



**WORCESTER COMMUNITY TRUST  
TRUSTEES' REPORT AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

## Worcester Community Trust Contents

---

	<b>Page</b>
Trustees' Report	1—14
Independent Auditor's Report	15—17
Statement of Financial Activities (including Income and Expenditure Account)	18
Comparative Statement of Financial Activities (including Income and Expenditure Account)	19
Balance Sheet	20
Statement of Cash Flows	21
Notes to the Statement of Cash Flows	22
Notes to the Financial Statements	23—32

**Worcester Community Trust**  
**Company No. 04722577**  
**Trustees' Report For The Year Ended 31 March 2025**

---

The trustees present their report and the financial statements for the year ended 31 March 2025.

## **Objectives and Activities**

### **Aims and Objectives**

As defined in the Trust's Memorandum and Articles the objects of the charity are:

i. To promote the benefit of the inhabitants of Worcester City ("The area of Benefit") in line with The Equality Act 2010, without distinction of age, sex, sexual orientation, disability, marriage and civil partnership, gender reassignment, religion or belief, maternity and pregnancy, by associating together with the inhabitants and the local authorities, voluntary or other organisation in a common effort to advance education, relieve poverty and sickness and to provide facilities in the interest of social welfare for recreation and other leisure time occupation with the object of improving the conditions of life for the inhabitants in the area of benefit.

ii. To establish or secure the establishment of community facilities and to maintain and manage the same whether alone or in cooperation with any local authority or other person or body. Ensuring our work delivers our aims The Trust will be locally driven, owned and controlled thus encouraging a community voice, ownership and democratic participation.

### **Public Benefit**

Worcester Community Trust (WCT) manage 6 community centres in Worcester and run a range of community projects, which aim to change the lives of people every day. The community centres are in the areas which face greatest inequality but offer great facilities for social, leisure and sporting activity for the local community. The community projects we run include community empowerment activities, Debt and Energy Support, Job clubs, youth services, lunch clubs and services for older people and those that feel socially isolated, support to those experiencing domestic abuse and skills and training development, including construction skills. Community work is the core of all centres, providing an outlet and 'safe haven' for residents nearby, operated by people they trust and who understand their problems and needs.

The trustees confirm that they have complied with the requirements of Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit.

## **Achievements and Performance**

### **Main Achievements**

#### **Executive summary**

2024/25 has been a positive year for Worcester Community Trust (WCT) against a backdrop of managing the effects of the cost-of-living crisis on people's lives and continued inflation affecting the running costs of the charity. This year we directly supported 333 people, we have implemented Year 1 of our 3 Year business plan (2023/24 – 2025/26) focusing on strengthening the organisation to withstand the volatile economy and expand on the complex support that the people we work with require to live happier, healthier lives.

The hubs have moved to a new structure of management and along with additional online promotion and tidying of the hubs this has resulted in the highest recorded level of room hire income. From external bookings there have been increase on the pre covid record. Including internal bookings this was a 60% increase. There has been continued reflection and renewal in our organisations structure to make sure we are the best form to manage the wide range of services, contracts and support that we deliver.

The Joy project is in its final year of funding from Public Health Worcestershire help expand the service across the county. DAWN has increased its support to victims and survivors of Domestic Abuse (DA) through its 1-1, group and partnership work this project is in the final year of funding. Following on the success of community builders that were employed via funding through Worcester City Council. We wanted to continue ABCD as part of our Projects delivery and we are pleased to announce that we successful with an application to Esme Fairburn for 2 years to build on this project. Our continued partnership with Cadent Gas, to deliver Debt and Energy Support that works symbiotically with our Lottery funded Wellbeing Job Clubs. We were also successful with funds from City Council and UKPF for delivery skills that move people closer to employment and increasing digital skills.

Our hubs continued to provide safe and welcoming spaces for our local communities, and we have fulfilled strategic objectives around income, managing increased costs and investing in the assets. As part of the Towns Fund Community Skills Project, we saw the completion of 4 reception areas with improved space for digital connectivity. We also saw the completion of BB2 and an open and handover event will be taking place in April 25. We are very proud of what has been achieved across the past 12 months. Our projects continued to provide vital support to those who needed it most and they developed new and innovative ways of delivering services for local people.

...CONTINUED

# **Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025**

---

## **Main Achievements - continued**

WCT remains well placed, in the hearts of our communities, with the support of our local partners, to challenge disadvantage and inequality, to make a big difference to the lives of people across the city and work towards our vision to create a city where people feel connected, supported, and empowered.

Our core values at WCT highlight our ambition to work collaboratively with local people and partners to achieve more, welcoming diversity and innovation and driving a dynamic and visionary organisation. WCT and partners have truly delivered against these values and our social objectives through the past 12 months.

## **Message from our Chair**

This has been another challenging year for WCT, with increases in costs driven in part by inflation and the changes in national insurance. However, through the implementation of the strategic vision for sustainability through building on revenue opportunities, WCT has been able to meet this challenge. Following the restructure of the Hubs, along with a program of refurbishments supported by Worcester City Council, we have seen a steady increase in income. This approach was initially driven by our outgoing CEO Jon Newey and continued by the new acting CEO Helen Davis. The ease that Helen has stepped into this role, alongside the seamless adaptation of Senior Leadership Team (SLT) to reorganise the management of the business, is another important element of building a sustainable organisation, which is held together by the sum of the parts, rather than one individual. A huge thank- you to all of them.

My next thank you goes to all the staff. Their hard work has ensured that WCT can provide excellent services and support for the residence of Worcester City and beyond. Their commitment and compassion is, as ever, exceptional and in some cases life changing. Without them there would be no WCT. In recognition of this the SLT have supported the Trustees to undertake a pay review and implement a pay restructure to ensure that salaries reflect the role, as well as being more equitable across the organisation.

I would also like to thank all our partners and funders. The projects which they have supported are outlined in this report and we are grateful, not only for the important funding that many provide, but also for their confidence to collaborate with us to ensure that we can deliver and build on the important work we do.

Finally thank you to all the volunteers who help to ensure that we meet the needs of the community. This includes my fellow trustees. There is a diverse range of skills and knowledge on the Board, alongside a strong commitment to WCT. The advice and support they provide is invaluable and ensures that there is strong governance, which both myself and the SLT welcome and value.

Our current strategy ends in March 2026 and the Board, with the support of the SLT, are in the process of developing the new one. This new strategy will outline our future vision. Setting out the services that will be built on, alongside any emerging priorities. We very much view this as a collaborative piece of work, so will be listening to partners and stakeholders very carefully. We will also be working with, and listening to the people who use our services, as well as those who don't. This will enable the trust to have a clear understanding of what is important to service providers and the community, thus shape a meaningful and sustainable strategy.

## **Charitable Activities**

### **Our Vision and Mission**

#### **Vision:**

Worcester: A City where people feel connected, supported, and empowered.

#### **Mission:**

Bringing Communities Together by delivering services and activities for all.

#### **Social Objectives**

- 1.To provide social activities for children, young people families and for those in later life.
- 2.To provide specialist services for individuals affected by domestic abuse.
- 3.To provide quality training and support for local people seeking to enhance their skills.
- 4.To offer professional support and activities to build good mental health and wellbeing.

#### **Values & Behaviours:**

We Collaborate – Working together with local people and partners to achieve more.

We are Inclusive – Access for all, welcoming diversity, and valuing uniqueness.

We are Ambitious – We value innovation and creativity, driving a progressive, dynamic, and visionary organisation.

Delivering Excellence – Investing in our staff, volunteers, and infrastructure to provide quality and professional services.

