage, and foreseeing the external factors urging us to continue to seize every opportunity as we expand our reach, we are committed to strengthen our offering while enhancing the impact cycle in the every day activities.

### Cafe

- **Growing as a local cafe**

Extending a successful year, we aim to bring in a 17% growth from our daily cafe visitors in 2025. Harnessing a collaborative effort between Marketing and Cafe leadership, we expect to see a 3% traffic uplift, and a strengthened competitive offer in the area increasing average spend by 14% .

- **Strengthening our niche while being the hub of programme**

We invest in attracting and retaining hospitality talents like our Chef, Coffee Specialist and Cafe Manager who pioneer in redefining the industry status quo. We take an inclusive approach to menu development, barista skills training and hospitality services, prioritising the programme needs and bringing our ethos and impact to life every day.

### Events

- **Enhancing purpose driven experiences**

We continue to open spaces for bespoke requests and curate experiences that create graduate ambassador opportunities to extend the learners' journey, and invite guests to delve into the Fair Shot mission through a wide range of engagement activities.

- **Sustaining a steady revenue stream to fund programme**

The solid demand for our hosted experiences has proven potential of growth in the Events department. Through pop ups, venue hires and workshops, we expect this department to sustain a 14% share of the programme, with a 15% growth from last year.

### Wholesale

- **Consolidating the social impact value to the corporate market**

With a series of market positioning exercises, we successfully introduced our coffee beans as a purpose-driven product in a highly competitive wholesale market. Launching at a mid-to-premium price point, we clearly outline the unique impact model and provide various services to engage our corporate network of support.

- **Leveraging on a strong supply chain and corporate partnership**

Thanks to an end-to-end supply chain partnership, our growing team can streamline the effort to improve services as we bring Inclusive Coffee to our network of supportive corporate partners. By providing coffee engagement experiences and exclusive onboarding services to wholesale partners, we create more training opportunities and continue to work towards funding 8% of our programmes in 2025.

Marketing

- **Aligning marketing resources with cross-functional business objectives** through strengthened collaboration with each department head.
- **Enhancing the social enterprise value model** by clearly outlining audience segments in our support network and the call for action to tighten the social impact of all channels. .

## Independent Examiners Report

I report to the Trustees on my examination of the accounts of the charitable company for the period ended 31 December 2024

### Responsibilities and basis of report

The charity Trustees, who are also Directors for the purposes of company law, 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 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 examiners statement

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 that in any material respect:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the 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
- 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 to enable a proper understanding of the accounts to be reached.

**Faisal Khan, FCCA**



10-04-2025



## Financial summary - August 2023 - December 2024

We are pleased to present our Annual Report covering the period from August 2023 to December 2024—a 17-month interval necessitated by our transition to a calendar-year financial reporting cycle. Since our inception in July 2020, our financial year spanned from July to August. To enhance the efficiency and accuracy of our financial reporting, we have aligned our fiscal year with the calendar year, effective January 2025. This adjustment ensures that future reports will correspond to standard annual periods, with our next report covering the entirety of 2025.

During this reporting period, we achieved the following financial outcomes:

- Total Income: **£1,409,369**
- Total Expenditure: **£1,236,393**
- Total funds carried forward as free reserves: **£172,975**

These results reflect our commitment to maintaining a sustainable financial model while supporting our growing impact. The addition of **£172,975** to our unrestricted reserves positions us well for the future, ensuring we have the resources to respond to challenges and opportunities as they arise.

As part of this period, we undertook a comprehensive financial audit to strengthen our financial management and operational efficiency. Key initiatives included:

- **Amending Our Financial Year:** We realigned our financial reporting period to a January–December cycle to streamline our accounting processes.
- **Engaging a Freelance Accountant:** A freelance accountant was brought on board to enhance cash flow management and provide specialized financial oversight.
- **Reviewing Xero Categories:** We conducted a thorough review of our accounting categories in Xero, ensuring they align seamlessly with our internal financial structures for improved clarity and reporting accuracy.
- **Enhancing Accountant Services:** Collaborations with our current accounting firm were intensified to improve the preparation of balance sheets and the accuracy of monthly financial records.
- **Implementing Monthly Fundraising Updates:** We established a protocol for providing our accountants with regular updates on restricted grants, ensuring precise tracking and compliance with donor stipulations.

These strategic measures have fortified our financial foundation, enabling us to support our growing impact more effectively. By refining our financial practices and embracing a culture of continuous improvement, we are better equipped to fulfill our mission and serve our community with transparency and accountability.

