Company Registered Number: 06546261
Charity Registered Number: 1129683

# THE REACH FOUNDATION

(A Company Limited by Guarantee)

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 AUGUST 2025

THE REACH FOUNDATION
(A Company Limited by Guarantee)

CONTENTS


| | Page |
|---|---|
| Reference and Administrative Details of the Charity, its Trustees and Advisers | 1 |
| Trustees' Report | 2 - 12 |
| Trustees' Responsibilities Statement | 13 |
| Independent Auditor's Report on the Financial Statements | 14 - 17 |
| Statement of Financial Activities | 18 |
| Balance Sheet | 19 |
| Statement of Cash Flows | 20 |
| Notes to the Financial Statements | 21 - 33 |

THE REACH FOUNDATION

(A Company Limited by Guarantee)

## REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 AUGUST 2025

| | |
|---|---|
| **Trustees** | J Baxter<br>N Jennings<br>J McGoh<br>T Roberts<br>J Tacon<br>M Trebilco<br>L Gledhill (resigned 3 October 2024)<br>A Mroz<br>N Anum (resigned 10 December 2024)<br>T Papavranoussis (appointed 15 July 2024)<br>J Acantilado (appointed 7 October 2024)<br>M Plen (appointed 7 October 2024)<br>E McSorley (appointed 11 July 2025)<br>G Harvey-Brewin (appointed 11 July 2025)<br>H Rafferty (appointed 23 October 2025)<br>M Englard (appointed 11 July 2025) |
| **Company registered number** | 06546261 |
| **Charity registered number** | 1129683 |
| **Registered office** | Floor 5<br>Axiom House<br>Feltham<br>TW13 4AU |
| **Independent auditor** | MHA<br>6th Floor<br>2 London Wall Place<br>London<br>EC2Y 5AU |

# TRUSTEES' REPORT
# FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees present their annual report together with the audited financial statements of the Charity for the year ended 31 August 2025. The Annual Report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) as amended by Update Bulletins 1 and 2.

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

## Objectives and activities

### a. Policies and objectives

The Reach Foundation exists to ensure that every child can enjoy a life of choice and opportunity. It is founded on the belief that great schools are necessary but not sufficient. For babies, children and young people to thrive, they require coherent, consistent, connected systems of support from cradle to career.

The Foundation works with leaders, communities and organisations to help build these systems of support. Its work centres on three commitments: cultivating bold, values-driven leadership; connecting people, ideas and institutions; and catalysing place-based partnerships that strengthen the support surrounding children and families.

In Feltham, the Foundation works in long-term partnership with the local community to build an integrated cradle-to-career model. The Feltham Convening Partnership brings together organisations, services, residents and practitioners to improve outcomes for babies, children and young people. Alongside its sister organisation, Reach Schools, this represents the Foundation's most developed local model, demonstrating what becomes possible when schools are supported by strong surrounding systems.

Nationally, the Foundation now cultivates, connects and catalyses leadership across England. This includes delivering five regional school leadership programmes—in Devon and Cornwall, the West Country, Yorkshire, the East of England and Greater Manchester—alongside an aspiring trust-leader programme and a widening set of long-term institutional partnerships. By September 2025, the Foundation was working with more than 70 partners across the country, supporting local areas to design, test and strengthen cradle-to-career approaches rooted in place.

The Foundation continues to develop and test new models of support to better serve children in underserved communities. Languages for All—its programme to widen access to language learning through partnerships between schools and universities—is flourishing in Hounslow and preparing for national expansion. The Foundation is also developing a new higher-education offer to help build a more coherent and connected children's workforce. This work aims to create accessible, rigorous pathways for non-graduate practitioners, supporting their career progression and strengthening the wider workforce that children rely on.

**Objectives and activities (continued)**

**b. Strategies for achieving objectives**

The Charity seeks to enact systems change through local action. We identify and nurture community leaders who create the conditions for others to flourish. We have identified the following ingredients to develop cradle to career models:

- Strong leadership that guides vision, builds trust and fosters collaboration;
- A skilled, motivated workforce is critical to delivering high quality support;
- Access to fresh ideas and evidence informed emergent practices; and
- Dedicated investment to strengthen local systems;

Our theory of change focuses on cultivating the workforce and leadership required for cradle to career models to thrive; connecting people and organisations to lead change locally, regionally and nationally, and catalysing local cradle to career models of support.