## **Introduction**

...CONTINUED

# **Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025**

---

## **Charitable Activities - continued**

In 2024/25 Worcester Community Trust (WCT) saw an increase in demand for its services. As a response to the ongoing cost of living crisis. We have strengthened areas such as Debt and Energy support with an additional member of staff and see a continued demand from this work. We have gone from directly supporting 2053 individuals across our many services in 2022/23 to 2,611 individuals in 2023/24. This increase has been through the high level of support offered through our Welfare activity and through the increase in Asset Based Community Development (ABCD) work in Dines Green. To support the strengthening and sustainable management of the hubs, we have reviewed and altered the staffing structure of the hubs to have 2 Full Time managers that manage 3 buildings each, which offer increase pay for the role, more accountability and line management structure to cope with the range of locations and building needs. We have worked with Worcester City Council (WCC) to renegotiate their support in the form of a management grant and a contribution to building maintenance support. This is still an ongoing discussion with Worcester City Council. This financial year we are at 55% that we contribute to maintenance costs

Dawn has seen a continued demand for its services, and we were supported by Public Health This brings it in line with the end other Domestic Abuse (DA) contracts, where all contracts will need to be retendered. We secured new funding to expand our DA work from Garfield Weston, and through a partnership with West Mercia Women's Aid we have developed a community led training practice called DA Champions that reached 55 different hidden communities.

We have worked innovatively with private organisations such as Cadent Gas, who fund our Debt and Energy support workers and have also distributed low energy cooking equipment and low cost cooking training to 900 people this year. In the latter part of the year we have continued to work on the partnership with GLP and this partnership will grow in 2025/26 with GLP taking on the new construction centre in Dines Green with this is finished in early 2025.

We have progressed in the delivery of the Advanced Towns Fund in completing the Building Block extension. As always WCT staff have been at the forefront of leading our services, developing new and exciting projects to support local people and have once again shown strength, determination and resilience in the increasing number of complex challenges people are facing.

WCT have built new relationships with a range of partners, that has assisted in enhancing our existing services, enables the charity to create new opportunities and increased access to community-based services for our residents

## **Worcester Community Trust support in numbers**

WCT has supported residents across the whole of Worcester City and Worcestershire County. We have supported 2611 directly in 2024/25/ through our different projects

## **Governance**

We started this 2024/25 with a Trustees Skills and Demographic Audit to make sure WCT continues to be representative of the people who use our services and also to have the range of skills to manage the breadth and complexity of the organisation. We recruited a new trustee as treasure that came with a breath of experience as a financial controller for a locally based, national sports centre and health provider. We have sought further applications for new trustees to bring in local knowledge of areas close to our hubs, which we are moving currently inviting to observe WCT's governance processes.

Within the operational team we have made some changes to the structure of the organisation. The hubs have seen an overhaul, moving from a flat structure of 1 person line managing 13 people across 6 locations, to something more structured that sees 2 multi-hub managers overseeing the operation of 3 hubs each with a team of supporting staff.

In this year we have seen our CEO Jon Newey leave the organisation with our Deputy CEO moving into the interim CEO post in Feb 2025 which will run until November 2025

- Head of Community Based Services – Hubs, Asset Based Community Development
- Head of Skills and Training – Welfare, Employment, Skills, Training - Part of this role is covered by interim CEO and Welfare now forms part of the Health and Targeted Service
- Head of Health and Targeted Services – Domestic Abuse, Men's & Women's Services, Youth
- Head of Finance and Resources – Finance, HR, Legal, Physical Assets

WCT continued to deliver our annual staff conference, combining updates on wider organisational business and strategic objectives with a celebration of the people and projects that make up WCT as a whole. The staff survey response rate for the current year was 65% (43 out of 66 staff), compared with 75% in the previous year. Feedback remained very positive, and in 2025–26 WCT will introduce a clearer, online survey to make responding easier and to strengthen the quality of feedback we receive

WCT's Annual General Meeting (AGM) for 2024/25 took place in November 2024 and moved quickly from the formal proceedings into an event that focused on White Ribbon which had guest speaker NATasha Saunders who is a powerful keynote speaker, campaigner, and consultant, known for her compelling advocacy against domestic abuse and violence against women and girls. Drawing on her lived experience, Natasha delivered an impactful talk that was both moving and motivational. Her most significant achievement to date is playing a central role in the legal reform under the Domestic Abuse Act 2021, which criminalised threats to share intimate images. We also had Adjei Sun who read poetry.

## **Worcester Community Trust's Services**

...CONTINUED

**Worcester Community Trust  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

---

**Charitable Activities - continued**

WCT continues to develop and deliver community-based services to meet the demands of our local communities. The following map represents residents across Worcester City who have accessed our services over the past 12 months. Following a concerted effort to engage partners and communities across the whole city, the following map demonstrates how we have reached communities way beyond those who live close to our hubs.

...CONTINUED

# Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025

---

## Charitable Activities - continued

### Health and Targeted Services

#### **Youth & Play**

Our youth team ran a weekly programme of term-time after school and youth clubs throughout the year from three of our community hubs; The Green Hub, Horizon Hub and KGV Hub. Over the past year we have prioritised giving the young people who attend our sessions a voice within their local community, for example by arranging for them to make a contribution to Worcester City Council's City Plan. Partnerships have included work with Onside Mental Health Support and YMCA.

#### Youth club

- 400 11-18 year olds regularly attended, with 1,819 attendances overall
- 50 young people regularly engaged in physical activity programs
- 98% of regular attendees gave positive feedback including improvement in their mental wellbeing following sessions
- 148 outreach conversations took place outside of our open access sessions

#### After school club

- 50 8-11 year olds regularly attended, and 104 sessions were delivered
- 20 young people regularly engaged in physical activity programs
- 100% of regular attendees reporting improved mental well being following sessions
- The sessions mainly focused on arts and crafts, cooking and some physical activities.
- Multi-sports activity was provided in two locations each school holiday
- Healthy snacks were provided at each session

#### **DAWN - Domestic Abuse Specialist support**

DAWN is our free, confidential, non-judgemental support service for any individual who lives in Wychavon, Malvern Hills and Worcester City and is experiencing, or has experienced, domestic abuse. This year:

- 287 clients were supported, including 13 male clients
- 207 individuals left their abusive relationship long term
- 35 individuals were referred into Higher Risk Management services

As a result of targeted intervention from the team:

- 437 children are now living safer lives
- 90 children were stepped down from Initial Investigations or Early Help to closed.
- 68 children were stepped down from Child in Need to closed.
- 38 children were stepped down from Child Protection Plans.

During this year DAWN has faced significant funding challenges, with all previous funding coming to an end in March 2025. A successful Crowdfunder enabled us to raise £41,000 of donations from local people, businesses and match funding,. We have also secured 12 months of continued funding from the South Worcestershire Community Safety Partnership. We are continuing to explore partnership working to ensure we can maintain the rest of the service.

#### **Domestic Abuse Champions Project**

Our Domestic Abuse Champions Project supports and trains individuals across North and South Worcestershire, to recognise victims of domestic abuse within their community and provide details of the support options available in Worcestershire.

- This year 101 new Domestic Champions have been trained and DBS checked.
- Our Champions had 1,356 conversations around domestic abuse, signposted to support services 129 times, and made 58 referrals
- We also trained all WCT staff in domestic abuse awareness, and initiated a safe space for victims in two of our community hubs which included training our two hub managers as DA Champions.
- Our champions accessed hidden communities across the county including LGBT, GRT, South East Asian, Survivor Networks, Drug and Alcohol users, Elderly, Asylum Seekers, Christian, CYP and students. Also those with disabilities, poor mental health, neurodiversity, single parents, children and men.

West Mercia Women's Aid have extended their funding for this project for a further 12 months until the end of March 2026.

...CONTINUED

# **Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025**

---

## **Charitable Activities - continued**

### **JOY & CORE**

Both our JOY and CORE projects work to reduce loneliness and isolation, re-empowering and improving confidence within clients, and positively impacting their mental health and wellbeing. Throughout the past year both projects have been supporting a number of clients with highly complex needs to access appropriate support and manage some symptoms until statutory services become available. They have also managed more than 320 significant interventions outside of those who are enrolled.

