



# GROW OUTDOORS INSTITUTE

## Financial Report

Financial Year Ended 31 March 2025

### Report Information

Charity Name:	Grow Outdoors Institute
Reporting Period:	1 April 2024 – 31 March 2025
Report Date:	January 2026

### Executive Summary

This financial report explains the non-trading status of Grow Outdoors Institute during the 2024 financial year. The trustees made a strategic decision to suspend operational activities throughout this period to focus entirely on developing a comprehensive strategic repositioning of the charity that will enable meaningful and sustainable impact from 2026 onwards.

Rather than continuing with incremental activities, the trustees determined that investing this year in thorough planning and development would position the charity for significantly greater effectiveness and financial sustainability in the future.

### Non-Trading Status: Explanation

#### Strategic Pause for Development

Grow Outdoors Institute did not undertake trading activities during the 2024 financial year. This was a deliberate strategic decision by the board of trustees to dedicate resources toward developing a transformative new direction for the charity.

The trustees recognised that the outdoor alternative education sector faces significant challenges, including lack of quality standards, limited evidence-based programme development, and fragmented provision. Rather than continuing with activities that would have limited impact, the decision was made to invest this period in creating a comprehensive solution that addresses these systemic issues.

### **What This Means**

During 2024, the charity had minimal financial activity. There was no programme delivery, no membership income, and no grant-funded activities. Fixed costs were maintained at an absolute minimum, with trustees meeting governance requirements and legal obligations for charity oversight.

This dormant period should not be viewed as organisational weakness or lack of purpose. Instead, it represents disciplined stewardship, ensuring that when the charity resumes active operations, it does so with a robust model designed for genuine sector transformation and long-term sustainability.

### **Strategic Planning Activities**

Throughout 2024, the trustees and advisors engaged in extensive strategic development work focused on repositioning Grow Outdoors Institute as the UK's leading accreditation and support organisation for outdoor alternative education providers.

### **Key Development Areas**

#### **Sector Analysis and Positioning**

Comprehensive research into the outdoor alternative education sector identified critical gaps in quality assurance, programme accreditation, and evidence-based practice. The charity developed a clear positioning as a quality assurance body and research hub serving providers such as farm-based initiatives and outdoor activity centres.

#### **Operating Model Development**

A sustainable membership framework was designed, incorporating annual membership fees following a trial period, with members receiving GOI accreditation upon meeting requirements including insurance coverage, safeguarding policies, compliance documentation, and quality assessments. This creates a stable funding base while ensuring sector standards.

#### **Programme Development**

Plans were finalised for a flagship Growth Mindset Programme specifically designed for outdoor alternative education settings. This programme, targeted at young people from Year 7 onwards, integrates outdoor activities with development of teamwork, leadership, resilience, and outdoor competencies, culminating in recognised qualifications through established educational bodies.

#### **Revenue Strategy**

Multiple revenue streams were identified and structured, including membership fees, programme licensing to member organisations, and potential research grants and

partnerships. This diversified approach significantly reduces dependency on any single income source and creates sustainable funding for ongoing operations.

**Implementation Roadmap**

A detailed three-phase implementation strategy was developed, spanning foundation-building with initial member recruitment (offering 12-month free membership), growth through launching the paid membership model and Growth Mindset Programme, and expansion into European markets. Each phase includes specific milestones, resource requirements, and success metrics.

**Financial Position**

**Current Financial Status**

As at 31 December 2024, Grow Outdoors Institute maintained minimal financial activity consistent with its non-trading status:

Category	Amount
Total Income	£0
Total Expenditure	£[minimal governance costs]
Programme Delivery	None
Staff Costs	None

The charity maintained only essential governance expenditure required to fulfil legal obligations. No staff were employed during this period, and trustees undertook their duties on a voluntary basis. Strategic planning activities were conducted without incurring significant costs.

This minimal expenditure approach ensured the charity preserved its resources while developing the comprehensive strategic plan that will enable future impact.

**2026 Relaunch and Forward Strategy**

**Planned Resumption of Operations**

The charity is positioned to resume full operations during 2026, implementing the strategic plan developed throughout 2024. This relaunch represents a fundamental transformation from previous activities to a focused, sustainable model with clear impact pathways.

**Initial Phase: Foundation Building (2026)**

The first 12 months of operation will focus on recruiting an initial cohort of 10 member organisations, each receiving complimentary membership during this trial period. Simultaneously, the charity will complete development of the core accreditation framework and finalise the Growth Mindset Programme, seeking formal accreditation from relevant educational bodies including potential Ofqual recognition.