**Objectives and activities (continued)**

**c. Activities undertaken to achieve objectives**

We successfully delivered on the priorities set for 24-25:

- We successfully fulfilled our commission by Hounslow Local Authority to develop and implement a Parent and Infant Relationship Service model across three Family Hub localities; we co-produced and facilitated a range of different Family Hub workforce development activities to convene and join-up the cross-sector services; and we hosted half-termly Parent Carer Panels across the three sites.
- Our EY and SENIP Foundation Degree cohorts successfully completed their Level 5 courses in June 2025 and progressed onto the top-year with Kingston University or professional pathways within their institutions; our cohort of Level 1 Childcare students also successfully achieved their diploma certificates; our students, former graduates and tutors all contributed to the co-design and development of the Foundation's new Higher Education Institute offer.
- Languages for All (LFA) established a Hounslow Hub after successful roll-out of the first pilot year and appointed a Hub Manager, hosted by Reach Schools, to officially start in September 2025; LFA also convened stakeholders in the South West to establish a 2nd Hub in Exeter, which will launch 25-26.

In order to deepen our impact in Feltham:

Different members of the team undertook professional and leadership development opportunities including:

- The Clore Emerging Leadership Programme completed 24-25
- A Million Realities Fellowship to be completed 24-26
- A Churchill Fellowship to be completed 25-26
- NCFE L3 Certificate in Assessing Vocational Achievement completed 24-25

We also represented the Foundation and participated in the following activities, in order to learn and share learnings from our work in Feltham and influence the system more widely:

- National EY Community of Practice facilitated by Place Matters
- Hounslow's Early Help Partnership Board
- Fair Education Alliance workstreams on Early Years and Systems Change
- DCMS Youth Sector Interaction cross-sector advisory group
- Global Teach for All Convening Inquiry

**d. Grant-making policies**

During the year, the trustees approved a new Grant Making Policy in preparation for allocating a new grant funding stream. The policy ensures that the charity's funding decisions are transparent, consistent, and aligned with our charitable objectives.

**e. Volunteers**

The Reach Foundation is not currently working with any volunteers.

**Objectives and activities (continued)**

**f. Main activities undertaken to further the Charity's purposes for the public benefit**

Over the course of this year, the Foundation has:

- Integrated our perinatal offer into the Local Authority's Family Hubs 'Start for Life' service, as the Parent and Infant Relationship Service
- Expanded our Foundation Degree offer for local practitioners to include a Special Educational Needs In Practice course (Kingston University); staffing and recruitment complete for a September 2024 start
- Continued to convene over 100 cross-sector stakeholders on the Feltham Convening Partnership's priority areas and train young leaders
- Embedded a structured programme of support for schools and Trusts interested in developing their own Cradle to Career model
- Delivered two successful cohorts of SW100 and added new programmes in Yorkshire and the West Country.

## Achievements and performance

### a. Key performance indicators

### Direct Delivery in Feltham

- Our Perinatal Lead established the first ever parent infant multi-disciplinary team in West London, offering universal, targeted and specialist support. Between Jan 2023 and end of August 2025, 681 parent-baby dyads accessed this support.
- 20 local practitioners completed qualifications through our workforce development offer: EY and SENIP foundation degrees, and Level 1 Childcare diplomas.
- Students from the five local secondary schools (including specialist provision) participated in the Feltham Convening Partnership's (FCP) year-long Leadership and Research programme, as well as the 3rd iteration of an apprenticeship training programme with Hawk Training, and alumni activities; it was also the first year FCP established a cohort of Mini-Leaders for primary-aged pupils.
- Our Social Prescribing Link Worker for Children & Young People completed her 2nd year on secondment with the Feltham, Bedfont & Hanworth NHS Primary Care Network, working directly with young people referred by GPs and schools, who were at risk of becoming NEET, school-refusers and those experiencing poor mental health.

