# At the heart of it all



Action for Children

## Annual Report and Accounts

1 April 2025 – 31 March 2026



# Action for Children is *driven by love*

We take action so children don't miss out on a safe and happy childhood. We have thousands of people working on the ground, giving children and young people the protection and practical help they urgently need. And we campaign tirelessly for lasting change – putting children **at the heart of it all**.

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# Welcome from Jeremy

## Chair of Trustees (appointed August 2026)

**Last year, as a charity, we took action for 544,297 children, young people and families. Action we simply could not have taken without our incredible supporters.**

It is an honour to become Action for Children's new Chair of Trustees, succeeding Sarika Patel, who led the board for seven and a half years until June this year, navigating significant challenges. We thank her for her dedication helping drive and deliver meaningful change for children.

In her time, the board supported frontline teams through COVID, set our ambitious residential programme in train, and continuously adapted to an increasingly complex external environment; all as the organisation remained resilient, responsive and financially stable. Our award-winning digital offer for parents – Parent Talk – was launched during the pandemic and we also expanded vital services for criminally exploited children.

Action for Children was founded over 155 years ago to provide shelter to children living on the streets, and our mission remains as relevant as ever. Today, we are delivering safe and happy childhoods through ten Action for Children owned family homes, with plans to open several more. We also operate 28 homes on behalf of local authorities; each one of these is truly life-changing. Our family support, early intervention and disability services keep many struggling families together and provide much needed respite for parents and young carers. Our supported housing, employability and criminal exploitation services provide a lifeline for young people, and our nurseries and after school clubs help ensure that children receive the very best start in life.

Given the breadth of impact we have across such a range of services, over the past year, we have introduced a new way of reporting impact, focusing not just on reach, but on the depth of support we provide and the lives we help transform. This better reflects the real difference made every day.

We have an ambitious service delivery plan that brings together priorities identified by our children's services colleagues and policy drivers in the four nations, whilst focusing on financial sustainability. The ongoing cost-of-living crisis and constrained public sector budgets have led to changes in some services, with others returned to local authority control.

Across the sector and indeed the UK, we are beset by these geopolitical and economic issues that impact all our lives, and we need to constantly work harder to support our children and families. Rapid changes in technology will continue to present both opportunities and threats. Our newly formed transformation team have supported ongoing reviews of our processes and the trustees have agreed an overall approach for how we mitigate risks and realise benefits from advances such as AI.



Alongside direct delivery of services, we continue to be a strong voice for children through our influencing work and with our Young Ambassadors board, where we campaigned successfully last year on many issues affecting children, including the end to the two-child benefit limit, helping to tackle some of the root causes of poverty and disadvantage.

Our supporters continue to make an extraordinary difference. Last Christmas, our flagship Secret Santa campaign broke all records, supported by our newest ambassador, Anna Maxwell Martin. We are deeply grateful to all our ambassadors, our celebrity supporters, and corporate partners – including Nationwide and the John Lewis Partnership – and the many organisations who help amplify our work and our impact across the UK. This winter also marks a decade of royal patronage from The Princess of Wales, a proud milestone, alongside significant anniversaries celebrated in Scotland and Northern Ireland.

My thanks to Brigitte Gater and Jo French from the Executive Leadership Team who steered us through the absence of our Chief Executive Paul Carberry who was on a leave of absence for personal reasons from September 2025 and did not return. We are pleased to be joined by Shan Nicholas as interim CEO while we recruit for a permanent Chief Executive.

Alongside Sarika, thanks too to the trustees who stepped down during the year after long periods of service: Dawn Warwick, Enda Johnson, Leslie Evans and Lynne Atkin. Between them, they have made an enormous contribution in a wide range of roles on the Board. As part of our ongoing recruitment cycle, we have appointed four highly skilled new trustees and I welcome each of them to our Board.

As incoming Chair, I want to thank our Board of Trustees, co-opted colleagues, staff, volunteers and incredible supporters. Together, you are driven by love to take action for children in so many remarkable ways.

I am deeply grateful for the collective effort across the Action for Children family. Your commitment, compassion and determination make a profound difference to the lives of so many children, young people and families every day. It is a privilege to join you in this mission.



**Jeremy Newman**
Chair, Board of Trustees

# Highlights of the year

## In 2025/26, we helped

# 544,297

**children, young people and families.**

**6,106**
**children, young people, and their families and carers through our services for children in care.**

**524,241**
**children, young people and families – including with their mental health and wellbeing – through our family support services.**

**13,071**
**disabled children, young people and their families.**

**879**
**children, young people, and their families and carers through our services for criminally exploited children.**

### How we measure reach and impact

We count how many children, young people and families use or benefit from our services (this is our reach). We use our direct reach data to estimate the hours of support our teams deliver. And we record the outcomes of the direct support we provide, which includes the views of children, young people and their families (this is our impact). Reach and impact figures included in this report are based on our available data.



# Highlights of the year

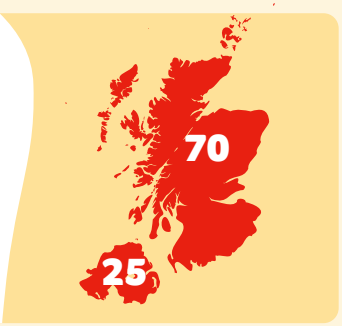
We helped lift **350,000** children out of poverty by working with other organisations to push for the removal of the two-child benefit cap.




Opened **five** new loving children's homes through our residential growth programme.



Celebrated **two huge anniversaries** in Scotland and Northern Ireland.




Achieved **Investors in People Gold status**, recognising how much we support and develop our people so they can do their best for children.

INVESTORS IN PEOPLE®
We invest in people Gold

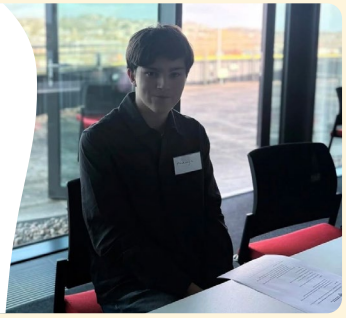
Raised a record
**£2.5 million**
**through our Secret Santa campaign,** with support from our new ambassador, actress Anna Maxwell Martin.



Gave over
**£2 million**
**directly to families** through our crisis and enrichment grants, powered by our partnership with Nationwide.

nationwide | Fairer Futures

We welcomed **15 new young people** to join our Youth Ambassadors Board to make sure their voices guide everything we do.

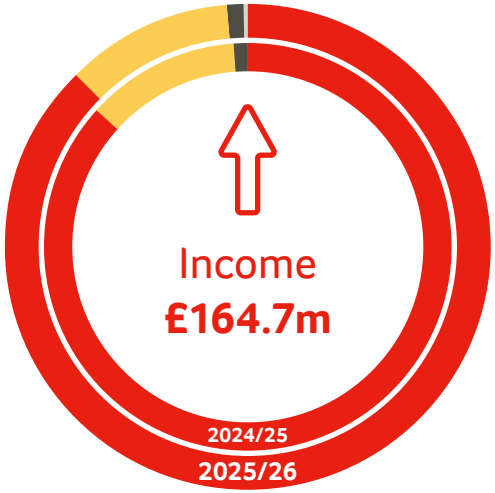


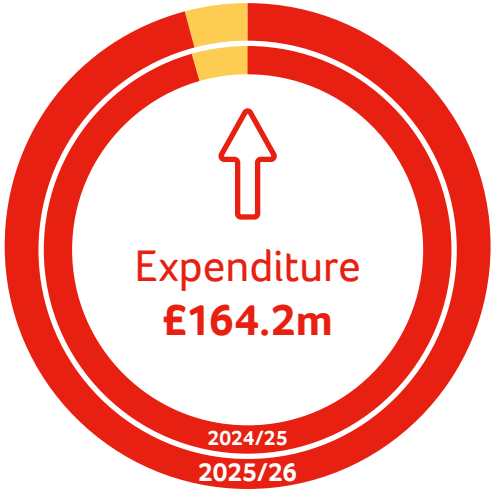
Successfully secured **£5 million** from The National Lottery to help children who are criminally exploited.