We extend our huge gratitude to our supporters, partners, and stakeholders for their unwavering commitment during this period of significant growth and transformation. Your trust and collaboration are invaluable as we continue to advance our mission with renewed vigor and enhanced operational excellence.

|   |                   |
|---|-------------------|
| <b>August 2023 - December 2024</b>                  |                   |
| <b>Total income</b>                                 | <b>£1,409,369</b> |
| <b>Total expenditure</b>                            | <b>£1,236,393</b> |
| <b>Total funds carried forward as free reserves</b> | <b>£172,975</b>   |

|                      |     |
|----------------------|-----|
| <b>Revenue split</b> |     |
| Revenue streams      | 62% |
| Grants & donations   | 38% |

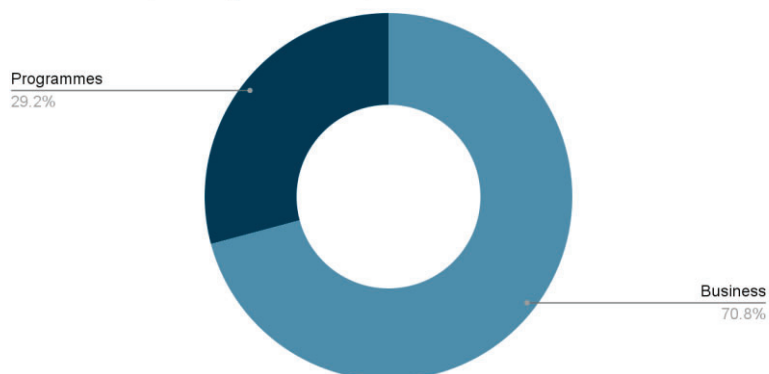
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|---|---------------------------|--|-------------------------|-----------------------------|
|   | <b>Fundraising income</b> | <b>Charity &amp; Programme expenditure</b> | <b>Business Revenue</b> | <b>Business expenditure</b> |
|   | £646,320                  | £165,773                                   | £763,049                | £1,071,121                  |
| <b>Total income</b>                                 | <b>£1,409,369</b>         |  |                         |                             |
| <b>Total expenditure</b>                            | <b>£1,236,393</b>         |  |                         |                             |
| <b>Total funds carried forward as free reserves</b> | <b>£172,975</b>           |  |                         |                             |

#### What the above means

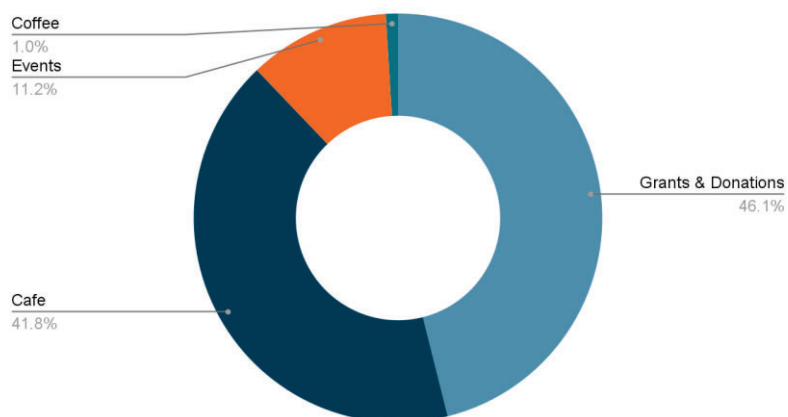
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|------------------------------------|------------------------------------|---|
|                                    | <b>August 2023 - December 2024</b> |   |
| <b>Fundraising cost</b>            | <b>£8,774</b>                      | <b>40% of CEO salary</b>  |
| <b>Programmes costs</b>            | <b>£360,721</b>                    | £165,773 (fundraising costs)<br>+<br>On average 40% (of all business HR costs are frontline programme staff (£194,948))<br><br>= £360,721 |
| <b>HR costs (business account)</b> | <b>£292,424</b>                    | Business salaries – 40% relating to programme salaries  |

### Overall Expenditure - August 2023 - December 2024

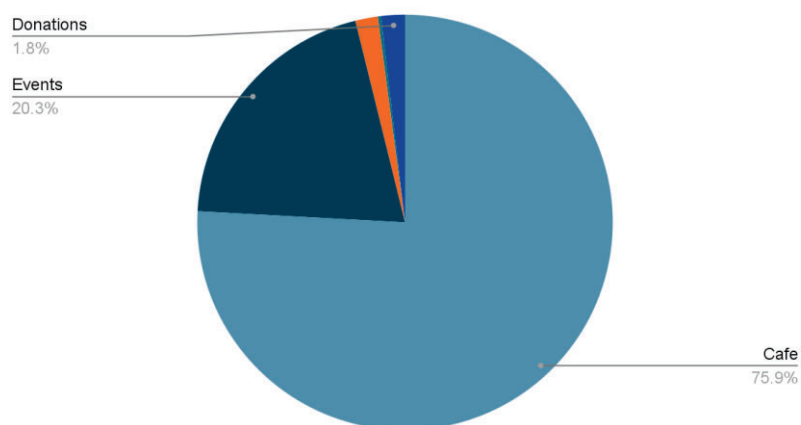
Business - £876,172 Programmes - £360,722