### Collective Impact in Feltham

In addition to 'core' Feltham Convening Partnership activities (Advisory Group, Working Groups, Smartphone and Youth Provision campaigns), this year two additional collective impact opportunities emerged:

- Abundance Project
  We are one of five Community Research Hubs for the Abundance Project, a 3-year funded research project (2024-2027) focusing on health inequalities in communities. Members of our team are working alongside local young people and parents, as part of a multi-disciplinary research team.

- Feltham Voices
  Following a series of community consultations, a listening campaign and a petition to explore a Feltham Town Council, as well as multiple meetings with the Council CEO, senior officers and local Councillors, our team are now working with a core group to establish a community interest company (CIC) called Feltham Voices. The group already has a clear vision, community mandate, and priorities, and has identified initial actions; once the CIC is registered in 2025, a Board will be appointed.

### School and Trust Leadership Development Programmes

Recognising the crucial role played by school and Trust leaders in enabling all children to enjoy lives of choice and opportunity, we placed significant energy in 2024/5 towards growing our leadership development offer. Having worked with a group of partner school Trusts to develop and trial the 'SW100' (a leadership development model grounded in strong commitment to children experiencing disadvantage; strong regional and local contextual understanding; and building relationships between cohort members) we are now set-up for national growth having launched the 'Yorks100' and 'West100' and East100 programmes, whilst also delivery a bespoke programme for Pembrokeshire Country Council called the Pembs50.

Two new cohorts completed the Leading Trusts programme this year - a second in the South West, and our first national cohort. The new cohorts continued to be locally rooted and nationally connected and a subset of all three attended a learning trip to New York as part of this experience. The strong networks and relationships between participants and across the cohorts, generated significant interest in our third national cohort recruited to begin in September 2025. We are proud that two of our alumni have accepted their first CEO positions.

**Achievements and performance (continued)**

**Cradle to Career Partnership**

- Supported 50 groups of schools and Multi-Academy Trusts through a programme of support to develop cradle to career models of support for babies, children and young people, grounded in great schools.
- Recruited an additional 30 groups of schools and Trusts to join the Cradle to Career Partnership from September 2025.
- Created, fundraised for and launched the Cradle to Career 'Accelerator' programme of support and funding for highest potential Cradle to Career Partners.
- Developed a new continuous support offer for Cradle to Career Partners called 'Connect'. To launch in September 2025.

**b. Review of activities**

**Reach Foundation Feltham workstream highlights**

- The Languages for All pilot in Hounslow doubled the number of Year 12 A-level language students from 35 in 2022 to 81 in 2024; the programme will also have tripled the number of state schools able to offer A-level language courses from 4 schools in 2022 to 12 in 2025.
- Kingston University announced in 2023 that it would be closing its Early Years and SENIP foundation degree courses, which meant that we had no Level 4 students this year. Instead, we concentrated on providing a high quality experience for our Level 5 cohorts and ensuring they completed their courses well-supported, with clear 'next steps' and pathways for progression.
- The FCP Primary Mental Health Cluster drew to a close in its current form, in order to transition and evolve into the Community Action Partnership Panel, co-hosted with Reach Schools from September 2025;
- 20 students from the five local secondary schools completed the FCP Summer Leadership & Research Programme, participating in training by Representation Matters and Loudspeaker.
- We appointed a new Evaluation Partner for FCP for the final stage of the initiative, Limina Consulting, specialising in systems change; and
- We co-hosted our 4th annual FCP celebration event at Logic Studio School, with Hounslow's Promise - Seema Malhotra MP's borough-wide initiative to improve outcomes for CYP - and launched the Hounslow's Promise Alliance; over 100 partners from across the community came together to reconnect and reflect on the year's progress.