# Financial performance

**Here's a summary of our finances for the year 2025/26.**




| Income | 2025/26 | 2024/25 |
|---|---|---|
| Charitable activities | £142.5m | £143.9m |
| Donation and legacies | £18.3m | £17.9m |
| Investment income | £1.5m | £1.1m |
| Other | £2.4m | £0.6m |
| **Total** | **£164.7m** | **£163.4m** |

| Expenditure | 2025/26 | 2024/25 |
|---|---|---|
| Charitable activities | £156.7m | £155.6m |
| Fundraising | £7.5m | £7.4m |
| **Total** | **£164.2m** | **£163.0m** |

## Where your money goes

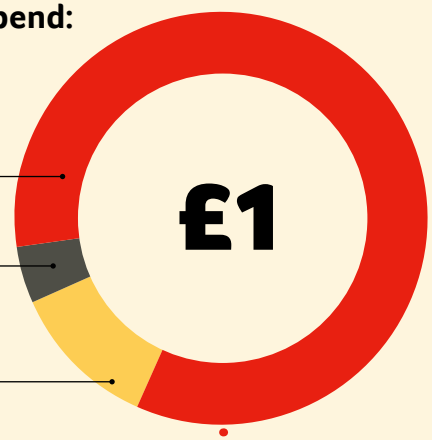
In **2025/26 84p in every £1** was used to create safe and happy childhoods. The remainder was invested in fundraising and delivery costs to run the charity.

### For every £1 we spend:

**84p** helps children, young people and families.

**4.5p** on fundraising.

**11.5p** on delivery costs.




## How we created more safe and happy childhoods

**Expenditure on activities to help children**

**£68.6m**
**Family support**

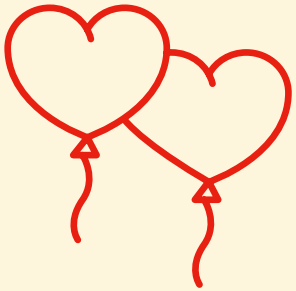
**£39.8m**
**Children in care**

**£47.3m**
**Disabled children and young people**

**£1.0m**
**Policy and campaigning**

## Our strategy

# More safe and happy childhoods



### Our vision

**That every child and young person in the country has a safe and happy childhood and the foundations they need to thrive.**

### Our mission

**We take action to change the childhoods of those who need help to thrive. Giving vulnerable children and young people the protection and practical help they urgently need and tirelessly campaigning for lasting change.**

### Our strategic goals

**To make all this happen, we work to seven strategic goals. They're underpinned by our commitment to putting the voices of children and young people at the heart of our work and by living our diversity and inclusion strategy.**

### What we'll do for children, young people and families:

1. Grow our services to help more children and young people.
2. Increase the impact of our work with children and young people.
3. Influence policy decisions to improve the lives of children and young people.

### How we'll achieve it:

4. Attract, develop and retain brilliant staff and volunteers.
5. Inspire greater support for our vision and mission.
6. Increase our financial contribution from fundraising, nurseries and childcare.
7. Deliver best value for children and young people and improve efficiency.

# Our services

**We deliver 303 services in local communities across the UK, in schools and online, working across four core service areas.**

**2025/26 represents a year of transition for us as we review our strategy. In this report we have slightly adjusted how we report on our services to reflect the changing balance of our work, with further updates to come next year.**

## Family support

Supporting families to make sure children and young people get the best start in life through:

**57** family support services.

**39** early help and family hubs.

**30** Spring nurseries and out of school clubs.

**23** support services for young people, including youth justice, youth employment and youth support.

**20** mental health support services.

**11** young carers' services.

**7** early intervention services for children and young people who are criminally exploited.

**2** online services (Parent Talk and Sidekick).

## Children in care

Caring for children and young people to give them a safe, stable and loving home through:

**18** children's homes.

**14** youth housing support services.

**12** fostering services.

**1** children's rights and independent visitor service.

**1** residential school.

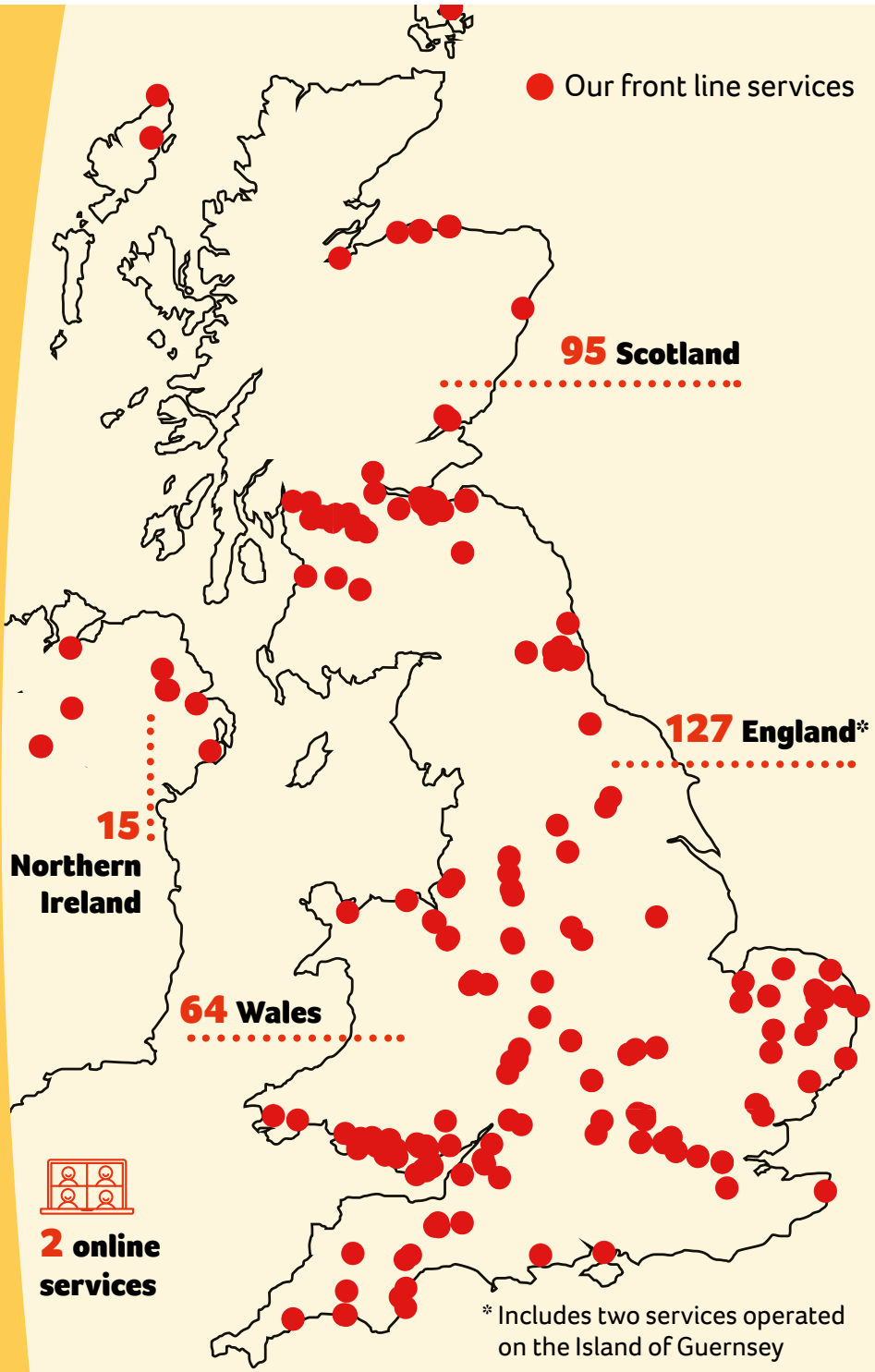
## Disabled children

Supporting disabled children, young people and their families, through:

**50** residential and community short breaks services.

**16** homes for disabled children and young people.

**2** fostering short breaks.



# Growing our services and increasing our impact

## Family support

**A secure, loving family and home life builds life-long wellbeing for children.** Sometimes, families need extra support to create that. Challenges in childhood can quickly define a whole life. And every child deserves the opportunity to fulfil their potential and be themselves.

With love and without judgement, we help children and families across the UK to thrive through tailored early support – before they reach crisis point. To better support everyone, we put mental health care at the heart of our work.

Last year, our growing number of Family Hubs and Clubs continued to support families. That's on top of securing more funding for Inclusion Key Workers (IKW) in schools in Newcastle, shining a light on the needs of young carers in schools across Northern Ireland, and reconnecting more families in South Lanarkshire, Scotland. Plus, we've been planning how to make our online advice service, Parent Talk, even better in the years to come.

### Creating positive connections

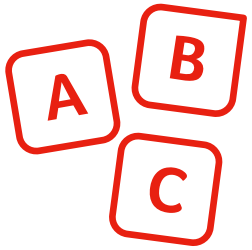
When families face problems, our Family Support Hubs in England connect them to the vital help they need.

Getting help early makes a difference. So, we plug them into a network of caring professionals who can support them quickly and effectively. Through our hubs, we build stronger relationships with charities, community groups and other organisations who can give more children safer, happier childhoods. Then, if they find life tough again, families know exactly where to go for support.

Our positive relationships with the NHS and Torbay Council meant last year our contract was extended to run Family Hubs in the area. The council was recently rated as 'Good', with our hubs highlighted as an effective part of its work.

Meanwhile, Norfolk Early Childhood and Family Service secured an extra £240,000 to continue the work of our Parenting Support Intervention Delivery team, running parenting programmes based on evidence of what works. This was all part of the Family Hubs funding given to 78 local authorities.






**87%**

**of children we supported have improved developmental milestones, like being ready to start school.**

## Celebrating our Family Clubs

This year, we celebrated the growing success of our Family Clubs – warm, welcoming places where families come together to learn, enjoy fun activities and share a hot cooked meal. It all started with our Newcastle Family Support Service, which developed the idea over the last decade.

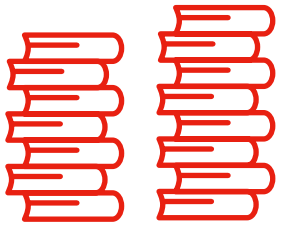
Now, thanks to our partnership with Nationwide Building Society, we've opened the clubs in 50 areas across every nation of the UK.

***"I can't believe how quickly it has taken off,"*** says Caroline Bowditch, Children's Services Manager for our Family Clubs.

***"Across the nations there are brilliant clubs making a safe time for families to have fun together and strengthen their relationships. It's simple, but it works."***

Our ambassador, actor Larry Lamb, spent time with our incredible staff running Family Clubs in Barry, Wales. He saw first-hand how we support families in the area.

***"It was a pleasure to meet such a dedicated team whose mission it is to help children who, like myself, have endured traumatic starts to their lives."*** said Larry.



**77%**

**of children improved their attendance at school with our support.**

## Support in school

Some young people find school extremely tough. And when they do, we want our Inclusion Key Workers (IKWs) there to help.

It's great news that last year our IKW project in Newcastle won £270,000 of extra funding to help more children after a successful pilot.

Our IKWs get to know each young person and their family, listen to their thoughts and feelings, and work with their school to get the right support for their individual needs. They then run sessions that help build young people's confidence, self-esteem and resilience. Our IKWs also work with local services, connecting families with other professionals who can help.

IKWs work with young people who've also been excluded, helping them understand why and supporting their return to education.

## Sharing young carers' experiences

What's life like for young carers? Our Young Carers team in Northern Ireland made a video to show their teachers exactly what it looks like day-to-day. This important project was made possible by funding from Action for Children's Dragons' Den innovation programme. And now, thanks to our work with the Northern Ireland's Department of Education, every school and college across the country will have the chance to see it. Watch now at bit.ly/TeachTheTeacherNI or scan the QR code on this page.

## Baby-friendly from the start

Also in Northern Ireland, our Ballymena and Little Steps Sure Start kept its UNICEF Baby Friendly Accreditation. The team continue to promote breastfeeding, early relationships and responsive infant care to give children a better start in life.



**83%**

**of parents and carers engage more effectively with their children with our support.**

## Reconnecting families

Our South Lanarkshire Intensive Family Support Service in Scotland launched in April 2025. Through it, we prevent children going into care where possible and bring children home to live with their parents. That's as well as helping to stop families breaking down.

In our first busy year, we provided intense support to 12 young people – more than our target of 10 – including helping two return home.

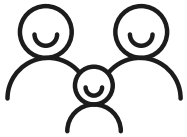
From offering individual parenting guidance to providing practical help in the home, our staff worked tirelessly to make sure children are safe, supported and thriving.

***"N's work has turned this family dynamic around."***

– Support worker

## How we support children and families to thrive

**Estimated hours of support across...**



**752,172**
family support services, including intensive family support.



**431,736**
early help services and Family Hubs.



**190,200**
employment, youth justice, and youth support services.



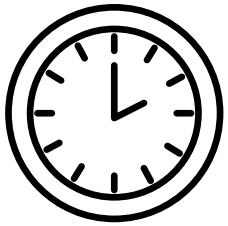
**93,090**
young carers.



**59,148**
mental health and wellbeing support.



**1,093**
one-to-one support on Parent Talk.



# 1.5 million

## hours of support for children.

We directly supported a total of 38,062 children and young people, delivering more than 1.5 million hours of support across a range of family support services. Together, they aim to keep families safely together by identifying problems early, offering help when it's needed and giving children and young people the foundations they need to thrive.

The number of hours we've spent giving families extra support have increased 6% since last year – meaning more time giving crucial help whenever it's needed.

These numbers are based on averages across the year and represent our direct support (where we assess needs and provide support to address them) rather than providing support through open access services or information, advice and guidance.

## High standards for children

We're delighted that the National Association of Child Contact Centres (NACCC) praised the high standards of our Vale of Glamorgan Family Time Centre after an inspection last year.

The centre is a welcoming place where children and young people who can't be cared for by their families can spend time together. It's just part of the way we help children find their confidence and live happier lives. Overall, the inspector found our standards ***"higher than NACCC's expectations".*** They praised the service's high quality and wanted to share it as an example of best practice.