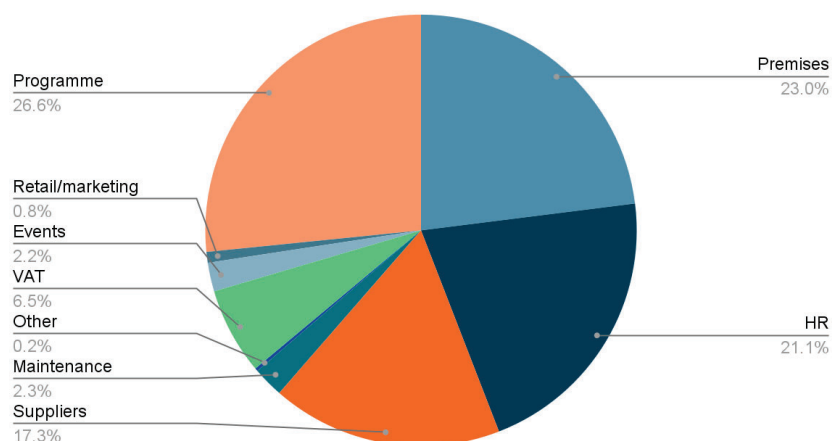
### Overall Income - August 2023 - December 2024



### Business Revenue - August 2023 - December 2024



## Business expenditure



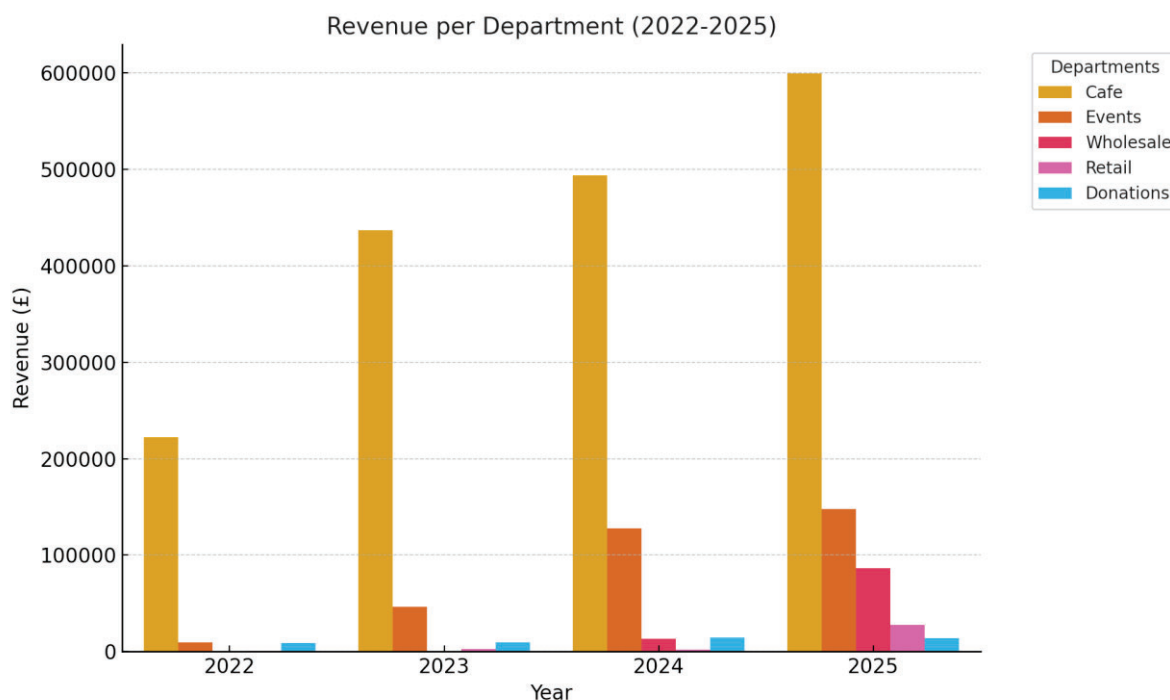
## 2022 - 2024 - Summary from when we started to now and Next year's output targets

### Introduction

The core reason for building a solid financial model is to ensure we can continue supporting our growing impact. As a charity, we are committed to growing slowly and deliberately, in line with our needs, and we will always prioritize sustainable development over rapid expansion. We are incredibly proud to have established a diverse and sustainable revenue stream that currently covers 62% of our costs. This diversity and resilience underpin our ability to meet the needs of our community while planning for the future.