**School and Trust leadership development programmes**

- Recognising the crucial role played by school and Trust leaders in enabling all children to enjoy lives of choice and opportunity, we placed significant energy in 2023/24 towards growing our leadership development offer. Having worked with a group of partner school Trusts to develop and trial the 'SW100' (a leadership development model grounded in strong commitment to children experiencing disadvantage; strong regional and local contextual understanding; and building relationships between cohort members) we are now set-up for national growth having launched the 'Yorks100' and 'West100' and East 100 programmes, whilst also delivery a bespoke programme for Pembrokeshire Country Council called the Pembs50.
- We have also been able to build on learning from the 'SW100' to build LeadingTrusts - a programme for aspiring school Trust CEOs. Like 'SW100", the inaugural programme cohort launched in the South West of England. Two new cohorts completed the programme this year - a second in the South West, and our first national cohort. The new cohorts continued to be locally rooted and nationally connected and a

**Achievements and performance (continued)**

subset of all three attended a learning trip to New York as part of this experience. The strong networks and relationships between participants and across the cohorts, generated significant interest in our third national cohort recruited to begin in September 2025. We are proud that two of our alumni have accepted their first CEO positions.

**Cradle to Career Partnership**

- Over the course of 2024/25, we supported a total of 50 Cradle to Career Partners to make substantial progress in the development of their Cradle to Career models of support. The partners worked to increase the educational coherence, relationships coherence and local system coherence of their offer to children in their communities. This has led to partners seeing significant improvement in multiple areas of school life, from numbers of children accessing high quality nursery education to improved attendance, to increased vaccination rates.
- We also delivered an updated model for the first time to enable greater progress and flexibility for partners.
- We then recruited an additional 30 schools or groups of schools to join the Cradle to Career in September 2025, creating an overall partnership of around 70 partners across the country, from Middlesbrough in the North West to Newquay in the South West.

**Achievements and performance (continued)**

**c. Fundraising activities and income generation**

We have not undertaken any direct fundraising from the general public. Our funding is primarily derived from income earned from delivering our programmes, grants from Trusts and Foundations and individual donors.

**Financial review**

**a. Going concern**

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

**b. Reserves policy**

The Trustees consider the level of reserves on a regular basis and are satisfied these are sufficient as at 31 August 2025. The level of reserves shown at year end within these financial statements reflects the approach to income recognition and accruals accounting that is followed by charitable entities. It includes funds that have been received during the 2024/25 financial year, to be put towards expenditure on planned core activities within the upcoming financial period, and therefore £1.900m of the total reserves is designated to be spent in 2025/26.

**c. Principal risks and uncertainties**

The Trustees have assessed the major risks to which the charity is exposed, in particular, those related to the operations and finances of the charity, and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

**Structure, governance and management**

**a. Constitution**

The Reach Foundation is registered as a charitable company limited by guarantee and was set up by a Trust deed.

**b. Methods of appointment or election of Trustees**

The management of the Charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

**Structure, governance and management (continued)**

**c. Organisational structure and decision-making policies**

The Trustees met as a Board 6 times during the year. Changes in the Board are set out on page 1. During the year, the Board also established a set of Committees to provide more detailed challenge and support on key areas of the charity's programmatic delivery.

Ed Vainker is the Chief Executive Officer (CEO).

The Trustees have delegated the day to day management of the Reach Foundation to Ed Vainker and his leadership team.

The CEO attends the Board meetings. All Trustees give of their time freely and no Trustee remuneration was paid during the year.

**d. Policies adopted for the induction and training of Trustees**

New Trustees meet with the Chief Executive Officer and the Chair of the Foundation to discuss their role and responsibilities. As part of their onboarding process the Trustees receive a governance handbook and induction pack from the Clerk. This gives an opportunity to answer any questions and clarify the content of any written documentation circulated to the new trustee. The Chief Executive ensures trustees are kept up to date with any developments in law changes in conjunction with the clerk and this is achieved through briefings at the Board meetings and circulated written information.

**e. Pay policy for key management personnel**

The Trustees consider the CEO and the Executive Directors to represent the Executive team of The Reach Foundation.

Changes to the salary of senior members of staff take place after their annual Performance management reviews. It is determined by the Chair of Trustees in coordination with a committee of other Trustees. Pay rises for all staff considered by Trustees

**f. Related party relationships**

The Foundation has a Service Level agreement with Reach Schools in order to access human resources and services.