## Five years of success in Staffordshire

Our much-loved Staffordshire Emotional Health and Wellbeing service closed this year. Over five years, staff supported 40,493 children and young people with their emotional health and wellbeing. That's enough to fill the Stoke FC ground.

***"I'm sad our service is ending,"*** said our Operational Director, Helen McKee. ***"But it's wonderful to have helped so many children improve their mental health over the years."***



**We supported more than**

**3,400**

**children and young people with their emotional and mental health. And 71% of those reviewed showed positive improvement.**

## A century of happier childhoods

Last year we celebrated two huge anniversaries: 25 years of our services in Northern Ireland and 70 in Scotland.

Together, that's almost a century of making safe and happy childhoods happen. We marked both of these amazing milestones with family fun days, staff celebrations, visits from local politicians and 'throw back' social media content.

### Celebrating 70 years in Scotland

We opened our first service in Scotland back in **1955**. Today, we provide **90 services** across **30 local authorities**, delivered by **850 dedicated staff**. We've helped give 500 children and young people over **370,000 nights** of safe, stable and loving foster care. And for **19 years**, our employability services have helped **thousands** of young people towards finding work.






### Marking 25 years in Northern Ireland

Since we opened in Northern Ireland in 2000, we've established vital support services for families with children under five (early years), young carers, children and young people facing homelessness, and fostering. That's on top of campaigning for change at government level.

Last year, our staff support more than 11,000 people in Northern Ireland, providing services in communities that need us most.

We've achieved a lot in a quarter of a century. But there's still more to do. Today, one in four children in the country grows up in poverty. Homelessness among young people is on the rise. And we've seen record numbers of children in care – now more than 4,000.

As we look to the next 25 years of work in Northern Ireland, Action for Children will continue to work tirelessly to achieve our vision that every child and young person has a safe and happy childhood and the foundations they need to thrive.

## Parent Talk: A lifeline for parents

When parenting feels tough, the right advice at the right time can make all the difference. That's why we launched Parent Talk back in 2020, our digital service that provides accessible support through trusted content and one-to-one guidance from trained parenting coaches.

The response has been incredible. Over six successful years, we've supported 2.4 million families, helping parents and carers tackle a wide range of challenges. Parents tell us they increasingly want flexible, digital-first help – and demand is high. Last year alone, Parent Talk supported 337,037 parents with judgement-free advice. That means more children and young people getting the help they need.

We want to help families build confidence to tackle problems early, before they get bigger. And to share what works, we've contributed to a study led by the University of Sheffield on digital parenting support.

### Growing for the future

We're proud that Parent Talk has made such a huge impact in just six years. Next, we need to scale up to meet parents' growing needs.

So, we're focusing on ways to take it to the next level. This could involve supporting early help systems alongside local authorities and our partners – we'll share our progress in the next annual report.

We've also been working with leading financial services company, Morgan Stanley, to make Parent Talk bigger and more sustainable. This includes plans to use artificial intelligence (AI) carefully and responsibly to direct parents to useful information while passing more complex queries to the experts.

However Parent Talk grows, we're determined to be there for parents wherever they need us most.

## Kate's story

Kate* needed help looking after her son. He was struggling to attend school, which meant his parents were given a fine by their local authority.

***"My son is waiting for an assessment for ADHD and autism and he also has high anxiety,"*** said Kate.

***"He's told me he wants to go to school but is struggling and finds it very stressful. He comes home sobbing and doesn't know how to handle his emotions. It's very upsetting. I ended up paying the fine for him even though I'm doing everything I can. I felt as though I was battling against everyone just to get him the education he wants and needs."***

***"[Parent Talk] gave me resources on 'emotionally based school avoidance' which really helped my understanding of what's going on and how to support him,"*** says Kate.

***"It gave me the confidence to advocate for him more with the school. I now have more knowledge of what reasonable adjustments can and should be made."***

Alongside the practical resources, Kate said she found the emotional support from her Parent Talk coach invaluable.

***"As a mum, we often blame ourselves and feel we're not doing enough, but the coach reassured me I was doing an amazing job and doing the right things for my son," she says.***



***"They would also follow up with check-in messages so I could let them know updates and get more advice if I needed it."***

Practical advice from Parent Talk helped Kate get through a difficult time with her son, while giving her hope when the situation got tough.

***"When I was having a bad day, I would read their supportive messages and it would encourage me to fight again tomorrow."***

*We've changed names to protect identities.

**Parent Talk supported**

**337,037**

**parents with judgement-free advice.**

## Providing quality childcare

**Childhood is precious. We only get one chance to get it right. That's why our award-winning early education and childcare services are so vital in delivering the ambitions of the government's Best Start in Life agenda.**

**Providing both early years education and wraparound family support, Action for Children is uniquely positioned to nurture children's development while supporting the wider needs of their families, too.**

**Last year we provided childcare for**

**3,880**

**children through 30 settings across England and Scotland.**

This is provided through our Spring nurseries, which offer often vulnerable children, breakfast, nursery care and afterschool clubs. We also transferred four services to new providers as needs changed.

Today, families need our support more than ever. Over the last 12 months, we've continued to see more families seeking childcare and access to early help support. Plus, right now 1.9 million children have problems talking and understanding words. That's the highest number ever recorded – with children in disadvantaged areas most affected.

Spring
by Action for Children







**Staff and children playing outdoors at our Spring nurseries.**

## Offering child-centred care

Our talented staff put children at the heart of their care. And that includes working with children who've faced difficult experiences that have shaped their behaviour.

We've increased access to funded baby places. We're really proud that our teams have helped families benefit from the Spring Family Support Fund to meet their basic needs.

Research from The Anna Freud Centre shows 69% of UK nursery staff have experience of working with babies or children affected by trauma, while 71% have worked with babies or children affected by domestic abuse.[1]

That's why our staff are experts at flexing their support based on their skills and the child's needs, giving them the best start in life.

To help our teams do their best for children, we've trained 35 staff across Spring nurseries on our Building Babies' Brains programme. This provides vital information on how babies' brains develop, the impact of toxic stress and the importance of self-care. We also held annual Spring Settings training days focused on crucial areas like special educational needs, high-quality teaching and safeguarding.

The government's 2025 'Giving every child the best start in life' strategy is designed to improve early years services. Because we're a trusted, not-for-profit provider with nurseries consistently rated 'Good' or 'Outstanding', we're perfectly placed to help put the strategy into action.

## Award-winning staff

Our childcare staff, like staff in all our services, go above and beyond to make a difference for children and families. Last year, we were delighted that this work was recognised when Spring won the Best Practice Network's Employer of the Year Award for our work supporting apprentices to thrive.

***"Our apprenticeship offer is growing year on year, and this win is such a brilliant recognition of the hard work and passion behind it all."***

– Liz Meese, Learning and Development Services Manager

1. Anna Freud Foundation - annafreud.org/resources/under-fives-wellbeing/their-challenges-are-our-challenges-report

## The criminal exploitation of children

**Across the UK, tens of thousands of children are affected by criminal exploitation. Young people manipulated into dealing drugs, forced to steal and pressured into committing other crimes by threats of violence. It destroys lives every day.**

Young people exploited by criminals are often labelled aggressive and uncooperative. But they're still children – and the things they do are often the result of serious abuse.

At Action for Children, we see the effect criminal exploitation has on children and families every day. That's why we offer consistent, intensive, loving support based on building relationships to help young people escape the criminals who exploit them. We're also working hard alongside children to change the system so authorities see this as child abuse – and needs a response based around children's welfare.