- JOY have supported 163 clients (female and female identifying)
- CORE have supported 55 clients (male and male identifying)
- 180 clients accessed training and skills
- Volunteers gave more than 200 hours of their time

## **Community-Based Services**

### **Asset Based Community Development (ABCD)**

Further funding this year from Esmée Fairbairn Foundation has enabled us to appoint a Community Development Project Manager (ABCD) and two Community Builders – one based at Dines Green and another at Tolladine, to implement ABCD principles and facilitate community connections.

Crafty Cuppa - a weekly group at The Green Hub - has attracted a dedicated group, who immediately reported a significant improvement in wellbeing from when they initially turned up to having spent a few hours in the company of like-minded people with shared interests and experiences. This has also provided fertile ground for imagining futures together, where those in attendance have been encouraged to explore their gifts and assets, and shown willingness to take on community-led activities, such as developing a community garden, which could complement our surplus food waste project which has steadily been growing this year. Our food waste / community pantry project continues to also run in Tolly, providing free food to the community that would otherwise go to waste.

### **Community Connectors**

Our Community Connectors project closed in September 2024 due to funding coming to an end.

During its final six months, the project welcomed 77 participants to its weekly group sessions which focused on building connections, improving mood and well-being and transitioning to alternative activities.

A number of the projects' groups have continued to run, independently hiring space at our community hubs. This includes a weekly singing group at Ronkswood Hub.

## **Community Skills and Training**

### **Debt and Energy Advice**

Our Welfare Team provide an amazing service supporting individuals to help ease the burden of whatever financial challenges they are facing. Over the past 12 months the team have spoken with more than 700 individuals and given full support to a number of clients on a wide range of topics including:

- Energy Efficiency
- Efficient Use of Appliances & Behaviours
- Slow Cooker Advice (including running slow cooker sessions at two of our hubs)
- Condensation/Dampness
- The Priority Service Register (PSR)
- Benefits including Warm home discount, PIP, Attendance Allowance, Carers Allowance, Universal Credit, DLA, ESA, Tax credits and Pension credit
- Housing
- Budgeting and saving tips
- Carbon Monoxide alarms & advice

The team regularly refer into other services inside and outside of WCT to ensure clients are supported holistically.

This year we had continuation of funding for a further 12 months from Cadent Gas to support our Energy, Debt and Welfare Team.

### **Wellbeing Job Coaches**

Our Wellbeing Job Clubs support people who are looking to work towards gaining employment or training. This is not only supporting clients with practical tasks such as CV building, interview skills and managing finances, but also with improving their wellbeing and confidence.

...CONTINUED

# Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025

---

## Charitable Activities - continued

- More than 200 clients were supported across the year.
- This included a wide range of ages from aged 16 to 65+
- 113 clients reported an improvement in their mental health and well-being and are moving closer to employment
- 31 clients moved into employment
- 86 clients were supported with job search
- 20 clients moved into training<sup>8</sup> in volunteering

## Facilitated Skills and Training at the Hubs

Across our hubs we work with a range of partner organisations and facilitate outside clients in delivering training from within our communities.

Heart of Worcestershire college delivered a wide variety of courses from our hubs which were attended by 276 participants, and we estimate that a further 1379 learners accessed training from number of training providers across our 6 hubs in 2024/25. This includes things such as first aid, cooking classes, CPD learning for Teachers and other charities for their training days.

## **Snack & Chat**

Our Snack & Chat lunch clubs bring together the over 50s, offering companionship and support over a home cooked two-course meal. This year we were successful in extending our funding from Cadent, which will allow Snack & Chat for run for a further 15 months from January 2025.

As well as our weekly clubs at Horizon Hub, The Green Hub and Ronkswood Hub, we expanded Snack & Chat into two residential homes (Himbleton House and Chelmsford Court) which has had a huge positive impact on the wellbeing of residents.

Beyond our regular weekly events, our amazing team of staff and volunteers have gone above and beyond to offer clients and the local community a wide range of additional events including:

- The Big Stew - which saw a delicious home cooked stew delivered to hundreds of local residents across one week, free of charge for all.
- Harvest Festivals - with a lovely service from the local vicars and food hampers for everyone who came.
- Slow Cooker Courses - supporting clients to batch cook nutritious food for themselves at home, without breaking the budget.
- Christmas events - such special occasions for so many of our clients, many of whom can experience loneliness at this time of year.

166 people attended Snack & Chat Lunch Clubs & Events. 83% of attendees were living in a single person household and an incredible 4,065 meals were served by the team.

## **Towns Fund – Community Skills Project**

The main Towns Fund investment is also underway with new this capital investment we have 4 additional new multi-use training spaces, 2 at Ronkswoods 1 at Tolly and the development of a Building Block 2 at Dines Green which will complete in April 2025. It has also enhance the reception areas to Horizon, Dines Green and Ronkswood to create digital access and more informal community training. To support this capital investment we have secured a 12 month contract from UKSPF that has enable us to have a digital skills tutor and an additional job coach.

Building Block 2, at Dines Green started construction in July 2024 and will complete on April 2025.

## **BUSINESS DEVELOPMENT**

In the context of the current challenging economic climate, WCT continues to demonstrate financial resilience. In the previous financial year 2023/24, the organisation reported a surplus of £104,728 which has increased to £130,733 2024/25.

Looking ahead to 2025/26, we recognise that several projects face potential risk as external funding is scheduled to conclude in late 2025 and early 2026. In this context, the projected surplus will contribute to strengthening WCT's financial reserves.

These reserves are vital to ensuring organisational stability and continuity during periods of uncertainty. In line with our financial risk and continuity planning, WCT maintains reserves equivalent to a minimum of four months' running costs, which include provision for staff notice periods and redundancy payments. This prudent approach safeguards the Trusts capacity to deliver its mission and sustain operations in times of financial challenge.

Despite our efforts to mitigate the increase in energy costs, through the negotiation of fixed-rate annual energy contracts, the overall cost of utilities has remained high, contributing further to the pressure on our budget

...CONTINUED

# **Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025**

---

## **Charitable Activities - continued**

The hubs have moved to a new structure of management moving from 6 hub managers to 2 managers overseeing 3 hubs each. The team have focused this year on updating contractual agreements with clients, updating T&Cs, reviewing discounts and more effectively managing internal bookings. This along with additional online promotion and tidying of the hubs has seen the highest recorded level of room hire income on record. From external bookings There has been a 21.7% increase in external bookings

This year, WCT has been supported by 22 different grants and contracts, ranging in value from £235,158 per annum for our Public Health Contract for Joy, to £5,000 from the Motal Charitable Trust for DAWN. In total, we budgeted for £1,235,391 of income from grants and contracts and successfully exceeded this target by over £23,000. While this represents a slight decrease compared to the previous year's overall grant income, it nevertheless demonstrates WCT's strong track record in securing diverse funding streams to sustain and develop our services.

Like many sectors, recruitment has been challenging. WCT has responded with creativity—refreshing the language and format of our adverts, widening the forums we use, and investing strategically to reach and attract the right talent

In April 2024, the National Minimum Wage rose by 9.8%. Because WCT operates a flat pay structure—where the gap between the highest and lowest salaries is small—this increase affected all staff. To maintain fairness, WCT not only implemented the minimum wage uplift but also awarded a 3% pay increase to all other staff, at an additional cost of £42,000 per year.

Looking ahead, further pressures are expected from April 2025. Employer National Insurance contributions will rise from 13.8% to 15%, while the threshold for employer contributions will fall from £9,100 to £5,000 per year. This change means WCT will face higher tax costs for every employee, including those on lower pay.