Over the past year, our revenue streams have grown by 31%, reflecting the strength of our approach and the effectiveness of our operations. Looking ahead to 2025, we hope to grow by a further 32%, now that we have the correct foundations in place to take our impact and operations to the next level.

Our focus remains on making thoughtful, impactful choices that ensure the long-term success of our mission, the continued trust of our funders, and the sustainability of our work.



### Expenditure Breakdown and Future Projections

The breakdown of our 2024 expenditure offers valuable insights into our cost structure and areas for optimization, while 2025 projections prioritize reserve-building alongside operational efficiencies:

#### 1. 2024 Expenditure Breakdown (Key Areas):

- **Charitable activities & Programmes:** 29% - The largest expenditure, reflecting our commitment to service delivery and community impact.
- **Premises:** 11.0% - Costs associated with our larger premises, critical to supporting increased operations.
- **Business salaries:** 40% - Investment in staff to ensure quality service delivery.
- **Cost of goods and extras:** 20% - Necessary for maintaining our café and retail operations.

#### 2. 2025 Expenditure Focus:

- While the core expenditure areas (Programmes, Premises, HR) will remain significant, their relative share is expected to decrease due to operational efficiencies. This will enable us to allocate surplus income to reserves, ensuring we achieve the goal of three months' running costs.

### Financial Performance Overview

Our financial trajectory underscores our ability to balance growth with sustainability, expanding our operations to address increasing community needs. Below is a detailed year-by-year comparison of revenue and expenditure, with a strategic focus on building our reserves to ensure long-term financial stability:



## Income Breakdown

### 2022:

- **Total Income:** £240,253
- **Business Expenditure:** £360,045
- **Fundraising Income:** N/A
- **Fundraising Expenditure:** N/A
- **Key Note:** Initial investments laid the groundwork for future expansion.

### 2023:

- **Total Income:** £714,876.67 (+197.55%)
- **Total Expenditure:** £700,603.89 (+94.59%)
- **Business Revenue:** £514,564.67 (+114.18%)
- **Business Expenditure:** £700,603.89
- **Fundraising Income:** £200,312.00
- **Fundraising Expenditure:** N/A
- **Key Note:** Strategic investments in operations and service expansion drove growth.

### 2024:

- **Total Income:** £1,126,381.63 (+57.56%)
- **Total Expenditure:** £965,768.44 (+37.85%)
- **Business Revenue:** £673,667.03 (+30.92%)
- **Business Expenditure:** £858,674.44 (+22.56%)
- **Fundraising Income:** £452,714.60 (+126.00%)
- **Fundraising Expenditure:** £107,094.00
- A significant factor in the 37.85% increase in expenditure was the necessity to relocate from our original premises to a space twice the size. This move was forced upon us but ultimately proved to be a positive step, as the new space has been much better suited to our operations. It has allowed us to increase the number of learners we support from 12 to 15 and grow our team of skills coaches from 1 to 4. Despite the cost increase, this investment was aligned with our mission to scale responsibly.
- Additionally, the biggest reason for the increase in expenditure has been the expansion of our team. In 2023, we were understaffed, under-resourced, and the team was stretched thin, often performing three jobs in one. While we are still slightly understaffed, the current team structure is much more robust, providing a solid foundation to continue delivering the impact we set out to achieve. More info in the 'Our Growing Team' section below.

This strategic focus on reserves reflects a significant milestone in our financial journey, aligning with best practices for financial resilience in the nonprofit sector.

## Departmental Growth

Our departmental performance up to 2024 illustrates the success of our strategy to diversify income streams and meet service demands:

1. **Café Department**

Revenue from our café has grown impressively from **£222,090 in 2022** to **£422,877 in 2024**, an increase of **90%** over two years. This consistent growth underscores the café's role as a cornerstone of our financial sustainability and its capacity to meet increasing community demand.

2. **Events Department**

The events department has experienced remarkable growth, with revenue rising from **£9,506 in 2022** to **£110,000 in 2024**—an **1057% increase**. This exponential growth highlights the importance of our events in driving community engagement and generating vital income.

3. **Wholesale Department**

Introduced in 2023, wholesale operations contributed **£75 in revenue in its first year**, growing to **£13,199 in 2024**. This significant early success reflects the potential for wholesale to become a vital income stream as we scale this operation.