**Plans for future periods**

Our priorities in Feltham for 2025/26 are to:

- Continue to embed the different workstreams into the local infrastructure, including ways of working, relationships and interventions, in order to ensure sustainability;
- Continue to connect and work with the Foundation's wider Cradle to Career network, in order to learn and share learning;
- Support the recruitment of a Feltham-based cohort of practitioners/students once the Higher Education Institute is launched in 2025;
- Evaluate the impact of the Feltham Convening Partnership with Limina Consulting.

**School and Trust Leadership Programmes**

During 2025/2026 we will:

- Run the following school leadership programmes: cohort 5 of 'SW100'; cohort 3 of 'West100'; cohort 3 of ' Yorks100' and cohort 2 of 'East100';cohort 1 of GM100
- Launch the second cohort of the 'Pembs50', in partnership with Pembrokeshire County Council, to build their pipeline of future headteachers;
- Support alumni of our programmes into headship;
- Develop partnerships with school Trusts and local authorities in the West Midlands to determine the appetite and demand for a programme to support aspiring school leaders in the area
- Run cohort 3 of the LeadingTrusts programme for aspiring Trust CEOs, comprising a single national cohort.

**Cradle to Career Partnerships**

During 2025/26 we will:

- Work with a total of 70 partner schools and Trusts;
- Continue to develop our understanding of how schools and school Trusts can play an effective role as anchor institutions in their communities and increase the educational, relationships and local system coherence of their offer to children.
- Roll out a new, ongoing offer of support for all Cradle to Career Partners called Connect.
- Provide intensive support and funding for our Cradle to Career Accelerator Partners.
- Continue to share with the sector learning from the Cradle to Career Partnership about the role of schools and Trusts in providing long-term, relational support for children and families.

**Members' liability**

The Members of the Charity guarantee to contribute an amount not exceeding £1 to the assets of the Charity in the event of winding up.

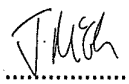
## TRUSTEES' REPORT (CONTINUED)
## FOR THE YEAR ENDED 31 AUGUST 2025

### Disclosure of information to auditor

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

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:



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**J McGoh**
Trustee
Date: 26 May 2026

## STATEMENT OF TRUSTEES' RESPONSIBILITIES FOR THE YEAR ENDED 31 AUGUST 2025

The Trustees (who are also the directors of the Charity 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 . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

Approved by order of the members of the board of Trustees and signed on its behalf by:

.....

**J McGoh**
Trustee
Date: 26 May 2026

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE REACH FOUNDATION

### Opinion

We have audited the financial statements of The Reach Foundation (the 'Charity') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows 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, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 August 2025 and of its incoming resources and application of resources, including its income and expenditure 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 Charities Act 2011.

### 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, 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 Charity's ability to continue as a going concern for a period of at least twelve 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.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE REACH FOUNDATION (CONTINUED)

### 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. 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 course of 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.

### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees (who are also the Directors of the Charity 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.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE REACH FOUNDATION (CONTINUED)

### Auditor responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements;
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management about any instances of non-compliance with laws and regulations;
- Performing audit work over the risk of management override of controls, including the testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance; and
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE REACH FOUNDATION (CONTINUED)

### Use of our report

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the Charity's Trustees those matters 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 Charity and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.

**Rakesh Shaunak FCA**
Statutory Auditor
London, United Kingdom

Date: 29 May 2026

MHA are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 AUGUST 2025

| | Note | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|---|---|---|
| **Income from:** | | | | | |
| Donations and legacies | 3 | **8,196** | **682** | **8,878** | *1,174* |
| Charitable activities | 4 | **3,165,183** | **1,064,360** | **4,229,543** | *2,736,502* |
| **Total income** | | **3,173,379** | **1,065,042** | **4,238,421** | *2,737,676* |
| **Expenditure on:** | | | | | |
| Charitable activities | 6 | **2,563,632** | **519,895** | **3,083,527** | *2,574,891* |
| **Total expenditure** | | **2,563,632** | **519,895** | **3,083,527** | *2,574,891* |
| **Net movement in funds** | | **609,747** | **545,147** | **1,154,894** | *162,785* |
| **Reconciliation of funds:** | | | | | |
| Total funds brought forward | | **1,558,766** | **193,910** | **1,752,676** | *1,589,891* |
| Net movement in funds | | **609,747** | **545,147** | **1,154,894** | *162,785* |
| **Total funds carried forward** | | **2,168,513** | **739,057** | **2,907,570** | *1,752,676* |

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing operations.