WCT is preparing for these challenges through prudent financial planning and by strengthening its reserves. This approach ensures the organisation can continue to reward staff fairly while safeguarding long-term sustainability

In total we raised £8,608 in financial business donations, and £9,522 through donations from local Cllrs. In addition, we raised £38,091 during a Crowdfunding campaign for DAWN – this comprised of a mixture of business/counsellor & community donations

In the final quarter, project grant income saw a notable increase, including a £57,365 award from UK Groundwork. This funding was invested in surveying and installing solar panels at the Green. The panels have been recognised in our accounts as a capital asset, and in line with our accounting policy, depreciation will be applied over their useful lifetime

Facebook continues to be WCT's main platform for engaging with the local community, communicating the work of the Trust and opportunities to get involved. Over the year our main Facebook page gained 171 followers, and our Instagram account gained 53 followers. Our website had an average of 4,682 visits per month across the year.

## **Our Funders, Collaborations, Partnerships and Supporters**

WCT could not have delivered and achieved what we have this year without working collaboratively and innovatively with our colleagues and partners across the County and beyond.

WCT would like to share our deepest thanks to all our supporters over the past 12 months. This year we have developed new relationships with new funders, and our local business community has been extremely generous in their support and donations. Thank you to the following:

- 24/7 Locks
- Abbey Medical Practice
- Action for Children
- Active Herefordshire & Worcestershire
- Adult Social Care Services Worcestershire
- Amicii Dog Rescue
- Andy's Man Club
- Autism West Midlands
- Aviva
- Barnwood Ltd
- Baron Davenport
- Batchley Support Group
- Becoming Families
- Bengeworth CE Academy
- BENS Youth and Community Groups
- Beryl Bikes
- Beyond Equality
- Bike Worcester
- Birmingham LGBT
- Birmingham Rep Foundry Project
- Birmingham Solihull Women's Aid
- Blakemore Foundation
- Bloom Housing
- Brethertons LLP Solicitors
- Brewers Decorators Centres

...CONTINUED

**Worcester Community Trust  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

---

**Charitable Activities - continued**

- Bright Kids Evesham Nursery
- British Pregnancy Advisory Service (BPAS)
- Bromsgrove & Redditch Network (BARN)
- Cadent Gas
- CAFCASS (Children and Family Court Advisory and Support Service)
- CARM (Complex Adult Risk Management Services)
- CATCH (Children and Trauma Community Hub)
- CCP (Caring for Communities and People)
- Chris Ash (London Marathon runner)
- Citizen Housing
- Citizens Advice
- City Church Worcester
- Cranham Primary School
- Cranstoun
- Crimestoppers / Fearless
- Croome Court National Trust
- Crown House Family Assessment Centre
- Department for Work and Pensions
- Droitwich Spa CVS
- Droitwich Wellbeing Hub
- Edward and Dorothy Cadbury
- Emerging Futures
- Emmanuel Church Droitwich
- Esmee Fairbairn
- Eva Women's Aid
- Evesham Unitarian Community
- Faye Claridge
- Franche Community Primary School
- Freedom Leisure
- Great Malvern Primary School
- Grey Gable Surgery
- Hallow CE Primary School
- HCR Law
- HeadGym
- Healthwatch England
- Hereford and Worcester Fire and Rescue Service
- Herefordshire and Worcestershire Health and Care NHS Trust
- Hey Girls
- HM Prison & Probation Service
- HMP Eastwood Park
- Hope Church Worcester
- HOW College
- Ipsley CE Middle School
- Jobcentre Plus
- Kempsey Primary School
- Kings Heath Primary School
- Laslett's Charities
- Local Councillors
- Madresfield CE Primary School
- Maggs Day Centre
- Malvern Community Art Therapy
- Malvern Hills District Housing
- Manchester Women's Aid
- Men's Sheds
- Merstow Green Medical Practice
- MJS IT Services Ltd
- Montal Charitable Trust
- Museum of Royal Worcester
- NHS England Health and Justice Service
- Nicol & Co
- North Bromsgrove High School
- Oasis Academy Warndon
- Oasis Warndon Community Hub
- Onside Advocacy
- Out Together
- Pathways Family Mediation
- Perdiswell Young People's Leisure Club
- Perry Wood Primary & Nursery School
- Pershore Town Council

...CONTINUED

**Worcester Community Trust  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

---

**Charitable Activities - continued**

- Pitmaston Primary School
- Platform Housing
- Public Health
- QualitySolicitors Parkinson Wright
- Reclaim the Night
- Recovery United Network (RUN)
- Redditch Borough Council
- Redditch Self Defence
- Refuge UK
- Remade Worcester
- Restored
- Roger & Douglas Turner Charitable Trust
- Rooftop Housing Group
- RunTheShire
- Script Haven
- Seetec
- Severn Angels Housing & Support
- Severn Arts
- Severn River Trust
- Sight Concern
- Six Masters Charity
- Souter Charitable Trust
- South Worcestershire Community Safety Partnership
- SoulCollage(R)
- St Egwins CE Middle School, Evesham
- St Johns House Surgery
- St Joseph's Catholic Primary School
- St Martin's Gate Surgery
- St Pauls Church, Worcester
- St Pauls Hostel
- St Peters Parish Council
- Stonewater
- Sutton Croft
- Tesco
- The Arts Society Malvern Hills
- The Basement Project
- The Blakemore Foundation
- The Body Shop Worcester
- The Chantry School
- The Children's Society
- The Eveson Trust
- The Glade Sexual Assault Referral Centre
- The King's School, Worcester
- The Listening Herd
- The Malvern Hills Arts Society
- The Mayors Fund
- The National Lottery Community Fund
- The Old Needleworks Foundation
- The Rotary Club of Worcester
- UK Government
- University of Worcester
- Wallace House Community Centre
- West Mercia Police
- West Mercia Rape & Sexual Abuse Support Centre (WMRSASC)
- West Mercia Women's & Girls Criminal Justice Working Group
- West Mercia Women's Aid
- West Mercia Police & Crime Commissioner
- West Midlands Police
- Westlands Primary School
- Whatley Recordon Solicitors
- Wickes
- Willowdene Rehabilitation
- Women in Prison
- Women's Equality Party Worcestershire
- Worcester Armed Forces & Veterans Club
- Worcester Arts Collective
- Worcester Cathedral
- Worcester City Council
- Worcester City Primary Care Network

...CONTINUED

# **Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025**

---

## **Charitable Activities - continued**

- Worcester Craftivists
- Worcester Food Bank
- Worcester Freemason Lodge
- Worcester Municipals Charity
- Worcestershire Acute Hospitals NHS Trust
- Worcestershire Community Foundation
- Worcestershire County Council
- Worcestershire Mum's Network
- Worcestershire Wildlife Trust
- Workpays
- Wychavon District Council
- Wyre Forest District Council
- YMCA
- Young Solutions
- Youthscape
- YSS

## **Fund-raising standards information**

The charity does not undertake any significant public fundraising activities however our trustees and management have been made aware of the relevant regulations and code of funding raising practice, and we are registered with the fundraising regulator.

## **Measurement of achievements and performance**

We measure our achievement and performance by the number of people we reach and those who are involved in activities within their communities. We also use qualitative outcome measurement tools such as Outcome Stars to understand the impact we have on the lives of individuals. Projects also have their own set outcomes as defined with funders, which are assessed on an ongoing basis to ensure projects are on track and delivering.

## **Financial Review**

### **Financial Position**

The main contributor to unrestricted funds this year has been a strong performance from both grant income and lettings income. Lettings income has increased from £271,082 to £329,910, reflecting continued efforts to maximise use of available space and services.

