

Charity Registration No. 1203798

Company Registration No. CE032834 (England and Wales)

WK FOUNDATION

Trustees' Report and Financial Statements

for the Year Ended 30 June 2025

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WELL KNEADED FOUNDATION

Reference and Administrative Details

Chairperson	A M Stephens	
Trustees	A M Stephens B K Lewis A Z Chan V Akotha	(appointed 3 June 2025)
Secretary	A Z Chan	
Charity number	1203798	
Company number	CE032834	
Registered office	414 Garratt Lane Earlsfield London SW18 4HW	

WELL KNEADED FOUNDATION

Trustees' Report

The Trustees present their annual report together with the financial statements of the charity for the year ended 30 June 2025.

Objectives and Activities

Objects and aims

The WK Foundation sole charitable object is:

- “To advance in life and relieve the needs of young people by providing practical support and activities which develop their skills, capacities and capabilities to enable them to participate in society as responsible individuals.”

This object is delivered through the NOURISH programme, a structured training initiative for young adults aged 17–29, particularly those aged 18–25, who face multiple barriers to employment. The programme aims to:

- Provide workplace training, mentorship, and employment readiness support, equipping participants with the skills and confidence to achieve sustained employment and personal growth;
- Foster a secure sense of identity and purpose, supporting holistic personal and professional development;
- Connect participants with external services, support networks, and community partners to build resilience and life skills;
- Support access to meaningful employment opportunities through the Foundation’s network of employer and community partners; and
- Promote sustainable practices throughout programme delivery, demonstrating commitment to environmental responsibility for current and future generations.

Public benefit

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission’s public benefit guidance. The NOURISH programme provides direct social and economic benefit to marginalised young adults while supporting the wider community by strengthening the local workforce and promoting sustainable practices.

Use of volunteers

The charity is supported by a dedicated team of volunteers who assist in programme delivery, mentoring, and governance, alongside employees and directors of Well Kneaded Ltd. Volunteers are integral to the Foundation’s work, enabling more personalised support for trainees and extending the reach and impact of the NOURISH programme.

Achievements and Performance

Understanding the Need: Why Our Work Matters

Young adults entering the NOURISH programme continue to face significant and intersecting barriers that limit their ability to access and sustain employment. This year, 100% of trainees joined us as NEET, with the majority having been out of work, training, or education for extended periods. In fact, 75% had been looking for work for over two years, demonstrating the depth of disengagement and the lack of accessible pathways into stable employment.

Educational disadvantage remains one of the most consistent challenges among our cohorts. Three-quarters of trainees (75%) had fewer than three GCSEs, limiting their eligibility for entry-level roles and further training opportunities. This is often compounded by unstable living situations: 65% of trainees were living in supported accommodation, navigating housing insecurity alongside the pressures of beginning a training programme.

In addition, one in four (25%) were care-experienced, bringing with them the complexities associated with limited family support networks, increased exposure to trauma, and reduced access to consistent guidance during key transition points into adulthood. These vulnerabilities frequently overlap with mental health challenges, learning barriers, and social isolation, meaning that conventional training or employment programmes (without specialist, trauma-informed support) are rarely sufficient for long-term success.

This context shaped our priorities for the year. The achievements that follow reflect not only programme delivery, but the targeted, relational, and highly supported environment required to help young adults facing some of the most entrenched barriers in South London move towards stability, confidence, and sustained employment.

Our Impact This Year: Key Activities and Impact Delivered

Between 1 July 2024 and 30 June 2025, the WK Foundation focused on delivering and strengthening the first year of the NOURISH programme. During this period, our two pilot cohorts (Cohort 1 and Cohort 2) began their 15-month programmes, both progressing through Phase 1, the three-month training stage, and entering Phase 2, the 12-month employment and progression phase.

1. Programme Delivery and Trainee Progress

Cohort Participation and Progress

- Cohort 1 (Pilot cohort #1): began September 2024 with 6 trainees;
- Cohort 2 (Pilot cohort #2): began February 2025 with 8 trainees;
- Across both cohorts, 10 out of 14 trainees successfully completed Phase 1 and graduated into Phase 2;
- 80% of trainees achieved the Level 2 Health & Hygiene qualification and the Money Ready Level 1 financial literacy qualification;
- All graduates are currently being supported through monthly check-ins, mentoring, and employment-readiness sessions; and
- Employment outcomes remain under monitoring, with confirmed data expected as trainees progress through Phase 2, in the reporting period ending 30 June 2026. However, we can report that at the time of writing, 75% of phase 1 graduates are in employment and 100% Phase 2 graduates are engaging in employment and progression sessions.