The notes on pages 21 to 33 form part of these financial statements.

**THE REACH FOUNDATION**
**(A Company Limited by Guarantee)**
**REGISTERED NUMBER: 06546261**

## BALANCE SHEET
## AS AT 31 AUGUST 2025

| | Note | | 2025 £ | | *2024 £* |
|---|---|---|---|---|---|
| **Current assets** | | | | | |
| Debtors | 11 | **188,880** | | *240,720* | |
| Cash at bank and in hand | | **3,047,849** | | *1,664,207* | |
| | | **3,236,729** | | *1,904,927* | |
| **Current liabilities** | | | | | |
| Creditors: amounts falling due within one year | 12 | **(329,159)** | | *(152,251)* | |
| **Net current assets** | | | **2,907,570** | | *1,752,676* |
| **Total net assets** | | | **2,907,570** | | *1,752,676* |
| **Charity funds** | | | | | |
| Restricted funds | 13 | | **739,057** | | *193,910* |
| Unrestricted funds | 13 | | **2,168,513** | | *1,558,766* |
| **Total funds** | | | **2,907,570** | | *1,752,676* |

The entity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the entity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

However, an audit is required in accordance with section 144 of the Charities Act 2011.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

.....
**J McGoh**
Trustee
Date: 26 May 2026

The notes on pages 21 to 33 form part of these financial statements.

## STATEMENT OF CASH FLOWS
## FOR THE YEAR ENDED 31 AUGUST 2025

| | Note | 2025 £ | *2024 £* |
|---|---|---|---|
| **Cash flows from operating activities** | | | |
| Net cash used in operating activities | 15 | **1,383,642** | *171,698* |
| **Change in cash and cash equivalents in the year** | | **1,383,642** | **171,698** |
| Cash and cash equivalents at the beginning of the year | | **1,664,207** | *1,492,509* |
| **Cash and cash equivalents at the end of the year** | 16 | **3,047,849** | *1,664,207* |

The notes on pages 21 to 33 form part of these financial statements

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2025

### 1. General information

The Reach Foundation is a charitable company limited by guarantee registered with the Charity Commission (Charity Registered Number: 1129683) and the Registrar of Companies (Company Registered Number: 06546261) in England and Wales.

The address of the registered office is given in the Charity information on page 1 of these financial statements.

The nature of the Charity's operations and principal activities are detailed within the Trustees Report.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

### 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been presented in pounds sterling, which is also the functional currency of the Charity and are rounded to the nearest pound.

#### 2.2 Going concern

The Trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the Academy Trust has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

## 2. Accounting policies (continued)

### 2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

## 2. Accounting policies (continued)

### 2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

### 2.5 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### 2.6 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2.7 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

### 2.8 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

## 2. Accounting policies (continued)

### 2.9 Financial instruments

The Charity does not have a material holding in complex financial instruments. The Charity only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Debtors – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 11. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Note 12. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

### 2.10 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

### 2.11 Pensions

The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

### 2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

## 3. Income from donations and legacies

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Donations | 8,196 | 682 | **8,878** |

| | *Unrestricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|
| Donations | *1,174* | *1,174* |

## 4. Income from charitable activities

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Charitable activities | 3,165,183 | 1,064,360 | **4,229,543** |

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Charitable activities | *2,308,430* | *428,072* | *2,736,502* |

## 5. Income from charitable activities - by type

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Grants | 2,978,117 | 701,989 | **3,680,106** |
| Consultancy income | 129,736 | 362,371 | **492,107** |
| Coaching courses | 57,330 | - | **57,330** |
| | 3,165,183 | 1,064,360 | **4,229,543** |