As a result, general unrestricted reserves show a surplus of £74,020. We have placed a strategic focus on steadily growing income generated through room hire, with the long-term aim of covering 100% of the costs associated with building management by 2027/28. The risk to future services ending in 2025/26 means we are in a healthier position with our reserves to support future plans and possible gaps

Restricted funds show a surplus of £61,213 for the year. This surplus arose primarily due to delays in recruitment and a temporary reduction in staffing levels, which led to lower expenditure than originally planned. Restricted funds unspent at year-end will be carried forward into the next financial year. These funds will be applied to support project evaluations as programmes come to a close, and to provide increased staffing capacity to develop and expand services in line with our strategic objectives

Whilst the level of unrestricted reserves has increased, the charity is developing its projects in line with demand. Salary costs are seeing a significant rise, and this has increased the calculation of monthly running costs. Ongoing quarterly meetings monitor scenarios and reassess spending and forecasts.

### **Reserves Policy**

WCT requires short-term reserves to manage potential delays in funding or unexpected fluctuations in cash flow. In addition, long-term reserves are essential to mitigate external risks and to cover advance financial commitments where funding has yet to be secured

Reserves are essential to ensure WCT can meet its obligations if the expected funding falls short. Additionally, reserves might be needed to fulfil financial obligations, including staff salaries and payments to creditors—in the event of organisational closure.

As of the financial year ending March 2025, WCT holds reserves of:-

...CONTINUED

# **Worcester Community Trust Trustees' Report (continued) For The Year Ended 31 March 2025**

---

## **Reserves Policy - continued**

- Restricted funds: £237,608
- Unrestricted funds: £731,287
- of which designated: £377,844
- of which free reserves: £393,433

The calculation of the required level of reserves is an integral part of WCT's planning, budget and forecast cycle. The Finance Sub-Committee is responsible for assessing and recommending the appropriate levels of both short- and long-term reserves to the Board of Trustees, who hold final approval.

This process is guided by the Charities SORP (Statement of Recommended Practice) and considers the following key factors:

- Risk assessment – An analysis of risks to each significant category of income and expenditure
- Future activity levels – Projected growth or changes in service delivery that may impact reserve requirements
- Organisational commitments – Existing or anticipated contractual, financial, or legal obligations

In 2024/25 we invested in more business development to support the increasing number of funded projects we are delivering, and some investment has been made within our community buildings. We expect the reserves requirement during the financial year 2025/26 to increase as our commitments develop for some of our longer-term projects and our maintenance cost rise.

## **Going Concern**

At the date of approving these financial statements the Trustees believe the charity to be a going concern and management accounts are being prepared on a quarterly basis to monitor the charities reserves position to ensure this is appropriate.

## **Investment Policy and Objectives**

WCT review its investment policy annually to support the effective management of its reserves. Under this policy, a portion of reserves has been designated as long-term, while the remainder is held as short-term reserves to meet any unexpected cash flow requirements.

WCT aims to achieve the best possible financial return on its investments, within an acceptable level of risk that aligns with the organisation's values, responsibilities, and long-term sustainability goals.

The investment objective for long-term reserves is to:

- Generate a return that exceeds inflation over the long term,
- Support the financial sustainability of WCT by producing a steady income stream,
- Contribute to the development and continuation of WCT's core activities and plans.

Long-term reserves are not expected to be accessed frequently and can therefore tolerate a higher level of investment risk in return for potential capital growth and income generation

The investment objective for short-term reserves is to:

- Preserve the capital value of the funds,
- Ensure low risk exposure,
- Maintain liquidity, allowing funds to be accessed easily and quickly to meet unforeseen cash flow needs.

These funds are intended to provide financial flexibility and security for the organisation's operational stability

In the next financial year, the trust is looking to use a centralised online platform that allows them to manage and maximise returns on their cash holdings by accessing a wide range of bank accounts and interest rates through a single secure portal.

## **Reference and Administrative Details**

### **Trustees**

Bridget Brickley  
Claire Thompson  
Philip Fowler  
Jasbinder Cartwright  
Samantha McCarthy (appointed 10/06/2025)  
Nicholas Morris (appointed 25/11/2024)

**Worcester Community Trust  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

---

Richard Soper  
Sharon Tilki (appointed 15/11/2024)

**Charity Number**

112342

**Company Number**

04722577

**Accountants**

RD Accounting Limited  
Chartered Certified Accountants  
12c Two Locks  
Hurst Business Park  
Brierley Hill  
DY5 1UU

**Worcester Community Trust  
Trustees' Report (continued)  
For The Year Ended 31 March 2025**

---

**Statement of Trustees' Responsibilities**

The trustees (who are also the directors of Worcester Community Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statement 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 period. In preparing the financial statements the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgments and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

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

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

**Statement of Disclosure of Information to Auditors**

Each of the persons who are trustees at the time when this trustees' report is approved has confirmed that:

- so far as the trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

**Small Company Rules**

This report has been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The trustees' report was approved by the board of trustees and signed on its behalf by:

*BBrickley*  
-----

Bridget Brickley

Trustee

Date

16 / 11 / 2025

# **Independent Auditor's Report to the Members of Worcester Community Trust**

---

## **Opinion**

We have audited the financial statements of Worcester Community Trust (the "charity") for the year ended 31 March 2025 which comprise the Statement of Financial Activities (including Income and Expenditure Account), Balance Sheet, Cash Flow Statement and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and the provisions available for small entities, in the circumstances set out in note 24 to the financial statements, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Conclusions Relating to Going Concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **Other Information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Opinions on Other Matters Prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Director's Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Director's Report included within the Trustees' Report have been prepared in accordance with applicable legal requirements.

## **Independent Auditor's Report (continued) to the Members of Worcester Community Trust**

---

### **Matters on Which We Are Required to Report by Exception**

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Director's Report included within the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records or returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

### **Responsibilities of Trustees**

As explained more fully in the Trustees' Responsibilities Statement set out on page 1–14, the trustees (who are also directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

There is an inherent risk that our audit will not detect all irregularities, including those resulting in material misstatement in the financial statements or non-compliance with regulation. This risk is greater in respect of fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

Together with our detailed transaction testing, we assessed the risk of material misstatement as a result of fraud by making direct enquiries with management. We did not identify any significant fraud risk factors.

The trust has secured additional grant contracts and donations which increases the risk of irregularities in terms of expenditure allocation and ensuring funds are spent in accordance with the grant contracts and are within the charity's objectives/purpose. Added to this are the current pressures on costs, the increase in utility costs, National Insurance and repairs are likely to impact future years significantly and this must be considered within the going concern assumption. All of the above have been considered throughout our enquiries with management and our audit testing.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use Of Our Report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters that we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Independent Auditor's Report (continued)  
to the Members of  
Worcester Community Trust**

---

*R Dunkley*  
-----

Richard Dunkley FCCA CTA (Senior Statutory Auditor)  
for and on behalf of RD Accounting Limited, Statutory Auditor

Date 04 / 12 / 2025

**Worcester Community Trust**  
**Statement of Financial Activities (including Income and Expenditure Account)**  
**For The Year Ended 31 March 2025**

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>INCOME AND ENDOWMENTS FROM:</b>					
Donations and legacies	<b>3</b>	12,031	53,469	65,500	27,099
Charitable activities:	<b>4</b>				
Community support		94,577	1,259,225	1,353,802	1,374,710
Other trading activities	<b>5</b>	340,210	21,061	361,271	333,700
Investments	<b>6</b>	8,718	-	8,718	5,967
		455,536	1,333,755	1,789,291	1,741,476
<b>EXPENDITURE ON:</b>					
Charitable activities:	<b>8</b>				
Community support		(394,516)	(1,259,542)	(1,654,058)	(1,636,748)
<b>NET INCOME</b>		61,020	74,213	135,233	104,728
Transfers between funds	<b>20</b>	13,000	(13,000)	-	-
<b>NET MOVEMENT IN FUNDS</b>		74,020	61,213	135,233	104,728
<b>RECONCILIATION OF FUNDS:</b>					
Total funds brought forward		657,267	176,395	833,662	728,934
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>20</b>	731,287	237,608	968,895	833,662

The notes on pages 22 to 32 form part of these financial statements.