Last year, we directly supported 320 young people at risk of or being criminally exploited.

***"My practitioner has been the only consistent person for me – he has supported me continuously and now I am fully employed and working towards a better life for myself."***

– Young person

Our Criminal Exploitation Support Service works to protect young people at risk of exploitation and their families, encouraging them into safer choices.

Launched in Glasgow in 2012, we work in 12 areas across Scotland, Wales and England and have helped 1,096 children and families so far.

We make this happen through intensive one-to-one support, peer mentoring, support to engage in education, employment or training and support for the family. Many of our peer mentors have lived this kind of abuse and are accessible role models for teenagers who have resisted other types of intervention.

### New National Lottery funding

Thanks to National Lottery players, Action for Children will get almost £5 million over three years from The National Lottery Community Fund. We'll use the money to support children, young people and families at high risk of criminal exploitation across England, Scotland and Wales.

In the next three years, Action for Children will launch five new exploitation intervention services. The funding will help us expand our work in Edinburgh, while guaranteeing our services in Newcastle and Flintshire continue their amazing work.

### Changing the system

Criminalising children who've been exploited into criminal activity increases the harm to them while their abusers face little or no consequences. That's why early intervention, diverting young people at risk away from risk, is so important.

We want the UK government to take the lead in developing a national strategy for preventing the criminal exploitation of children. So, we've pushed hard to make sure legislation like the Crime and Policing Act protects children by law.

### Ending exploitation in Wales

Over the past year, our exploitation teams have directly supported 264 young people in Wales.

We've won national recognition for our work, winning three awards over the last year, including Overall Winner at the Safer Communities Wales Awards. Our Children's Services Manager, Libby Webb, was shortlisted to the final three of the UK Anti-Slavery Award in Parliament, recognising her work to end exploitation in Wales. Libby told us: "It was a truly amazing experience to be surrounded by people all working with a shared goal – to end human trafficking."

Building on our expertise, research and work with children, we launched our national manifesto, calling on the Welsh government to develop a comprehensive, Wales-wide strategy to tackle exploitation. We want to secure a consistent, rights-based approach to safeguarding children and young people across the country.

As our newest area of focus, we're still embedding how we gather data on the difference we make for children experiencing or at risk of child criminal exploitation. But based on the information we have, we already know that most young people we support experience:

- **An improvement in their employment skills.**
- **Less substance misuse.**
- **Feeling safer in their community.**
- **And feeling more confident in identifying and making decisions about risk.**

# Keeping children and young people safe from harm



**We directly supported**

**320***

**children and young people across seven services giving**

**66,560**

**estimated hours of support.**

**The total reach figure is 879 when you include outreach and information, advice and guidance.*

We supported 320 young people through our Criminal Exploitation Intervention service, delivering an estimated 66,560 hours of support through our expert teams, including peer mentors. Together they help divert young people away from criminal activity and provide therapeutic and practical support – helping them re-engage with education, training, and positive community activities.

The number of hours we've spent supporting children and young people experiencing or at risk of criminal exploitation has decreased by 11% since last year. That's because funding for these services remains very inconsistent across the country (something we are working to address through our influencing work) and some of our contracts ended during the year. But we're preparing for this number to increase in the coming years, following £5 million of National Lottery fund being awarded to us for this vital area.

These numbers are based on averages across the year.

## Safety at the heart of everything

Helping children enjoy happier childhoods starts with keeping them safe. That's why everything we do is based around strong and effective safeguarding, with specialist senior staff to make it happen.

Five key ways we keep children safe:

1. Using a digital system where staff can share any safeguarding concerns.
2. Carrying out reviews after any critical incidents (the rare times they happen).
3. Unannounced service visits to check we're safeguarding every child.
4. A yearly review of how we safeguard children.
5. Regular safeguarding question and answer sessions for staff to keep them up to date on what works best.

We've designed a robust system to make sure safeguarding is a staff priority. For example, our dedicated data and insight officer collects safeguarding data – including proof that managers have oversight of work with children. This means we can see our staff are supported by their line managers and that our work with children is always high quality.

Overall, 95% of our regulated services achieved a 'Good' or 'Outstanding' report from an inspectorate, highlighting our effective approach to safeguarding.

# Children in care

**Every 15 minutes, a child goes into care in the UK. And they've often already faced huge challenges in their young lives.**

Homes are where our heart is – and where we began over 150 years ago. Every child deserves a stable and loving home. That's why we support children in care across the UK – providing safe and loving homes for when children can't stay with their own families.

And our small, family-style children's homes offer stability and love to children and young people. Our supportive, warm and friendly foster carers help children feel at home. And wherever possible, we also work alongside parents, family members, schools and social care providers – with the child or young person at the heart of everything we do.

In the last year we've opened five Action for Children-owned homes in Newport, Telford, Chesterfield, Kilburn and Narberth. That's 10 since we started our ambitious residential growth programme to find more children loving homes. Plus, we've got a plan to create five more in the future.

We've been busy finding great staff, too – and making sure our residential leaders are the best they can be. They help us provide consistent high-quality care to children and families, while keeping everyone safe and making sure any problems are dealt with properly.

Last year, in England, Ofsted judged three of our homes for children and overnight short break services as 'Outstanding'. This reflects the hard work and commitment of our amazing teams, who offer the highest level of care to children and young people.



***"The registered manager and team leaders are fierce and tenacious advocates for the children. They build strong working relationships with external professionals. However, they will hold them to account if they perceive them to fall short of their duties towards children."***

– Ofsted inspector

## Growing in Wales

Two of our new homes are in South Wales – with another in North Wales opening in summer 2026. They've already provided nurturing spaces for three young people, and inspections have all been 'Good' or 'Excellent'.

***"Children are supported to develop positive relationships, express their feelings and build self-confidence through structured routines and personalised interactions. This results in children feeling safe, valued and emotionally settled."***

– CIW (Care Inspectorate Wales) inspector describing one of our homes

During the year we also welcomed Member of the Senedd Dawn Bowden to Ty Ash in Newport, our newly refurbished four-bedroom home, to see our work in action.

## Our stable and loving homes

134 children and young people lived with us during the year, in our 38 stable and loving homes for children. This includes 18 children's homes, one long-term home for a young person, 17 children's homes for disabled children and young people (one of which closed before the end of 2025/26) and two residential short break homes which also provide long-term places for children.