Learning from the Pilot Year

The 2024-2025 delivery year served as a pilot stage for the NOURISH programme. The pilot identified several key lessons and informed adjustments for future cohorts:

- Greater employment support needed: following completion of Cohort 1, WK Foundation strengthened its employment support model ahead of Cohort 2, introducing earlier employer engagement, clearer job-matching pathways, and more intensive mentoring. This enhanced approach, implemented between Cohort 1 and Cohort 2, contributed significantly to the improved employment and training outcomes seen in Cohort 2;
- Gap in technical training addressed: compared with Cohort 1, Cohort 2 received enhanced hands-on food and hospitality training within Well Kneaded's operational environments, improving real-world F&B skills and workplace familiarity; and
- Need for structured support and clarity: feedback from trainees highlighted the value of structured routines, clear expectations, and more intensive coaching during early weeks; these have now been incorporated into revised programme protocols.

These lessons from the pilot year will guide curriculum refinement, support structures, and delivery approaches for future cohorts to increase effectiveness and trainee success.

2. Programme Development

Trauma-Informed and Safeguarding Training

To ensure safe, high-quality delivery for young adults facing multiple disadvantages:

- Staff completed Thrive London's Trauma-Informed Silver and Gold training, totalling approximately 8–9 hours; and
- Additional safeguarding training was delivered internally by a specialist, ensuring all staff were fully compliant with current best practice.

Mentoring Infrastructure

- A new mentoring scheme was launched this year, and 8 volunteer mentors were recruited and trained; and
- Phase 2 trainees are now paired with mentors for regular check-ins, problem-solving support, confidence-building, and accountability.

3. Community Engagement and Partnerships

Community Lunches and Outreach

During the year, community lunches became a key expression of our commitment to strengthening local relationships and offering meaningful practice opportunities for trainees. Each cohort ran two to three community lunches, offered free of charge or on a "pay what you can" basis. These events were designed and delivered by trainees, giving them real-world experience in service, hospitality, and teamwork. Of note:

- Marginalised and underrepresented community groups were intentionally invited to attend, helping build connections and reduce isolation; and
- These lunches increased the visibility of the NOURISH programme within the community while providing trainees with confidence-building, public-facing experience.

Pathways into Employment

The Foundation continued to develop strong partnerships with employers who can provide high-quality work experience and employment opportunities for trainees. This year we strengthened relationships with organisations including:

- Sutton Community Farm – offering hands-on experience in sustainable agriculture and farm-to-table processes;
- Paradise Cooperative – providing opportunities for trainees to engage in community-based food growing and environmental learning; and
- KERB+ – enabling exposure to street-food operations and connecting trainees with a broader network of hospitality employers.

These partnerships expand trainees’ practical experience and create clear pathways into long-term employment within the hospitality sector.

4. **In-Kind Support and Operational Stability**

A significant portion of programme delivery this year was supported through in-kind contributions, which enhanced financial efficiency and strengthened capacity:

- Well Kneaded Ltd (pizzeria) provided substantial operational and technical training support for Phase 1 trainees; and
- Well Kneaded Events contributed practical training opportunities and staff time.
- Sunday Mills (Folk Co-Living) delivered life-skills training sessions for trainees at no cost to the Foundation.

This in-kind support enabled the Foundation to deliver high-quality, multi-disciplinary training while keeping expenditure proportionate and focused on direct programme delivery.

5. **Summary of Trainee Outcomes to Date**

- 13 trainees enrolled during the pilot year;
- 77% course retention, with 10 trainees completing Phase 1;
- 80% of graduates achieved both the Level 2 Health & Hygiene qualification and the Money Management Level 1 certificate;
- 10 trainees are currently engaged in Phase 2, representing 100% of Phase 1 graduates;
- 8 graduates are now in employment, education, or training – 80% of all NOURISH graduates;
- 11 volunteer mentors recruited to support trainees;
- 6 community lunches delivered across the year;
- 5 new employment partners added to our network; and
- 5 new referral partners established through outreach.