**Worcester Community Trust**  
**Comparative Statement of Financial Activities (including Income and Expenditure**  
**Account)**  
**For The Year Ended 31 March 2025**

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £
<b>INCOME AND ENDOWMENTS FROM:</b>				
Donations and legacies	<b>3</b>	21,384	5,715	27,099
Charitable activities:	<b>4</b>			
Community support		87,139	1,287,571	1,374,710
Other trading activities	<b>5</b>	313,958	19,742	333,700
Investments	<b>6</b>	5,967	-	5,967
		<u>428,448</u>	<u>1,313,028</u>	<u>1,741,476</u>
<b>EXPENDITURE ON:</b>				
Charitable activities:	<b>8</b>			
Community support		(352,541)	(1,284,207)	(1,636,748)
<b>NET INCOME</b>		<u>75,907</u>	<u>28,821</u>	<u>104,728</u>
Transfers between funds	<b>20</b>	33,651	(33,651)	-
<b>NET MOVEMENT IN FUNDS</b>		<u>109,558</u>	<u>(4,830)</u>	<u>104,728</u>
<b>RECONCILIATION OF FUNDS:</b>				
Total funds brought forward		<u>547,709</u>	<u>181,225</u>	<u>728,934</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>20</b>	<u><u>657,267</u></u>	<u><u>176,395</u></u>	<u><u>833,662</u></u>

The notes on pages 22 to 32 form part of these financial statements.

**Worcester Community Trust  
Balance Sheet  
As At 31 March 2025**

		<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2025 Total funds</b>	<b>2024 Total funds</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>FIXED ASSETS</b>					
Tangible Assets	<b>13</b>	3,760	62,188	65,948	6,810
		<u>3,760</u>	<u>62,188</u>	<u>65,948</u>	<u>6,810</u>
<b>CURRENT ASSETS</b>					
Debtors	<b>14</b>	113,619	61,517	175,136	133,855
Cash at bank and in hand		654,941	336,513	991,454	875,956
		<u>768,560</u>	<u>398,030</u>	<u>1,166,590</u>	<u>1,009,811</u>
<b>Creditors: Amounts Falling Due Within One Year</b>	<b>15</b>	<u>(41,033)</u>	<u>(222,610)</u>	<u>(263,643)</u>	<u>(182,959)</u>
<b>NET CURRENT ASSETS (LIABILITIES)</b>		<u>727,527</u>	<u>175,420</u>	<u>902,947</u>	<u>826,852</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>731,287</u>	<u>237,608</u>	<u>968,895</u>	<u>833,662</u>
<b>NET ASSETS</b>		<u><u>731,287</u></u>	<u><u>237,608</u></u>	<u><u>968,895</u></u>	<u><u>833,662</u></u>
<b>FUNDS OF THE CHARITY</b>					
Restricted Funds				237,608	176,395
Unrestricted Funds				731,287	657,267
<b>TOTAL FUNDS</b>	<b>20</b>			<u><u>968,895</u></u>	<u><u>833,662</u></u>

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

On behalf of the board

*BBrickley*

*NMorris*

Bridget Brickley

Nicholas Morris

Trustee

Trustee

Date

16 / 11 / 2025

The notes on pages 22 to 32 form part of these financial statements.

**Worcester Community Trust  
Statement of Cash Flows  
For The Year Ended 31 March 2025**

	<b>Notes</b>	<b>2025 £</b>	<b>2024 £</b>
<b>Cash flows from operating activities</b>			
Net cash generated from operations	<b>1</b>	173,410	71,709
Net cash generated from operating activities		<u>173,410</u>	<u>71,709</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible assets		(66,630)	(2,840)
Interest received		8,718	5,967
Net cash (used in)/generated from investing activities		<u>(57,912)</u>	<u>3,127</u>
Increase in cash and cash equivalents		<u>115,498</u>	<u>74,836</u>
Cash and cash equivalents at beginning of year	<b>2</b>	<u>875,956</u>	<u>801,120</u>
Cash and cash equivalents at end of year	<b>2</b>	<u><u>991,454</u></u>	<u><u>875,956</u></u>

**Worcester Community Trust**  
**Notes to the Statement of Cash Flows**  
**For The Year Ended 31 March 2025**

**1. Reconciliation of income to cash generated from operations**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Net income	135,233	104,728
<i>Adjustments for:</i>		
Interest income	(8,718)	(5,967)
Depreciation of tangible assets	7,492	3,050
<i>Movements in working capital:</i>		
Increase in trade and other debtors	(41,281)	(14,465)
Increase/(decrease) in trade and other creditors	80,684	(15,637)
Net cash generated from operations	173,410	71,709

**2. Cash and cash equivalents**

Cash and cash equivalents, as stated in the Statement of Cash Flows, relates to the following items in the Balance Sheet:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cash at bank and in hand	991,454	875,956

**3. Analysis of changes in net funds**

	<b>As at 1 April 2024</b>	<b>Cash flows</b>	<b>As at 31 March 2025</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Cash at bank and in hand	875,956	115,498	991,454

# **Worcester Community Trust**

## **Notes to the Financial Statements**

### **For The Year Ended 31 March 2025**

---

#### **1. General Information**

Worcester Community Trust is a company limited by guarantee, incorporated in England & Wales, registered number 04722577 and registered charity number 112342. The registered office is .

#### **2. Accounting Policies**

##### **2.1. Basis of Preparation of Financial Statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)", Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

The charitable company is a Public Benefit Entity as defined by FRS 102.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £.

##### **2.2. Going Concern Disclosure**

The trustees have not identified any material uncertainties related to events or conditions that may cast significant doubt about the charitable company's ability to continue as a going concern.

##### **2.3. Fund Accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for a specific purpose.

Restricted funds are to be used for specific purposes as laid down by the donor.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **2.4. Incoming Resources**

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

Income received in respect of renting the charities facilities is recognised as income once the event has taken place. Grants are recognised when entitlement, certainty and measurement conditions have been met.

Donations are included as and when received.

##### **2.5. Donated Goods and Services**

Donated professional services and donated facilities are recognized as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognized and refer to the trustees' annual report for more information about their contribution.

On receipt, donated professional services and donated facilities are recognized on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognized in expenditure in the period of receipt.

The trustees consider that the rental market value of the community centers and other properties provided to the charity at a peppercorn rent cannot be measured accurately due to their unique purpose and locations. There are therefore no donated facilities transactions recognized in respect of these facilities. Please see the trustees report for further details.

##### **2.6. Resources Expended**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**2.7. Tangible Fixed Assets and Depreciation**

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. Depreciation is provided at rates calculated to write off the cost of the fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures & Fittings 25% Straight Line

Longer life non moveable fixtures are depreciated over the life of the remaining lease.

**2.8. Leasing and Hire Purchase Contracts**

Rentals payable and receivable under operating leases are charged to the Sofa on a straight-line basis over the period of the lease.

**2.9. Cash and Cash Equivalents**

Cash and cash equivalents are basic financial assets and include cash in hand and deposits held at call with banks, other short-term highly liquid investments that mature in no more than three months from the date of acquisition and are readily convertible to a known amount of cash with insignificant risk of change in value, and bank overdrafts.

**2.10. Taxation**

The charity is exempt from tax as all its income is charitable and applied for charitable purposes.