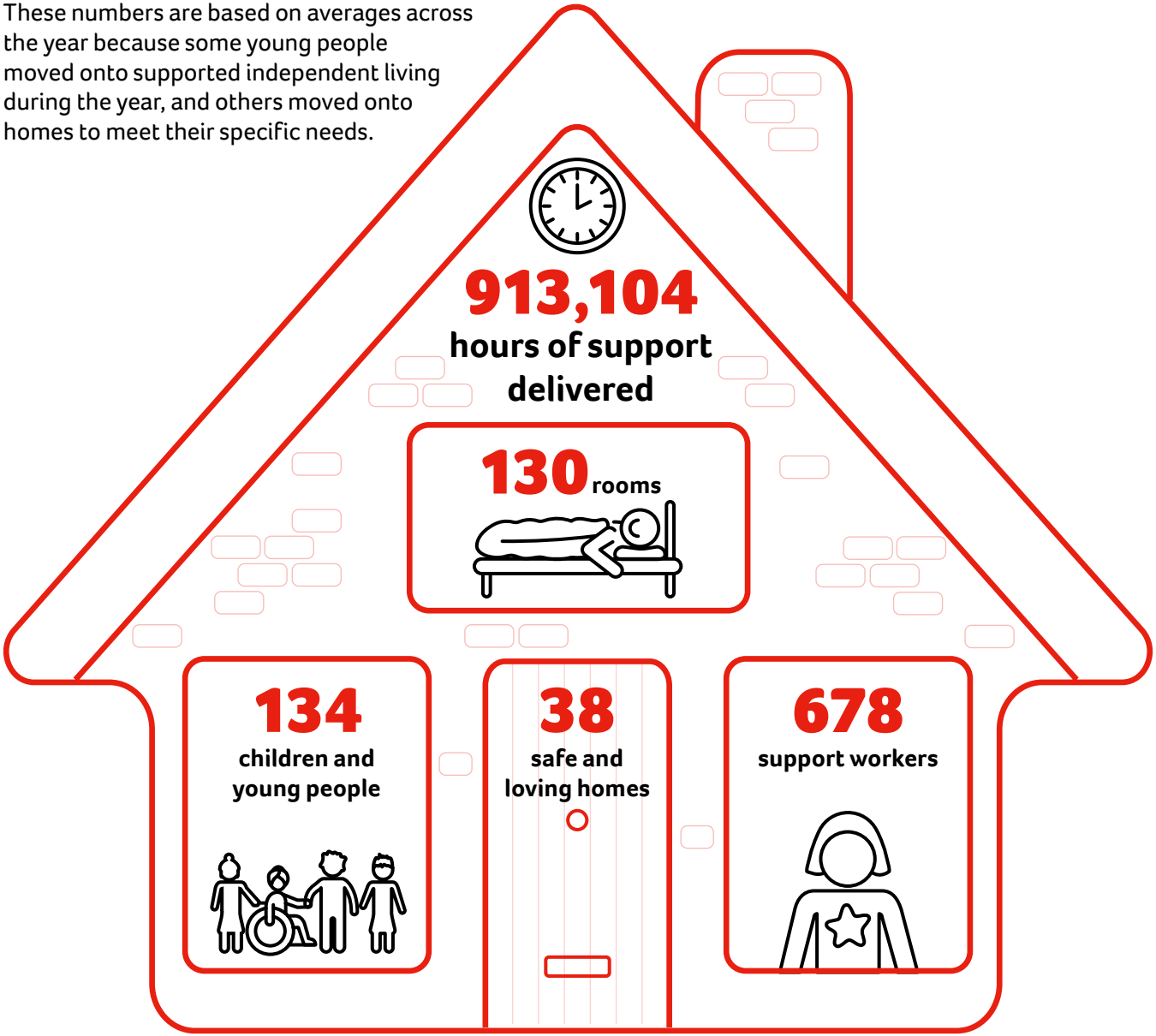
These homes had a total of 130 bedrooms, and 678 children's homes staff who provided over 913,000 hours of care to make sure children and young people were safe and loved.

As a result of the five new homes we developed this year through our residential growth programme, the number of hours we've spent helping children and young people in care has increased by 12% since last year – meaning more quality time providing a safe and stable home.

**93% of children who live with us have improved stability at home.**

Children living safely and with stability in a lasting home, without the disruption of moves, is one of the most important indicators of better outcomes for children in care. Research tells us that children and young people who experience a stable home and loving care are more likely to do well at school, continue in education, be in work, manage a tenancy well, feel more positive about themselves and feel more socially included, than those who have experienced disruption.

These numbers are based on averages across the year because some young people moved onto supported independent living during the year, and others moved onto homes to meet their specific needs.





## Care that crosses borders

During a kinship assessment, professionals find out if a relative (or 'connected person') can safely care for a child who can't live with their parents. They're an important way to find children safe and loving homes.

We support kinship placements across the UK – and last year we helped make the first-ever cross-border kinship assessment happen in Ireland. Systems and regulations are different on both sides of the border. But after many months of work, we successfully connected a child with a family agency at Tulsa – the Irish state agency responsible for child protection, welfare and family support. This opens the door to working together again to give children and families happier futures together.

## Helping young people out of homelessness

No young person should be without a home. And we're determined that people in power hear their voices to make it happen.

In Northern Ireland, our homelessness services includes Rossorry Grove, a 13-bed supported living home, and Sperrin and Lakeland Floating Support Service, providing wraparound support to young people at risk.

In summer 2025, the First Minister of Guernsey opened seven training flats on the island. Each flat is a safe space where young people experiencing, or at risk of homelessness, learn to live by themselves while getting support. They're an amazing way to help boost independence, with every young person who lives in one going on to long-term housing after getting support from Action for Children.

And last year, alongside other organisations, we worked with young people at both services to get their voices in the headlines during Homeless Awareness Week.

Rosie*, 20, shared how Action for Children had fought her corner to boost her confidence with practical help. Meanwhile Lewis* spoke about how we helped his mental health challenges.

The stories were featured on Belfast Live, which reaches about 131,000 people every day.

***"This time last year I didn't care what happened to me. Now, thanks to the help I've had from Action for Children I'm happy and functioning well in society."***

– Lewis*

*We've changed names to protect identities

**With our support**

**72%**

**of young people could manage a tenancy and/or have secure and safe housing.**

**64%**

**of children and young people we supported have improved practical life skills, like looking after a home, washing, cleaning, preparing and cooking food.**

# A loving home – like any other

**Action for Children's Hestia House is one of our specialist long-term children's homes supporting children and young people with complex needs, including learning disabilities. Annie, Registered Manager for the home, tells us about their life-changing support.**

*"Hestia House is not just a service – it's a home.*

*"We currently support four young people here, where every aspect of the environment, from the décor to daily routines, is intentionally designed to make sure the children feel safe, valued and part of a supportive family. Not like they're living in a care facility."*



**A Sumo Pizza Party at Hestia House. The young people loved watching the staff pretending to wrestle each other.**

## Who is Hestia House home to?

*"The young people at Hestia House come from a wide range of backgrounds. Some are still closely connected with their families, while others have experienced significant challenges like neglect, trauma or instability.*

*"Hestia House gives stability, structure and expert support, while also keeping relationships with families strong wherever possible."*

## What makes Hestia House different?

*"By design, we're a small service. That's so we can give that intensive, personal, loving support that these young people need. We're there at the start and end of every day, ready to help with whatever they're facing. And the life-changing difference we can make is immeasurable."*

*The ethos of Hestia House is simple but powerful:*

- *Every child deserves a safe, happy and meaningful childhood.*
- *Care should feel like family, not a service.*
- *Individuality should be celebrated and nurtured.*

*"The team at Hestia House don't see ourselves as simply giving the young people the care they need. We treat the children as we would our own. And daily life is like any typical family home.*

*"We share mealtimes around the dining table. Staff and young people cook together. We celebrate milestones, achievements and talk about the tough stuff, too. And we make time for fun and shared experiences."*

## Children at the heart of it all

*"At Hestia House, we know every child coming to us is unique, with their own story, experiences and needs. That's why each of them will get highly personalised care, tailored to what they need, their interests, who they are as a person and their personal goals.*

*"One young person who lives with us loves magic. So we found a magician to visit regularly – helping them feel more happiness.*

*"For another young person, who arrived with us with very few key life skills, we've taken a gradual and sensitive approach over many months to help them develop independence – like sleeping in a bed and learning toileting skills.*