Financial Review

Income for the year totalled £105,771, meeting the planned growth targets for the NOURISH programme. This level of income enabled the Foundation to plan and deliver two additional cohorts beyond the initial pilot, while also strengthening operational stability through investment in dedicated delivery staff and essential programme resources.

Expenditure for the year was £91,402, reflecting the continued expansion of the programme’s reach. Importantly, spending remained focused on mission delivery, with 74% of total expenditure allocated to direct programme costs, compared with 58% in the prior year — demonstrating improved efficiency and a stronger alignment between expenditure and charitable activities.

Although the charity has not yet reached its target of maintaining reserves equivalent to three months of operating costs, a net surplus of £14,369 contributed toward building this reserve.

Strengthening reserves remains a priority to support sustainable forward planning, ensure continuity of future cohort delivery, and provide a buffer to meet unexpected costs.

The Foundation's funds are held in interest bearing accounts with Unity bank.

Under the charity's governing document, the charity has the power to make any investments which the trustees see fit.

The trustees have assessed the major risks to which the charity is exposed and are satisfied that systems are in place to mitigate exposure to the major risk.

At the date of approving the report and accounts, there are no uncertainties about the charity's ability to continue as a going concern.

There are no funds or subsidiary undertakings that are materially in deficit.

Plans for Future Periods

1. *Aims and Key Objectives*

In the coming year, the Foundation plans to deliver its first full intake cycle, running two cohorts of 10 trainees, with an anticipated graduation rate of 7–8 trainees per cohort (c.75%). Key objectives include:

- Launching a full annual cycle of NOURISH delivery with consistent intake and structured progression;
- Consolidating the learning and foundations established through the pilot cohorts, refining Phase 1 and Phase 2 delivery;
- Continuing to grow the mentoring programme, expanding volunteer capacity to support increased cohort sizes;
- Strengthening and expanding referral partnerships to ensure a steady pipeline of trainees who meet programme criteria; and
- Deepening employment partnerships to ensure each graduate has a clear route into meaningful work in the hospitality and sustainable food sectors.

2. *Sustained Impact and Employment Pathways*

To support long-term outcomes for trainees, the Foundation will prioritise formalised and consistent employment pathways. Over the next period, we plan to:

- Identify and develop partnerships with employers who can offer longer-term and structured progression routes;
- Continue deepening collaboration with key community and referral partners, including SPEAR, Home Community Café, Achieving for Children, and Carney's Community;
- Explore opportunities with HMP Wandsworth to pilot a condensed version of the NOURISH programme as a potential pre-release training pathway;
- Enhance and expand community lunches, positioning them as both a valuable training opportunity and a platform for community engagement; and
- Continue strengthening Phase 2 support to ensure sustained contact with graduates, including coaching, mentoring, and job-readiness support.

3. *Organisational Growth and Sustainability*

To ensure the Foundation is equipped to scale the programme effectively and sustainably, we intend to:

- Continue developing internal systems, including data management, outcome tracking, and safeguarding processes, supported by the introduction of a CRM system;
- Grow the mentoring programme to meet the needs of larger cohorts, expanding volunteer recruitment and capacity;
- Pursue diversified income streams, including appropriate multi-year grants and partnership funding, to reduce reliance on single sources;
- Recruit an additional trustee to strengthen governance capacity as the organisation scales; and
- Build organisational resilience through improved infrastructure, clearer processes, and continued investment in staff development.

Structure, Governance, and Management

Nature of governing document

The Foundation is a Charitable Incorporated Organisation governed by a constitution adopted on 29 June 2023.

Organisational structure

The trustees who served during the year up to the date of signature of the financial statements are included on page 2.

Trustees are appointed by the board of trustees and announced at the AGM. No external body or any other person is entitled to appoint a trustee.

No governance and management details are exempt from disclosure.

Statement of Directors' and Trustees' Responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and applicable law and regulations.