4. **Retail Department**

Retail revenue increased from **£691 in 2022** to **£1,980 in 2024**, an **186.62% increase**. While still a smaller contributor to our overall revenue, retail has shown steady growth, and we are optimistic about its potential to scale further.

5. **Donations**

Donations have remained a stable and reliable source of funding, growing from **£8,822 in 2022** to **£14,203 in 2024**, representing a **60.99% increase**. This continued growth reflects the strength of community support for our mission.

## Fundraising activities and income generation - August 2023 - December 2024

### **Fundraising Income Summary (August 2023 - December 2024)**

We are deeply grateful to all the funders, partners, and supporters who have enabled us to raise an incredible £646,320 between August 2023 and December 2024, allowing us to break even and continue carrying out our mission. This success was made possible by the ongoing support of 3 repeat grant funders, the generosity of 7 new one-off grant funders, and the development of relationships with 3 new funders that we hope will become recurring contributors in the years ahead.

Additionally, we built connections with 11 new corporate donors, with hopes that 4 of them will continue to support us in the future, while 5 repeat corporate funders reaffirmed their commitment to our mission. A special thanks goes to Moët Hennessy, Saffie Investments Ltd, Pictet Wealth Management and the generous grants from the Garfield Weston Foundation, Bloomfield Trust, Henry Smith Charity, Linbury Trust, John Lyon's Charity, St James Place Charitable Foundation and The Brothers Trust whose significant contributions have been instrumental in keeping us going. A massive thanks also goes to Shaftesbury Capital PLC, Peter Soweby, Bailey Thomas Charitable Fund, Mazzini Garibaldi Foundation and Savoy Educational Trust.

Our biggest achievement this year was securing a 3-year commitment from the Henry Smith Charity providing critical stability for our charity. Another milestone was hosting our second fundraising event at Sotheby's, which raised £29,800 directly for Fair Shot and an additional £25,000 to support neurodivergent artists whose works were auctioned, all thanks to Sotheby's sponsorship and support.

### **Looking Ahead: 2025**

As we move into 2025, we are excited about the opportunity to strengthen our fundraising efforts even further. To support this, we plan to hire a dedicated team member to assist our CEO, who has been leading all fundraising efforts single-handedly until now. This role will be pivotal in:

- Enhancing our capacity to cultivate relationships with existing funders and stakeholders.
- Strengthening ties with corporate partners, grant funders, and donors.
- Building new opportunities for partnerships and long-term funding streams.

This investment in capacity will ensure that we can continue to grow sustainably, improve our relationships with stakeholders, and maximize the impact of every contribution.

### **Challenges and Gratitude**

These times remain financially challenging, even for funders. Yet, the support we've received—both from new and returning partners—has been extraordinary. Their belief in our mission and their contributions have not only kept us going but have allowed us to grow relationships that we hope will continue for years to come.

As we look forward to 2025, we remain committed to fostering these relationships, expanding our network of supporters, and delivering impactful outcomes for the community we serve. Thank you to all who make this possible!

Restricted - £137,000

Unrestricted - £509,320

TOTAL - £646,320

## Structure governance and management

### Governance Summary (August 2023 - December 2024) - Board and Patrons

During this period, we have taken significant steps to strengthen and refine our governance, ensuring our leadership structure is equipped to support Fair Shot's growing impact and operations.

In **September 2024**, we enlisted the expertise of Cranfield Trust to begin a **comprehensive governance review of our board, governance practices, and leadership structure**. By November 2024, we commenced this partnership in earnest, and we are already seeing positive progress in bringing our governance to top form. The results of this governance review will be included in our next 2025 Annual Report, offering a clear picture of the improvements made and our plans moving forward.

In **April 2024**, we **bid farewell** to Antonella Miro, a founding trustee who has been with us since the very beginning. Antonella's contributions, including her invaluable connections and unwavering trustworthiness, have been instrumental in our journey, and we wish her all the best in this new phase of her life.

In **July 2024**, we welcomed Ollie Harvey as a **new trustee**. With his extensive experience in café operations and coffee, Ollie's expertise will be crucial as we navigate the next phase of growth in our coffee wholesale department.

**Our chair, Aldina Vivolo Tavella**, has led two exciting and impactful **fundraising events** during this period. The first was another successful Sotheby's auction, exclusively featuring artwork by neurodiverse artists, which generated **£29.8k** for Fair Shot. The second was our inaugural Christmas Carols event, which raised an additional **£2k** to support our mission.

**Looking ahead to 2025**, we will focus on bringing in **two new trustees**: a fundraising expert to strengthen our funding streams and a governance expert to enhance board effectiveness. We will also prioritize diversifying our board to better represent our cause and the communities we serve.