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Grants | *1,680,053* | *157,100* | *1,837,153* |
| Consultancy Income | *186,193* | *270,972* | *457,165* |
| Coaching courses | *442,184* | - | *442,184* |
| | *2,308,430* | *428,072* | *2,736,502* |

## 6. Analysis of expenditure on charitable activities - by fund

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total 2025 £ |
|---|---|---|---|
| Charitable activities | 2,563,632 | 519,895 | **3,083,527** |

| | *Unrestricted funds 2024 £* | *Restricted funds 2024 £* | *Total 2024 £* |
|---|---|---|---|
| Charitable activities | *2,126,133* | *448,758* | *2,574,891* |

## 7. Analysis of expenditure on charitable activities - by type

| | Activities undertaken directly 2025 £ | Support costs 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Charitable activities | 2,807,789 | 275,738 | **3,083,527** |

| | *Activities undertaken directly 2024 £* | *Support costs 2024 £* | *Total funds 2024 £* |
|---|---|---|---|
| Charitable activities | *2,399,225* | *175,666* | *2,574,891* |

**Analysis of support costs**

| | Total funds 2025 £ | *Total funds 2024 £* |
|---|---|---|
| Office costs | **250,091** | *156,261* |
| Other support costs | **4,733** | *3,453* |
| Governance costs | **20,914** | *15,952* |
| **Total 2025** | **275,738** | *175,666* |

## 8. Auditor's remuneration

| | 2025 £ | 2024 £ |
|---|---|---|
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | **8,250** | *8,000* |
| Fees payable to the Charity's auditor in respect of: | | |
| All non-audit services not included above | **1,200** | *1,000* |

## 9. Staff costs

| | 2025 £ | 2024 £ |
|---|---|---|
| Wages and salaries | **1,425,118** | *1,250,871* |
| Social security costs | **174,921** | *138,800* |
| Pension costs | **150,539** | *130,151* |
| | **1,750,578** | *1,519,822* |

The average number of persons employed by the Charity during the year was as follows:

| | 2025 No. | 2024 No. |
|---|---|---|
| Employees | **33** | *30* |

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

| | 2025 No. | 2024 No. |
|---|---|---|
| In the band £70,001 - £80,000 | **-** | *1* |
| In the band £90,001 - £100,000 | **3** | *3* |
| In the band £130,000 - £140,000 | **1** | *1* |

## 10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 August 2025, no Trustee expenses have been incurred *(2024 - £NIL)*.

## 11. Debtors

| | 2025<br>£ | *2024*<br>*£* |
|---|---|---|
| **Due within one year** | | |
| Trade debtors | **94,847** | *240,340* |
| Other debtors | **-** | *380* |
| Prepayments and accrued income | **94,033** | *-* |
| | **188,880** | *240,720* |

## 12. Creditors: Amounts falling due within one year

| | 2025<br>£ | *2024*<br>*£* |
|---|---|---|
| Trade creditors | **22,955** | *4,704* |
| Other taxation and social security | **80,426** | *37,457* |
| Other creditors | **16,685** | *17,239* |
| Accruals and deferred income | **209,093** | *92,851* |
| | **329,159** | *152,251* |

## 13. Statement of funds

### Statement of funds - current year

| | Balance at 1 September 2024 £ | Income £ | Expenditure £ | Balance at 31 August 2025 £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General Funds - all funds | **1,558,766** | **3,173,379** | **(2,563,632)** | **2,168,513** |
| **Restricted funds** | | | | |
| Feltham and related local authority projects | **193,910** | **405,052** | **(425,783)** | **173,179** |
| Accelerator Grant - Mohn Westlake | **-** | **500,000** | **-** | **500,000** |
| Transformation Project - Fidelity | **-** | **134,990** | **(69,112)** | **65,878** |
| Grant for SW100 Programme | **-** | **25,000** | **(25,000)** | **-** |
| | **193,910** | **1,065,042** | **(519,895)** | **739,057** |

| | Balance at 1 September 2024 £ | Income £ | Expenditure £ | Balance at 31 August 2025 £ |
|---|---|---|---|---|
| **Total of funds** | **1,752,676** | **4,238,421** | **(3,083,527)** | **2,907,570** |

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes

Feltham and related local authority projects: these relate to specific educational projects.