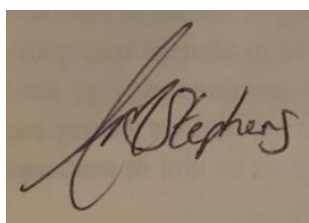
The law applicable to charities requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then 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, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping proper 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 Charities Act 2011, the Charities (Accounts and Reports) Regulations 2008, and the provisions of the constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are also responsible for the contents of the trustees' report, and the responsibility of the independent examiner in relation to the trustees' report is limited to examining the report and ensuring that, on the face of the report, there are no inconsistencies with the figures disclosed in the financial statements.

This report was approved by the trustees of the charity on 20/12/2025 and signed on its behalf by:



.....
A M Stephens
Chair of Trustees

Date: 20/12/2025...



Section A

Independent Examiner's Report

Report to the trustees/
members of

Charity Name
WK Foundation

On accounts for the year
ended

30/06/2025

Charity no
(if any)

1203798

Set out on pages

2

(remember to include the page numbers of additional sheets)

Responsibilities and
basis of report

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 30/06/2025.

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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

** Please delete the words in the brackets if they do not apply.*

Signed:

Date:

10/12/2025

Name:

John Mullaly

Relevant professional
qualification(s) or body
(if any):

Previously Treasurer, Christchurch Turnham Green, charity number 1129298, also BSc (Aero), MBA, PGCE, MA(Econ)

Address:	52 Flanders Rd,
	London
	W4 1NG

Section B	Disclosure
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Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).

Give here brief details of any items that the examiner wishes to disclose.

No issues of concern were noted.

Statement of Financial Activities

Prepared for WK Foundation: 1/7/2024 to 30/6/2025 (compared with 29/6/2023 to 30/6/2024)*

	Unrestricted	Restricted	Total	Prior Total*
Donations and Legacies				
. . Donation- One off	42,869.86	54.00	42,923.86	19,269.92
. . Donation- Regular	1,599.40	54.00	1,653.40	400.00
. . Gift Aid Claimed	2,447.01		2,447.01	1,692.24
Investments				
. . Interest Received	290.54		290.54	101.22
Other Incoming Resources				
. . Grant Received		58,456.00	58,456.00	19,109.00
Total income and endowments	47,206.81	58,564.00	105,770.81	40,572.38
Nourish Programme- Operational costs				
. . Farm Day Trips & External Trainers/Offsite Visit		750.00	750.00	
. . H&S certification for trainees		151.00	151.00	
. . Programme Materials & Equipment		1,879.33	1,879.33	
. . Telephone & Internet		127.19	127.19	
. . Trainee Lunch		1,613.11	1,613.11	
. . Trainee and Staff Travel		1,412.89	1,412.89	
. . Training space cost		11,931.20	11,931.20	
Nourish Programme- Staffing				
. . Employment and Progression coordinator & Assistant trainer		4,703.54	4,703.54	
. . Hospitality training session				
. . . . Programme Delivery		14,981.48	14,981.48	927.55
. . Nourish Staffing NI & Pension Contribution		4,065.54	4,065.54	963.24
. . Prog Manager & Lead Trainer		25,748.90	25,748.90	6,032.72
Charity Management & Administration	23,428.23	609.27	24,037.50	11,452.81
Total expenditure	23,428.23	67,973.45	91,401.68	19,376.32
Net income/(expenditure) before investment gains/(losses)	23,778.58	-9,409.45	14,369.13	21,196.06
Net gains/(losses) on investments				

Statement of Financial Activities

Prepared for WK Foundation: 1/7/2024 to 30/6/2025 (compared with 29/6/2023 to 30/6/2024)*

	Unrestricted	Restricted	Total	Prior Total*
Net income/(expenditure)	23,778.58	-9,409.45	14,369.13	21,196.06
Extraordinary items				
Transfers between funds	-15,000.00	15,000.00		
Gains(losses) on revaluation of fixed assets for charity's own use				
Other gains(losses)				
Net movement in funds	8,778.58	5,590.55	14,369.13	21,196.06
Total funds brought forward	17,510.57	3,685.49	21,196.06	
Total funds carried forward	26,289.15	9,276.04	35,565.19	21,196.06

WK Foundation
Charity Commission for England and Wales, No. 1203798
Balance Sheet - Comparative
As at June 30, 2025