**On the patron side**, Jules Robinson joined us as our **new patron chair** in July 2024, taking on the leadership of our group of 12 patrons. Jules has already brought fresh energy and focus, helping restructure the patron network to better support the CEO with networking and fundraising efforts.

This period has been one of reflection, transition, and growth in our governance, ensuring we have the leadership and structure in place to guide Fair Shot through its next phase of development.

## Financial review

The charity received income in the form of Café sales, Wholesale, Events & Donations of £1,409,368.93.

Expenditure for the year amounted to £1,236,893.83. The charity made a profit of £172,475 which has been incorporated into last year's profit leaving £481,565

| <b>CASHFLOW STATEMENT</b>                        |             | <b>2024</b>    | <b>2023</b>    |
|--|-------------|----------------|----------------|
|  | <b>Note</b> | <b>£</b>       | <b>£</b>       |
|  |             | <b>Total</b>   | <b>Total</b>   |
| <b>Operating Activities</b>                      |             |                |                |
| Net cash flow from operating activities          | 9           | 282,690        | 182,932        |
| <b>Cash flow from investing activities</b>       |             |                |                |
| Payments to acquire tangible fixed assets        |             | (2,729)        | (176,952)      |
| Payment Due for Creditors                        |             | 0              | (300)          |
| Net cash flow from investing activities          |             | <u>279,961</u> | <u>5,680</u>   |
|  |             |                |                |
| Cash and cash equivalents as at 1 August 2023    |             | 122,601        | 122,601        |
| Cash and cash equivalents as at 31 December 2024 |             | <u>402,562</u> | <u>122,601</u> |
| Cash and cash equivalents consist of:            |             |                |                |
| Cash at bank and in hand                         |             | <u>402,562</u> | <u>122,601</u> |

## Reserves policy

As of the end of December 2024, our unrestricted and un designated reserves stood at **£172,975**, which equated to 2 months of our 2024 running costs. Maintaining sufficient reserves is critical to the sustainability and continuity of our operations, ensuring that we can respond effectively to unexpected challenges or fluctuations in income.

In 2025, our goal is to increase our reserves to £330,000 (adding on an extra £157,025), representing 3 months of running costs based on our current expenditure projections for 2025. This target aligns with our commitment to prudent financial management and is an essential step toward securing the long-term stability of our charity.

We are dedicated to growing our reserves in line with our increased expenditure each year, ensuring that our financial strategy supports both our operational needs and our mission to serve our community. By doing so, we aim to safeguard the charity's future and maintain the trust of our funders and stakeholders.



## Statement of risk

The Trustees have a detailed Risk Register showing the significant risks to the charity. Each significant risk has been carefully considered with controls put in place to mitigate the risk and contingency plans set out.

Fair Shot embraces a medium risk appetite level, reflecting the bold approach required to address the systemic 95% unemployment rate among individuals with disabilities. As a unique hybrid of charity and business, our work involves innovating solutions in a sustainable and impactful way. Of 66 identified risks, 4 are High, 19 are medium, and 43 are low. With over 65% of risks effectively managed and categorized as green (low), trustees are confident in operating within this risk environment. The register is reviewed and updated at each board meeting.

## Trustee remuneration and benefits

No trustees were paid remuneration (2023 & 2024 : £nil)

During the year, no Trustees were reimbursed expenses (2023 & 2024 : £nil)

## Statement of trustees responsibilities

The Trustees (who are also the directors of Fair Shot CIO for the purposes of company law) are responsible for preparing the Annual Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial 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 the income and expenditure, of the charitable company for that year. 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 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

## Statement of financial activities

### Statement of Financial Activities (including summary of Income and Expenditure Account) Year Ending 31st December 2024

|                              | Note | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>£ | Prior Year<br>Funds<br>£ |
|------------------------------|------|----------------------------|--------------------------|------------------|--------------------------|
| Charitable Activities        |      |                            |                          |                  |                          |
| Sales                        |      | 763,049                    |                          |                  |                          |
| Donations Received           | 1    | 509,320                    | 137,000                  | 1,409,369        | 701,340                  |
| Expenditure on;              |      |                            |                          |                  |                          |
| Cost of goods / Suppliers    |      | 313,661                    |                          | 313,661          | 229,306                  |
| Premises (Inc. Maintenance)  | 2    | 139,744                    |                          | 139,744          | 31,380                   |
| Subscriptions, Platform Fees | 6    | 32,072                     |                          | 32,072           | 14,993                   |
| General Expenses             | 7    | 36,115                     | 74,646                   | 110,761          | 45,630                   |
| Business Salaries            | 8    | 443,117                    | 44,255                   | 487,372          | 256,236                  |
| Programme Salaries           | 8    | 25,040                     | 128,245                  | 153,285          |                          |
|                              |      | 989,748                    | 247,146                  | 1,236,894        | 577,545                  |
| Net (Expenditure)/Income     |      | 282,620                    | (110,146)                | 172,474          | 123,795                  |
| Total funds carried forward  | 1    | 282,620                    | (110,146)                | 172,474          | 123,795                  |