*"We always take into account what could trigger a young person, too. Sounds, smells and noises can all affect someone with traumatic experiences. For example, for a young person with experience of alcohol misuse at home, the smell of the hand sanitisers we use could trigger harmful memories. So, it's really important that we adapt how we do things based around the young people.*

***"None of the support we provide is a quick fix. It takes slow, patient, dedicated time where we get to know each young person and they get to know and trust us. That's how lasting difference is made here."***

## Why Hestia House matters

*"Without Action for Children's Hestia House, many of the young people supported here simply would not have access to the level of specialised, nurturing care they need. More importantly, they may miss out on the chance to experience a positive, joyful childhood.*

*"By putting each child – whatever they've experienced and whatever they need – at the heart of everything we do, Hestia House isn't just supporting young people, it's helping them to flourish."*

# Supporting disabled children

**Disabled children deserve the same opportunities as every child. And even the most experienced parents and carers need someone to turn to for help and advice.**

**Outside of local authorities, Action for Children is one of England's biggest not-for-profit providers of short breaks services for disabled children and young people.**

So we know how to support children, whatever their needs, disability or neurodivergence. Our short breaks services give children independence and the chance to make friends in a fully accessible and supported environment. We also help their families have time for their other responsibilities.

We give disabled children needing residential care a loving home from home. And our school for children with additional needs provides an excellent education in a stimulating, productive and forward-thinking environment.

## New homes from home

We're proud that we opened more homes across the UK for disabled children last year – and also provided more short breaks. Many of our new homes are part of our ambitious residential growth programme. You can read more about this on p19.

In England, our new homes for disabled children included Acorn Way in Telford and Yew Tree in Derbyshire. We refurbished them with love to meet the needs of the children and young people coming to live with us.

We were also commissioned to open a tailormade home in Gloucester welcoming one young person who's moved in from a secure hospital. There, we provide 24/7 care and support with a sensory room, therapeutic garden and a life built around their needs, wishes and aspirations.

***"Working here feels like being part of a big family. Every day, we make a difference in someone's life, and that's what makes this job so special."***

– Kirsty, Team Leader

Meanwhile, we cut the ribbon on another brilliant new home for children in Edinburgh. The City of Edinburgh Council bought the three-bedroom detached home and worked with us to renovate it to meet Care Inspectorate standards and the new residents' needs. This included adding new floors, a new kitchen, sprinkler system, fire doors and specially designed furniture.

In June 2025, in West Lothian, we launched a therapeutic service in a fresh, fit-for-purpose space. It includes secure indoor and outdoor play areas alongside fully accessible toilets – making it really special. The 60 children and young people who use the space and their parents have told us how much they love it.

***"This new space means so much to our team and the families we work with. It gives us the stability to plan ahead, the flexibility to offer more tailored support, and the chance to grow. Most importantly, it gives the children a place they can feel proud of – a place that's truly theirs."***

– Kashif, Manager



**100%**

**of children and young people we supported in our residential homes for disabled children learnt a new skill, like washing, getting dressed by themselves and preparing food.**

## Supportive short breaks

The care and support we give disabled children and their families is one of Action for Children's big strengths. In fact, we're one of England's biggest not-for-profit providers of short breaks for disabled children and young people. And we keep being there – winning the contract for a new overnight short break service for disabled children in South Gloucestershire.

In Wales, summer parties, Christmas light nights and sports sessions all helped create joyful memories for children on our short breaks. Highlights included fun face painting, dancing together and meeting local emergency services. These events were made possible through generous support from Nationwide and local councillors who joined in the fun with families.

Families told us how our support made a difference to their lives. One parent shared that their son is now a "much happier boy" and that they were truly grateful for a service that "massively helped us all as a family".

We were also proud that one young person we supported was recognised with a Pride of Flintshire Award – reflecting her achievements and our teams' commitment to helping children live their best life.



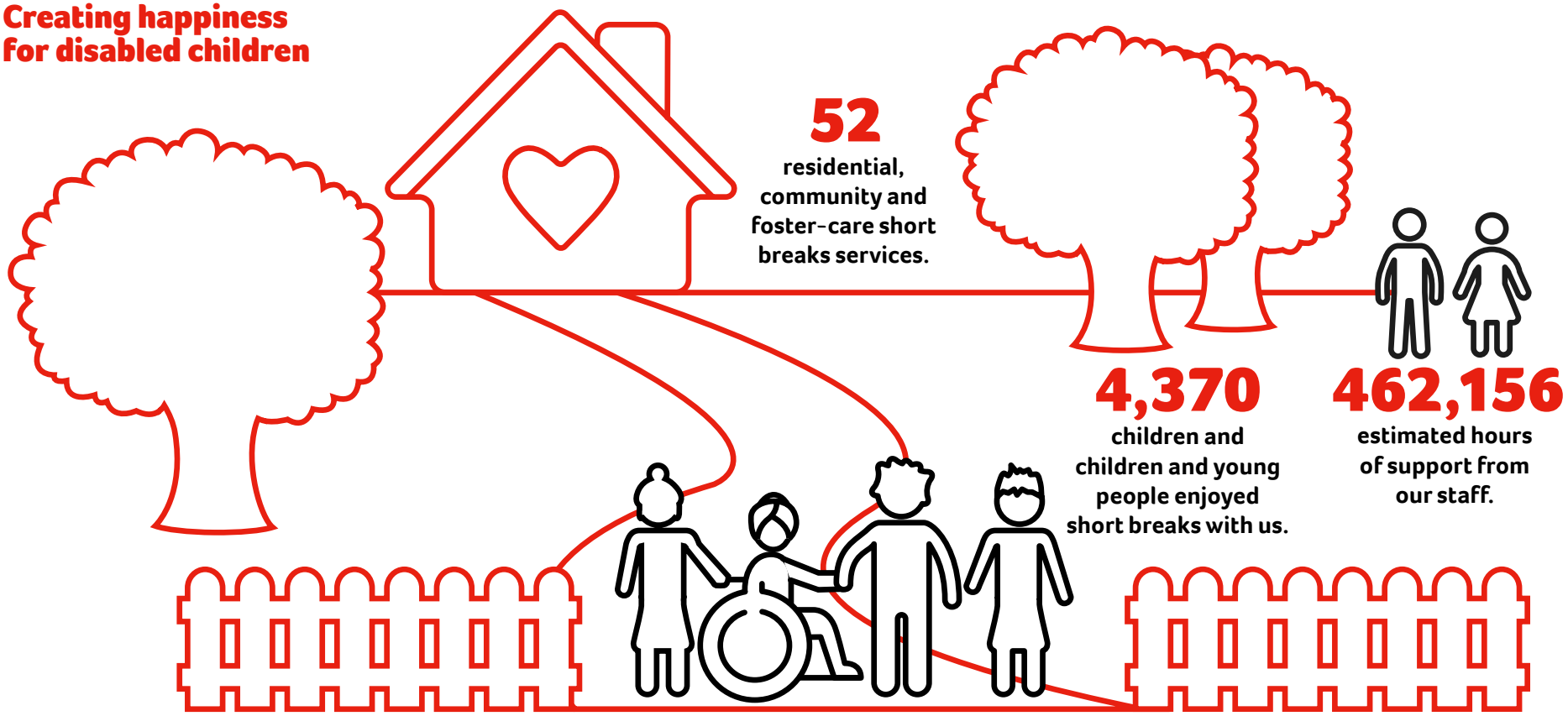
**87%**

**children and young people enjoyed the opportunity to take part in new activities through our community short breaks.**

## Getting children's voices heard

When the local council ran a consultation on the future of overnight short breaks in Park House in Neath, Port Talbot, we made sure children had their say. Our team created a tailored consultation for the children they support, making sure their voices were heard and included when designing key elements like children's bedrooms.