	30 Jun 2025	30 Jun 2024
<i>Current Assets</i>		
Debtors	11,073	
Other Current Assets		1,092
Cash At Bank And In Hand	26,513	21,409
<i>Creditors</i>		
Trading Creditors	-2,021	-249
Other Creditors		-1,056
Net Assets	35,565	21,196
 <i>Funds & Reserves</i>		
Restricted Funds	9,276	3,685
Unrestricted General Funds	26,289	17,511
Funds Provided	35,565	21,196

WK Foundation
Income & Expense - Detail
July 1, 2024 to June 30, 2025

Income

Income and Endowments	
Donations and Legacies	
Donation- One off	42,924
Donation- Regular	1,653
Gift Aid Claimed	2,447
Investments	
Interest Received	291
Other Incoming Resources	
Grant Received	58,456
Total Income	105,771

Expenses

Expenditure	
Charity Management & Administration	24,038
Nourish Programme- Operational costs	
Farm Day Trips & External Trainers/Offsite Visit	750
H&S certification for trainees	151
Programme Materials & Equipment	1,377
Printing & Stationery	502
Telephone & Internet	127
Trainee Lunch	1,613
Trainee and Staff Travel	
Trainee Travel	1,413
Training space cost	11,931
Nourish Programme- Staffing	
Employment and Progression coordinator & Assistant trainer	4,704
Hospitality training session	
Programme Delivery	14,981
Nourish Staffing NI & Pension Contribution	4,066
Prog Manager & Lead Trainer	25,749
Total Expenses	91,402
 Operating Surplus/(Deficit)	 14,369
Total Other Income/(Expenses)	0
Net Surplus/(Deficit)	14,369

WK Foundation
Income & Expense - Detail
July 1, 2024 to June 30, 2025

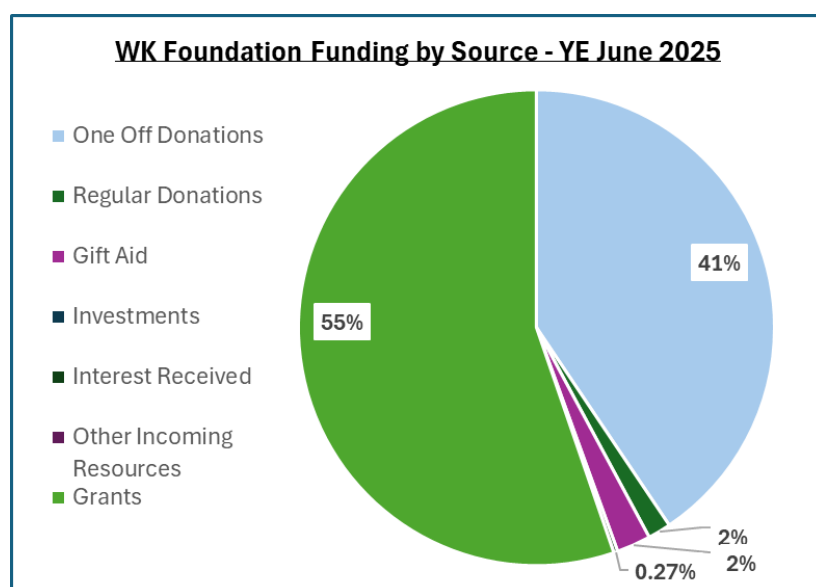
Financial Report for WK Foundation - Year Ended 30 June 2025

In our second year, WK Foundation continued building on the strong foundation laid in the first year to empower young adults in their journey toward employment. This report reflects our growth and highlights our efficient resource use, as well as the inspiring support we received from donors and grantors enabling us to continue to develop impactful programmes.

Income Overview

Total income for the year was £105,771 with sources as follows :

- Grants (55%): £58,456 to core programme delivery operations.
- Donations (42% of total income): £44,577, including both regular donations and one-time contributions.
- Gift Aid claims (2%): £2,447.
- Interest earned (0.3%): £291 from reserve holdings.



Of the total income generated, £58,564 was designated as restricted solely for direct Nourish programme delivery expenses, with the remaining £47,207 being unrestricted. The breakdown of expenses below gives further detail on our compliant use of restricted income, with £67,346 spent on direct Nourish Programme delivery.