## Balance sheet

### Balance Sheet As at 31st December 2024

|                          | Note | 31 December<br>2024<br>£ | 31 July<br>2023<br>£ |
|--------------------------|------|--------------------------|----------------------|
| Fixed Assets             | 3    | 140,498                  | 212,414              |
| Cash at bank and in hand |      | 402,562                  | 122,601              |
| Debtors                  | 4    | 1,284                    | 30,487               |
|                          |      | 403,846                  | 153,088              |
| Creditors due in 1 year  | 5    | 62,779                   | 56,412               |
| Total Net Assets         |      | 481,565                  | 309,090              |
| Restricted Income Funds  | 1    | 67,376                   | 177,522              |
| Unrestricted Funds       | 1    | 414,189                  | 131,568              |
| Total Charity Funds      |      | 481,565                  | 309,090              |

## Notes to the Financial Statements

### Basis of preparation

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note to these accounts.

The accounts 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) issued on 16 July 2014 (the Charities SORP); and
- the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102);
- the Charities Act 2011.

The Trustees consider that there are no material uncertainties related to events or conditions that cast significant doubt on the charity's ability to continue as a going concern.

The accounts have been prepared under the Charities SORP. Although the format of the accounts differs from that applied in the past, no changes have been made to amounts previously reported.

No material prior year error has been identified in the reporting period.

### Accounting policies

#### *Income*

Income is included in the Statement of Financial Activities (SoFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources, and the monetary value can be measured with sufficient reliability. Performance related grants are recognised to the extent that the charity has provided the specified goods or services.

It is not practical to value the monetary value of donated time.

#### *Expenditure and liabilities*

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

#### *Fixed Assets*

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation of fixed assets is provided at rates to write off the cost or revalued amount, less any estimated residual value, of each asset over its expected useful life, as follows:

*All assets 20% per annum on a straight-line basis*

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset and is recognised in the Statement of Financial Activities.

### *Impairment of fixed assets*

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, because of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. The impairment loss is recognised in the Statement of Financial Activities. Minor maintenance works are not considered to impair the value of the asset.

### *Debtors and creditors receivable / payable within one year*

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price.

### *Pensions*

The charitable company operates a defined contribution pension scheme on behalf of its employees. The assets of the scheme are held separately from those of the Charity in independently administered funds. The annual contributions paid to the scheme are charged against income in the year to which they relate.

### *Going concern*

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern.

| <b>1 Movement in Funds</b> | At Start of<br>Year<br>£ | Incoming<br>Resources<br>£ | Outgoing<br>Resources<br>£ | At the End of<br>Year<br>£ |
|----------------------------|--------------------------|----------------------------|----------------------------|----------------------------|
| Restricted Funds           | 177,522                  | 137,000                    | (247,146)                  | <b>67,376</b>              |
| Unrestricted Funds         | 131,568                  | 1,272,369                  | (989,748)                  | <b>414,189</b>             |
| <b>Total Funds</b>         | <b>309,090</b>           | <b>1,409,369</b>           | <b>(1,236,894)</b>         | <b>481,565</b>             |

| <b>2 Premises (Inc. Maintenance)</b> | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>£     | Prior Year<br>£ |
|--------------------------------------|----------------------------|--------------------------|----------------|-----------------|
| Expenditure on raising funds;        |                            |                          |                |                 |
| Bills                                | 24,171                     |                          | <b>24,171</b>  | <b>0</b>        |
| Insurance                            | 6,828                      |                          | <b>6,828</b>   | <b>3,177</b>    |
| Rates                                | 10,882                     |                          | <b>10,882</b>  | <b>485</b>      |
| Rent                                 | 50,091                     |                          | <b>50,091</b>  | <b>14,474</b>   |
| Repairs & Maintenance                | 12,518                     |                          | <b>12,518</b>  | <b>8,917</b>    |
| Other Professional Fees              | 15,567                     |                          | <b>15,567</b>  | <b>3,759</b>    |
| Subscriptions                        | 19,687                     |                          | <b>19,687</b>  | <b>569</b>      |
| <b>Total</b>                         | <b>139,744</b>             | <b>0</b>                 | <b>139,744</b> | <b>31,380</b>   |