**3. Income from Donations and Legacies**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2025 Total funds</b>	<b>2024 Total funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Donations and gifts	12,031	53,469	65,500	27,099

The following donations and legacies are included within the total income from donations and legacies above:

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2025 Total funds</b>	<b>2024 Total funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Business Donations	3,553	5,055	8,608	13,768
Councillor Donations	4,100	5,422	9,522	5,635
Other Donations	4,378	4,901	9,279	7,696
DAWN Crowdfunder	-	38,091	38,091	-
	12,031	53,469	65,500	27,099

**4. Income from Charitable Activities**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2025 Total funds</b>	<b>2024 Total funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Community support	94,577	1,259,225	1,353,802	1,374,710

Grants, included above, are as follows:

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2025 Total funds</b>	<b>2024 Total funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Big Lottery - Community Connectors	-	61,831	61,831	121,289
Big Lottery - Job Coaching	-	-	-	3,057
Big Lottery - The Community Organisations Cost of Living Fund	-	-	-	75,000
Big Lottery - Well-Being Club	-	102,707	102,707	97,777
CADENT - Centres For Warmth Project	-	125,699	125,699	105,071

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

Garfield Weston - DAWN Funding	-	20,000	20,000	20,000
Laslett's (Hinton) Charity	-	4,500	4,500	5,457
Onside Ltd - PLUS Loneliness Project	-	-	-	24,559
Platform Housing Group	-	-	-	500
The Eveson Trust - Snack & Chat Salaries	-	-	-	20,000
The Worcester Consolidated Municipal Charity	-	44,974	44,974	42,121
West Mercia Womens Aid Federation - DAWN	-	50,014	50,014	58,612
Worcester City Council - ABCD Funding	-	70,026	70,026	60,468
Worcester City Council - Hopmarket Grant Aid	-	-	-	7,000
Worcester City Council - Management Grant	89,120	-	89,120	84,080
Worcester City Council - Other small grants	-	200	200	2,560
Worcester City Council - Severn Arts funding	-	-	-	5,000
Worcester City Council - Towns Fund	-	50,000	50,000	50,000
Worcester City/County Council - DAWN	-	143,953	143,953	153,528
Worcester County Council - Youth/Positive activities	-	89,000	89,000	84,721
Worcestershire Community Foundation - DAWN	-	-	-	6,000
Worcestershire County Council - JOY	-	235,158	235,158	264,667
Young Solutions - Youthscape	-	21,885	21,885	21,749
Sutton Croft Ltd - Youth & Play	-	9,320	9,320	15,972
West Mercia Police and Crime Commissioner - DAWN	-	45,522	45,522	45,522
Esmée Fairbairn Foundation (ABCD)	-	26,500	26,500	-
Groundwork UK - Energy Efficiency Programme	-	4,442	4,442	-
Other small grants	2,457	2,203	4,660	-
The Montal Charitable Trust (DAWN)	-	5,000	5,000	-
The Roger & Douglas Turner Charitable Trust	3,000	-	3,000	-
Worcester City Council - UKSPF Digital Skills	-	82,574	82,574	-
Worcester City Council - UKSPF Job Coach	-	46,217	46,217	-
Worcestershire Community Foundation (ABCD)	-	10,000	10,000	-
Wychavon District Council (DAWN)	-	7,500	7,500	-
	94,577	1,259,225	1,353,802	1,374,710

**5. Income from Other Trading Activities**

			<b>2025</b>	<b>2024</b>
	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<b>Total funds</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Room Hire	329,910	-	329,910	271,082
Subscriptions & Activities	10,300	21,061	31,361	62,618
	340,210	21,061	361,271	333,700

**6. Investment Income**

			<b>2025</b>	<b>2024</b>
			<b>Unrestricted funds</b>	<b>Total funds</b>
			<b>£</b>	<b>£</b>
Bank interest receivable			8,718	5,967

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**7. Net Income/(Expenditure)**

The net income is stated after charging/(crediting):

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Bad debts	7,584	715
Depreciation of tangible fixed assets - owned	7,492	3,050
	7,584	3,050

**8. Analysis of Expenditure**

	<b>Activities undertaken directly</b>	<b>Support costs</b> <small>(see note 9)</small>	<b>2025</b>
	<b>£</b>	<b>£</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Community support	706,588	947,470	1,654,058
	706,588	947,470	1,654,058

	<b>Activities undertaken directly</b>	<b>Support costs</b> <small>(see note 9)</small>	<b>2024</b>
	<b>£</b>	<b>£</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Community support	798,837	837,911	1,636,748
	798,837	837,911	1,636,748

**9. Support Costs**

	<b>2025</b>
	<b>Community support</b>
	<b>£</b>
Employee costs	608,370
Premises expenses	204,321
General administration	127,287
Depreciation	7,492
	947,470

	<b>2024</b>
	<b>Community support</b>
	<b>£</b>
Employee costs	523,562
Premises expenses	177,885
General administration	133,414
Depreciation	3,050
	837,911

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**10. Auditor's Remuneration**

Remuneration received by the charitable company's auditors and their associates during the year was as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Audit Services</b>		
Audit of the company's financial statements	5,010	5,040
	5,010	5,040
<b>Other Services</b>		
Other non-audit services	7,920	6,968
	7,920	6,968

**11. Staff Costs**

Staff costs were as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	1,059,759	1,068,110
Social security costs	81,814	75,168
Other pension costs	19,217	18,165
	1,160,790	1,161,443

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

Total remuneration paid to key management personnel during the year was £169,059 (2024: £169,188). This excludes employers pension contributions. Employers pension contributions paid to key management per-sonnel during the year was £4,302 (2024: £4,239)

**12. Average Number of Employees**

The average monthly number of employees throughout the year was 70 (2024: 76). The average full-time equivalent throughout the year was estimated to be: 36 (2024: 36)

**13. Tangible Assets**

	<b>Fixtures &amp; Fittings</b>
	<b>£</b>
<b>Cost</b>	
As at 1 April 2024	145,315
Additions	66,630
As at 31 March 2025	211,945
<b>Depreciation</b>	
As at 1 April 2024	138,505
Provided during the period	7,492
As at 31 March 2025	145,997
<b>Net Book Value</b>	
As at 31 March 2025	65,948
As at 1 April 2024	6,810

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**14. Debtors**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Due within one year</b>		
Trade debtors	119,554	126,654
Other debtors	55,582	7,201
	175,136	133,855

**15. Creditors: Amounts Falling Due Within One Year**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade creditors	23,942	26,498
Taxation and social security	22,613	21,496
Accruals and deferred income	217,088	134,965
	263,643	182,959

**16. Capital Grants**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Balance at 1 April 2024	66,630	-
Increase / (Decrease) in the year	(4,442)	-
Balance at 31 March 2025	62,188	-

WCT received £66,630 during the year for the installation of Solar Panels and Batteries at The Green Centre. This capital grant is being released over the life of the lease (in line with depreciation).

**17. Deferred Income**

Deferred income movements in the year were as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Balance at the start of the period	103,923	160,071
Income deferred in the current period	211,017	103,923
Amounts released in income from previous periods	(103,923)	(160,071)
Balance at the end of the period	211,017	103,923

Incoming resources are deferred in accordance with section 5.24 of the Statement of Recommended Practice (FRS102) whereby income is subject to performance-related condition.

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

**18. Other Commitments**

The total of future minimum lease payments under non-cancellable operating leases are as following:

The Trust leases the following properties in order to carry out its purposes:

- The Tolladine Community Centre
- The Horizon Community Centre
- The Wardon Community Centre
- The KVG Community Centre
- The Ronkswood Community Centre
- The Green Centre
- Dines Green Youth and Community Café (DG Den)

The Trust currently rents these properties for £1 per annum. The 2025/26 annual budgeted service charge payable is £48,000 per annum across all centres.

Each lease commenced on 1 October 2010, apart from DG Den which commenced in 2015, all for a term of 30 years.

**19. Pension Commitments**

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund.

During the year the charge to the statement of financial activities in respect of defined contribution schemes was £19,217 (2024: £18,165).

At the balance sheet date contributions of £NIL were due to the fund and are included in creditors.