Accelerator Grant Project: this funding from Mohn Westlake is to allocate grants to our C2C partners nationally to pump prime the implementation and development of their C2C programmes.

Transformation Project: the Foundation has been allocated funding from Fidelity to fund a two year project to improve the efficiency and capacity of ICT and back office functions.

In addition to the Restricted funds Trustees have Designated that £1,161,299 of unrestricted reserves are used to fund expenditure in 2025/26. These leaves undesignated unrestricted reserves of £1,007,214.

## 13. Statement of funds (continued)

### Statement of funds - prior year

| | *Balance at 1 September 2023* £ | *Income* £ | *Expenditure* £ | *Balance at 31 August 2024* £ |
|---|---|---|---|---|
| **Unrestricted funds** | | | | |
| General Funds - all funds | *1,375,295* | *2,309,604* | *(2,126,133)* | *1,558,766* |
| **Restricted funds** | | | | |
| Save the Children | - | *102,956* | *(102,956)* | - |
| Other restricted funding | *20,019* | *30,644* | *(50,663)* | - |
| The 88 Foundation RAF teaching training burseries | *1,334* | - | *(1,334)* | - |
| Feltham and related local authority projects | *163,643* | *271,472* | *(241,205)* | *193,910* |
| Accelerator Grant - Mohn Westlake | *29,600* | *23,000* | *(52,600)* | - |
| | *214,596* | *428,072* | *(448,758)* | *193,910* |
| **Total of funds** | *1,589,891* | *2,737,676* | *(2,574,891)* | *1,752,676* |

## 14. Analysis of net assets between funds

### Analysis of net assets between funds - current year

| | Unrestricted funds 2025 £ | Restricted funds 2025 £ | Total funds 2025 £ |
|---|---|---|---|
| Current assets | 2,497,672 | 739,057 | **3,236,729** |
| Creditors due within one year | (329,159) | - | **(329,159)** |
| **Total** | 2,168,513 | 739,057 | **2,907,570** |

## 15. Reconciliation of net movement in funds to net cash flow from operating activities

| | 2025 £ | *2024 £* |
|---|---|---|
| Net income for the year (as per Statement of Financial Activities) | **1,154,894** | *162,785* |
| **Adjustments for:** | | |
| Decrease in debtors | **80,811** | *99,869* |
| Increase/(decrease) in creditors | **147,937** | *(90,956)* |
| **Net cash provided by operating activities** | **1,383,642** | *171,698* |

## 16. Analysis of cash and cash equivalents

| | 2025 £ | *2024 £* |
|---|---|---|
| Cash in hand | **3,047,849** | *1,664,207* |
| **Total cash and cash equivalents** | **3,047,849** | *1,664,207* |

## 17. Analysis of changes in net debt

| | At 1 September 2024 | Cash flows | At 31 August 2025 |
|---|---|---|---|
| | £ | £ | £ |
| Cash at bank and in hand | **1,664,207** | **1,383,642** | **3,047,849** |
| | **1,664,207** | **1,383,642** | **3,047,849** |

## 18. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £150,539 *(2024 - £130,151)*. Contributions of £21,249 *(2024 - £18,811)* were payable to the fund at the Balance Sheet date and are included in creditors.

## 19. Operating lease commitments

At 31 August 2025 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

| | 2025 | *2024* |
|---|---|---|
| | £ | *£* |
| Not later than 1 year | **45,000** | *24,000* |
| Later than 1 year and not later than 5 years | **57,637** | - |
| | **102,637** | *24,000* |

## 20. Related party transactions

The Foundation has a Service Level Agreement with Reach Schools in order to access ICT services. This was the only service remaining in 2024/25 as the remainder were brought in house. From 25/26 we have separated our ICT as part of our transformation project.

Key management personnel amounted to £512,135 (2024 - £489,440).