Expenditure Overview

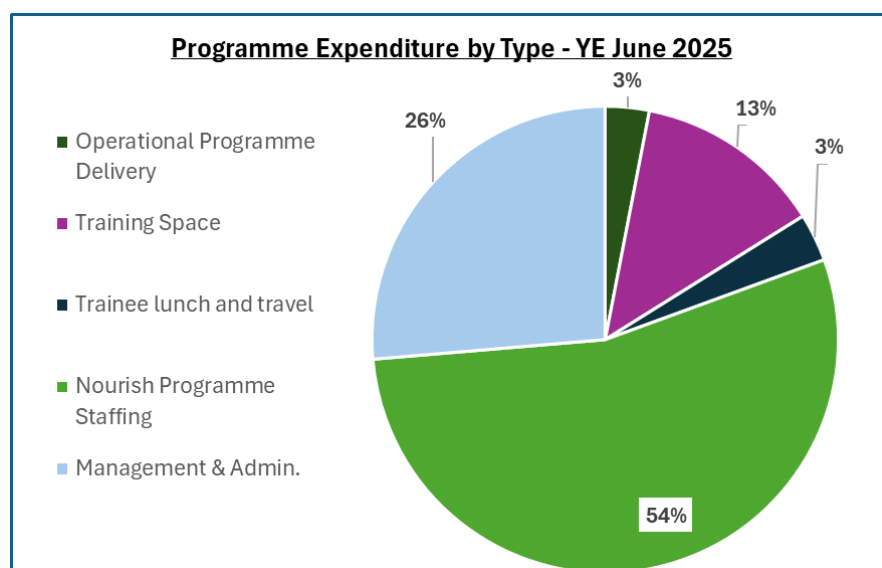
The charity expenses include costs essential to our mission with a total expenditure of £91,401. This spend can be divided into two primary categories Direct Programme Delivery and Management and Administration expenses.

Direct Nourish Programme delivery expenses are £67,364 (67% of total expenditure) to which our restricted funding is designated. This includes :

- Nourish Programme staff costs for direct delivery of the programme services - 54% of total expenditure.
- Nourish Programme direct operational expenses (non-staff costs) including site costs, materials, off-site visit costs - £20% of total expenditure. Notwithstanding ongoing costs for website, communications, and design for outreach and partnership work.

The remaining £24,037 of expenses has been spent on Charity Management and Administration expenses (26% of total expenditure) - this ensures a smooth operation of delivery and support, as well as on-going fundraising activity such as :

- Fundraising communications: Grant applications, reporting, outreach to engaging new donors, and reporting on Programme impact with donors.
- Setting up new donor accounts, responding to funding queries, and performing due diligence checks.



The in-year operating surplus of £14,369 takes net assets to £35,565, £9,276 of which is already restricted as funding for Cohorts 3 and 4. The remaining £26,289 leaves The Foundation well positioned to meet its policy to build a reserves fund of 3 months' worth of operating expenses - a target of £28,500 based on the expense run rate at the time of writing this report. This reserves fund will support Programme continuity by ensuring we are able to plan ahead sustainably, meet on-going financial commitments including Programme staff and training space, and cover any unforeseen and emergency expenses.

Looking Ahead

Leading on from the successful delivery of the Nourish Programme pilot, we aim to further develop on the programme to deepen our reach and better meet the varying needs of the young people we serve by deepening external partnerships for more effective programme provision and wrap-around support. We aim to build an established network of local authorities and agencies, corporate funders, as well as aligned grant funders such as Land Aid - growing our funding stream of recurring and regular donors for longer term sustainability. We are especially seeking funding opportunities from employment partners of our successfully placed trainees.

Further, the work achieved by the team this year, reflects a shared commitment to the vision, a focus on real outcomes, strong donor stewardship, and a cost-conscious culture to make every penny count. We extend our deepest gratitude to our supporters who make this work possible and look forward to another year of growth and impact.

Victoria Akotha

Notes

- Salary Allocation: As CEO Bridget Callaghan's salary has been divided between Nourish Programme Operational Delivery, Nourish Programme Staff, and Charitable Management and Administration. This reflects her role supporting all areas of our operation.
- Restricted Fund: The restricted fund in this report is designated solely for the Nourish training programme and the grants received are used only for programme delivery.
- Compliance: This financial report has been prepared with the assistance of Sosy Cholakian (Finance Controller) and Victoria Akotha (Trustee Treasurer) and has been reviewed and independently examined by John Mullaly.