**20. Movement in Funds**

	<b>As at 1 April 2024</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>As at 31 March 2025</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>					
General:					
General unrestricted fund	657,267	455,536	(394,516)	13,000	731,287
<b>Restricted funds</b>					
DAWN	16,090	298,110	(240,178)	-	74,022
ABCD Fund	13,162	106,526	(78,752)	-	40,936
CADENT	30,488	116,263	(106,670)	-	40,081
Community Connectors	201	62,086	(62,287)	-	-
Digital Skills Tutor WCC	(162)	82,574	(69,256)	-	13,156
Garfield Weston (DAWN)	-	20,000	(20,000)	-	-
Job Coach	-	46,217	(46,217)	-	-
JOY (formerly ASHA)	50,245	235,310	(293,229)	-	(7,674)
Positive Activities	26,443	102,998	(85,780)	-	43,661
Severn Arts	1,411	-	(1,411)	-	-
Snack and Chat Salaries	11,503	30,203	(41,345)	-	361
Towns Fund	-	50,000	(50,000)	-	-
Well-Being Club - Big Lottery	27,014	102,707	(83,656)	(13,000)	33,065
Youth and Play	-	54,434	(54,434)	-	-

...CONTINUED

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

Youthscape	-	21,885	(21,885)	-	-
Groundwork - Energy Efficiency Programme	-	4,442	(4,442)	-	-
<b>Total restricted funds</b>	<b>176,395</b>	<b>1,333,755</b>	<b>(1,259,542)</b>	<b>(13,000)</b>	<b>237,608</b>
<b>Total funds</b>	<b>833,662</b>	<b>1,789,291</b>	<b>(1,654,058)</b>	<b>-</b>	<b>968,895</b>
	<b>As at 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>As at 31 March 2024</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Unrestricted funds</b>					
General:					
General unrestricted fund	547,709	428,448	(352,541)	33,651	657,267
<b>Restricted funds</b>					
DAWN	18,732	265,671	(258,241)	(10,072)	16,090
ABCD Fund	-	60,582	(74,832)	27,412	13,162
After School Clubs	407	34	(568)	127	-
Bedwardine and Battenhall Coffee Mornings	4,310	-	-	(4,310)	-
CADENT	29,027	105,805	(88,518)	(15,826)	30,488
Community Connectors	9,090	122,509	(121,151)	(10,247)	201
Community Renewal Fund	33,190	-	(33,190)	-	-
Digital Skills Tutor WCC	-	-	(162)	-	(162)
Garfield Weston (DAWN)	-	20,000	(20,000)	-	-
Holiday Hunger (Western Power Distribution)	807	-	(192)	(615)	-
IWILL	3,750	-	(3,750)	-	-
Job Coach	-	3,057	(288)	(2,769)	-
JOY (formerly ASHA)	36,339	265,441	(243,885)	(7,650)	50,245
The National Lottery Community Fund	-	75,000	(75,000)	-	-
Loneliness Project	-	24,559	(25,528)	969	-
Positive Activities	27,412	90,477	(126,644)	35,198	26,443
Severn Arts	-	5,000	(3,589)	-	1,411
Small Measures	4,250	-	(2,674)	(1,576)	-
Snack and Chat Salaries	-	43,439	(33,668)	1,732	11,503
Towns Fund	-	50,000	(37,417)	(12,583)	-
Well-Being Club - Big Lottery	-	97,777	(70,763)	-	27,014
Youth and Play	3,444	61,929	(58,131)	(7,242)	-
Youthscape	10,467	21,748	(6,016)	(26,199)	-
<b>Total restricted funds</b>	<b>181,225</b>	<b>1,313,028</b>	<b>(1,284,207)</b>	<b>(33,651)</b>	<b>176,395</b>
<b>Total funds</b>	<b>728,934</b>	<b>1,741,476</b>	<b>(1,636,748)</b>	<b>-</b>	<b>833,662</b>

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

---

## **FUND DESCRIPTIONS**

### **DAWN (Domestic Abuse Working Network)**

The DAWN project supports women who have experienced or are experiencing domestic abuse in the community. It provides one to one support to enable and empower people to make informed decisions to affect their own changes.

### **COMMUNITY CONNECTORS**

A large-scale project connecting people who are socially isolated, have low level mental health problems or long-term health conditions, to professional services and to each other. Help, support and training is provided in the community to make positive lifestyle changes to improve physical and mental health and wellbeing. This project is funded by Big Lottery, Reaching Communities, from November 2017.

### **YOUTH AND PLAY (PLAYSCHEMES)**

Our youth team ran a weekly programme of term-time after school and youth clubs throughout the year from three of our community hubs; The Green Hub, Horizon Hub and KGV Hub. Over the past year we have prioritised giving the young people who attend our sessions a voice within their local community, for example by arranging for them to make a contribution to Worcester City Council's City Plan. Partnerships have included work with Onside Mental Health Support and YMCA

### **JOY & CORE**

Both our JOY and CORE projects work to reduce loneliness and isolation, re-empowering and improving confidence within clients, and positively impacting their mental health and wellbeing. Throughout the past year both projects have been supporting several clients with highly complex needs to access appropriate support and manage some symptoms until statutory services become available. They have also managed more than 320 significant interventions outside of those who are enrolled.

### **WELLBEING JOB COACH**

Our Wellbeing Job Clubs support people who are looking to work towards gaining employment or training. This is not only supporting clients with practical tasks such as CV building, interview skills and managing finances, but also with improving their wellbeing and confidence.

### **ABCD Fund**

Asset Based Community Development - community led, asset-based approach involving community builders developing the skills of local residents to utilise local resources ,skills and people to meet their needs.

### **CADENT**

1-1 and Group welfare and energy support to support residents through the cost of living crisis. Funded fully by CADENT Gas

### **DIGITAL SKILLS TUTOR WCC**

Supporting those in the community that are digitally excluded, sessions will support training in accessing online activities such as Drs , form filling ,DWP . Also includes awareness of online safety. Funded by UKSPF.

### **GARFIELD WESTON**

support towards our DAWN service; A confidential, non-judgmental service for individuals experiencing/have experienced domestic abuse.

### **SNACK & CHAT**

Our Snack & Chat lunch clubs bring together the over 50s, offering companionship and support over a home cooked two-course meal. This year we were successful in extending our funding from Cadent, which will allow Snack & Chat for run for a further 15 months from January 2025

As well as our weekly clubs at Horizon Hub, The Green Hub and Ronkswood Hub, we expanded Snack & Chat into two residential homes (Himbleton House and Chelmsford Court) which has had a huge positive impact on the wellbeing of residents. Funded by Cadent Gas, small grants and donations

### **TOWNS FUND**

Used for Head of Skills and Training Salary for 2024/25.

## **FUND TRANSFERS**

The following fund transfers occurred during the year:-

1. £13,000 from Lottery Wellbeing Club - This transfer was to provide 'OWN MY LIFE ' training, to be ran by the DAWN project manager for the clients of wellbeing lottery, an ongoing funded project.

## **21. Transactions with Trustees**

None of the trustees received any remuneration or any other benefits from an employment with the charity or a related entity during the current or previous year.

**Worcester Community Trust**  
**Notes to the Financial Statements (continued)**  
**For The Year Ended 31 March 2025**

---

No trustee expenses have been incurred.

**22. Related Party Disclosures**

There have been no related party transactions in the reporting period that require disclosure.

**23. Company limited by guarantee**

The company is limited by guarantee and has no share capital.

Every member of the company undertakes to contribute to the assets of the company, in the event of a winding up, such an amount as may be required not exceeding £1.

**24. FRC's Ethical Standard - Provision Available for Small Entities**

In common with other businesses of our size and nature we use our auditors to prepare and submit returns to the tax authorities and assist with the preparation of the financial statements.