Research partnerships will be established during this phase to support evidence-based programme development and create an academic foundation for the charity's work. Enhanced branding and website development will ensure professional presentation to the sector.

**Projected Financial Performance**

Financial projections demonstrate a path to sustainability:

Period	Members	Revenue
Year 1 (2026)	10 (free trial)	Development phase
Year 2 (2027)	25 paying	£3,000 + licensing
Year 3 (2028)	50 paying	£6,000 + expanded licensing

Beyond membership fees, programme licensing to member organisations will create additional revenue streams. Research grants and partnerships will further expand capacity and support ongoing programme development.

By Year 3, the charity projects entry into European markets, establishment of GOI as a recognised quality mark in the sector, and development of specialist programmes for different contexts including train-the-trainer models.

**Impact and Benefits**

The new strategic direction creates value across multiple stakeholder groups:

**For Young People:** Access to evidence-based programmes designed for their specific needs, recognised qualifications supporting future pathways, and improved outcomes through quality-assured provision.

**For Member Organisations:** Professional accreditation enhancing credibility, access to cutting-edge programme content, reduced development costs through shared resources, peer learning networks, enhanced recruitment capabilities, and access to professional development frameworks supporting staff retention.

**For the Sector:** Elevated professional standards, evidence base for effectiveness, increased recognition with mainstream education and employers, enhanced career prospects attracting higher calibre professionals, government recognition of sector importance, and improved public perception of alternative education.

**Governance and Risk Management**

**Trustee Oversight**

Throughout the 2024 non-trading period, the board of trustees maintained regular oversight of the charity's affairs, ensuring compliance with all legal and regulatory requirements. Strategic planning was conducted with appropriate due diligence and sector consultation.

**Risk Mitigation**

The strategic plan incorporates robust risk mitigation measures:

A strong governance structure ensures member input on strategic decisions, creating stakeholder engagement and shared ownership. The phased implementation approach allows course correction based on early feedback from the initial cohort of member organisations.

Multiple revenue streams reduce dependency on any single income source, creating financial resilience. The focus on evidence-based approaches ensures programme effectiveness and credibility with both funders and beneficiaries.

Investment in proper accreditation and quality frameworks from the outset establishes professional credibility and positions the charity as a serious sector leader rather than another marginal initiative.

## Conclusion

The 2024 financial year represents a strategic pause in Grow Outdoors Institute's operations, undertaken deliberately to develop a comprehensive plan for sustainable and impactful work in the outdoor alternative education sector.

While the charity did not generate income or deliver programmes during this period, the investment in strategic planning positions GOI for significant impact from 2026 onwards. The developed model addresses clear sector needs, creates sustainable revenue streams, and establishes a framework for quality assurance and evidence-based practice that can transform outcomes for vulnerable young people.

The trustees believe this approach demonstrates sound stewardship and responsible governance. Rather than continuing with incremental activities of limited impact, the charity has positioned itself to become an essential partner for outdoor alternative education providers across the UK and eventually Europe.

The 2026 relaunch will mark the beginning of a new chapter for Grow Outdoors Institute, one built on solid strategic foundations and designed for lasting benefit to the young people and organisations the charity serves.



[George David Ross \(Jan 27, 2026 22:55:31 GMT\)](#)

---

Chair of Trustees

Date: \_\_\_\_\_






# GOI\_Financial\_Report\_2024

Final Audit Report

2026-01-27

Created:	2026-01-27
By:	Amanda Foister (amanda@sisutheraPy.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAikjKi8baDB_AZ3k9WenIGV1pH50sCvJ-

## "GOI\_Financial\_Report\_2024" History

-  Document created by Amanda Foister (amanda@sisutheraPy.uk)  
2026-01-27 - 10:53:48 PM GMT
-  Document emailed to george.ross@iowuk.net for signature  
2026-01-27 - 10:54:10 PM GMT
-  Email viewed by george.ross@iowuk.net  
2026-01-27 - 10:54:36 PM GMT
-  Signer george.ross@iowuk.net entered name at signing as George David Ross  
2026-01-27 - 10:55:29 PM GMT
-  Document e-signed by George David Ross (george.ross@iowuk.net)  
Signature Date: 2026-01-27 - 10:55:31 PM GMT - Time Source: server
-  Agreement completed.  
2026-01-27 - 10:55:31 PM GMT