**3 Fixed Assets**

|                          | Office<br>Equipment | Plant &<br>Machinery | Fixtures &<br>Fittings | Computer<br>Equipment | Total   |
|--------------------------|---------------------|----------------------|------------------------|-----------------------|---------|
|                          | £                   |                      |                        |                       | £       |
| <b>COST or VALUATION</b> |                     |                      |                        |                       |         |
| At 01 August 2023        | 1,032               | 22,737               | 233,887                | 5,671                 | 263,326 |
| Additions/<br>(Disposal) | 0                   | 2,856                | (2,274)                | 2,148                 | 2,729   |
| At 31 December 2024      | 1,032               | 25,592               | 231,613                | 7,819                 | 266,054 |
| <b>DEPRECIATION</b>      |                     |                      |                        |                       |         |
| At 01 August 2023        | 333                 | 5,992                | 43,178                 | 1,409                 | 50,912  |
| Charge for the year      | 292                 | 6,911                | 65,546                 | 1,897                 | 74,646  |
| At 31 December 2024      | 625                 | 12,903               | 108,724                | 3,306                 | 125,558 |
| <b>NET BOOK VALUES</b>   |                     |                      |                        |                       |         |
| At 31 July 2023          | 699                 | 16,745               | 190,709                | 4,262                 | 212,414 |
| At 31 December 2024      | 406                 | 12,689               | 122,889                | 4,513                 | 140,498 |

**4 Debtors**

|       | 2024         | 2023          |
|-------|--------------|---------------|
|       | £            | £             |
| Trade | 1,284        | 817           |
| VAT   | 0            | 29,670        |
|       | <u>1,284</u> | <u>30,487</u> |

| 5 Creditors                        | 2024          | 2023          |
|------------------------------------|---------------|---------------|
|                                    | £             | £             |
| Accounts Payable                   | 15,727        | 38,600        |
| Accruals                           | 400           | 300           |
| Other taxes and<br>social security | 18,081        | 7,086         |
| Other Creditors                    | 12,500        | 10,426        |
| VAT                                | 16,072        | 0             |
|                                    | <u>62,779</u> | <u>56,412</u> |

|                                | 2024               |                  | 2023          |
|--------------------------------|--------------------|------------------|---------------|
|                                | Unrestricted Funds | Restricted Funds | Total 2024    |
|                                | £                  | £                | £             |
| 6 Subscriptions, Platform Fees |                    |                  |               |
| Accountancy                    | 5,785              |                  | 3,145         |
| Bank Fees                      | 1,275              |                  | 211           |
| Human Resources                | 2,670              |                  | 0             |
| Interest Paid                  | 120                |                  | 0             |
| Marketing                      | 1,759              |                  | 0             |
| SQUARE Fees                    | 16,063             |                  | 6,688         |
| Independent examination fee    | 400                |                  | 300           |
| Consultancy Fee                | 4,000              |                  | 4,649         |
|                                | <u>32,072</u>      | <u>0</u>         | <u>14,993</u> |

| 7 General Expenses          | 2024               |                  | 2023           |               |
|-----------------------------|--------------------|------------------|----------------|---------------|
|                             | Unrestricted Funds | Restricted Funds | Total 2024     |               |
|                             | £                  | £                |                | £             |
| Charitable Donations        | 129                |                  | 129            | 0             |
| Depreciation                |                    | 74,646           | 74,646         | 37,911        |
| Entertainment               | 571                |                  | 571            | 725           |
| Equipment Hire              | 2,300              |                  | 2,300          | 0             |
| General Expenses            | 25,060             |                  | 25,060         | 1,293         |
| IT Software and Consumables | 583                |                  | 583            | 2,791         |
| Staff Training              | 3,014              |                  | 3,014          | 1,369         |
| Travel                      | 4,458              |                  | 4,458          | 1,541         |
|                             | <b>36,115</b>      | <b>74,646</b>    | <b>110,761</b> | <b>45,630</b> |

| 8 Salaries                  | 2024           |                | 2023           |
|-----------------------------|----------------|----------------|----------------|
|                             | Unrestricted   | Restricted     | £              |
| Business Salaries           | 401,282        | 44,255         | 237,046        |
| Programme Salaries          | 25,040         | 128,245        |                |
| Employer National Insurance | 34,351         |                | 19,190         |
| Pension Costs               | 7,484          |                |                |
|                             | <b>468,156</b> | <b>172,500</b> | <b>256,236</b> |

## Approval from the Board

This report was approved by the Board on

/04/2025

On behalf of the board:

Jules Robinson

Chair

Date 11/04/2025

Signature

*J. M. Robinson*