# Creating happiness for disabled children




As well as our long-term homes for disabled children and young people, we supported 4,370 disabled children and young people through 52 short break services across England, Scotland and Wales. That's an estimated 462,000 hours of support to provide children and young people with opportunities to take part in new and exciting activities, develop vital skills and enjoy fun with friends – while giving their families a break from caring responsibilities.

Despite ongoing pressure on local authority budgets for short breaks services, the number of hours we've spent giving loving care to disabled children and young people have increased 8% since last year – meaning more time providing independence, friendships and fun.

These numbers are based on averages across the year.

# Including young people in our work

**We can't support young people without understanding what they need from us. Their feelings, ambitions and experiences drive everything we do at Action for Children.**

They help shape our services by participating in committees and team meetings – and we've set up working groups in every nation so young people have a say everywhere. Young people help design our services, make their mark writing newsletters and steer how we spend money, including through our Dragons' Den programme, which helped us find innovative new ideas. We're also inviting more young people to speak at our fundraising events to increase awareness and understanding of their views and experiences.

Young people are experts in what affects them. So, we make sure they're involved in recruitment. They helped interview our new trustees for the role, bringing their own questions to the table and had a say in interviewing and choosing our new Operational Director in Wales.

Over the last year, we trained our teams on the best ways to encourage young people to participate in our services, based on the influential Lundy Model. This way of working will include how young people work on projects, including social media posts and a podcast to amplify their voices.

We give guaranteed interviewees to Young Ambassadors or volunteers who meet the criteria for a job. This approach means talented young people often get jobs in services that once supported them because they've the right skills and experience to help others.




**Children and young people making their voices heard as part of our Paying the Price campaign.**

The young people working with us are incredible, and we recognise everything they do and achieve. One example is the Young Shining Star award at our Stephenson Awards, which included a young person on the panel to decide who deserved it.

We're also busy working on an updated participation strategy with young people. We'll share the results in next year's annual report.

## Lifting voices to change lives

Young people lead our major campaigns on everything from child poverty to improving social care. As part of our Paying the Price campaign, children and young people (some with lived experience of poverty) joined Georgia, a young campaigner, in Parliament Square. Together, they called on the UK government to scrap the two-child limit and benefit cap.

In Wales, a care-experienced young person shaped a roundtable discussion hosted by the Children's Commissioner for Wales. They talked about how the Welsh Government can improve the experiences of children and young people in care, sharing their experiences to push for change.

Plus, during a visit from Scotland's First Minister to our Hillcrest service on Stornoway, one mum and her daughter shared their positive experiences of our short breaks.

## Our Young Ambassador Board

Our Young Ambassador Board is part of how we make sure young people are fully involved in our work. We've increased our membership of the young ambassadors board so that more young people can join and have their voices heard. Together with the Board, we've worked to make what we do accessible to young people and beat the barriers to wider participation.

# Influencing policy decisions

**Changing lives begins by changing minds. That's why we tirelessly push to shape policy, law and public opinion that affects children and families every day, while rallying people around our cause. And why our research-driven policy development work – like our data-rich reports – are so vital in making lasting change happen.**

For years, alongside other organisations working for children, we've called on the UK government to scrap the cruel two-child limit and benefit cap.

Our Paying the Price campaign, which ran from March to December 2025, highlighted how ending both could be the single most cost-effective action to take children out of poverty. **So, we're thrilled that the two-child limit was scrapped in April 2026 – lifting 350,000 children in the UK out of poverty overnight and keeping half a million free from poverty by the end of the decade.**

The move was part of the government's Child Poverty Strategy, the first in nearly 15 years, which also promised more spending to tackle the problem. It's a massive victory for children, families and everyone fighting poverty.

Our young campaigners played a huge part in making it happen, writing a powerful letter to the Secretaries of State for Education and Work and Pensions, calling on the government to think bigger on tackling child poverty.

They delivered it in person to the Cabinet Office, before meeting with the government's Child Poverty Unit to explain what they needed to see in the strategy. Georgia, one of our young campaigners, starred in our campaign film and was interviewed on *ITV Midlands* and by *The Mirror*. She also wrote a persuasive opinion piece for *The Big Issue*. Families also got together to raise their voices over October half-term in Parliament Square to highlight that nine children in every classroom of 30 live in poverty.

***"I grew up in poverty two decades ago and there are one million more children living in poverty now than there was then. That's scandalous. Because it's not just the number in your bank account. It's the wider implications of that."***

– Georgia, one of our young campaigners.

Our Paying the Price fringe event at the Labour party conference also won attention. The event was covered on BBC News and was described as "best attended" by a top Labour MP.

## Lifting lives across the UK

The waves we made through Paying the Price spread across the nations we work in. In November 2025, we pushed for change at a Scottish roundtable on the two-child limit. Scrapping it secured a £49 million boost to Scotland's Tackling Child Poverty Fund. In January 2026, the Scottish government also announced that the Scottish Child Payment



**Young campaigner, Georgia**




**Two young campaigners at our Paying the Price child poverty demonstration outside the UK Parliament in October 2026.**

would rise to £40 a week for families with a baby under one. That's something we've been pushing for all Scottish children to have.

Scrapping the cap will also change lives in Northern Ireland. But it's just the start: in some areas of Northern Ireland one in three children live in poverty. We're pushing for a strong, inclusive, fully funded anti-poverty strategy with clear targets, so more children enjoy safe and happy childhoods.

We thought the draft strategy for Northern Ireland wasn't ambitious enough. So, we pushed back, highlighting the changes families told us needed to be made. Next, we'll make sure the government backs words with action.

And in Wales, we've also been holding the Welsh government to account on its child poverty strategy, making sure the voices of families are heard.

## Working together for children

We work together with others who want better lives for children. This inclusive approach was recognised at the Charity Times Awards 2025, where we, as part of The Children's Charities Coalition, jointly won Charity Collaboration of the Year alongside Barnardo's, The Children's Society, the National Children's Bureau, and the NSPCC. Later in the year, this big win was followed by a joint reception at the Labour Party conference, attended by the Secretary of State for Education and the former Secretary of State for Work and Pensions. We also went to a busy fringe event at the Conservative party conference.

## Shaping policy for better childhoods

Children are much more than just numbers. But giving each child a single unique identifier is an effective way for different public authorities to work better to support them. We've pushed for this for a long time – so we're so pleased the government included the move in the new Children's Wellbeing and Schools Act.

We worked closely with our partners to make the Act even better for children, including giving local authorities a duty to report on how they provide early support. In response, the UK government introduced annual targeted early help data collection for local authorities.

During the year, we also tabled an amendment with children's charity NSPCC to require family group decision making. This gives families a proper say in how they're reunited with a child returning home from care and is now part of the government's new Families First Partnership programme guidance.

## Justice for criminally exploited children

Child criminal exploitation destroys lives – putting vulnerable children at risk of the worst possible kinds of abuse.

We're doing all we can for children and young people, working with everyone who wants to help us.

This approach starts by agreeing what child exploitation means so authorities can more easily spot it and stop it. We were thrilled when the government agreed to include a legal definition in the new Crime and Policing Act. Along with others, we worried that criminals would exploit the 'reasonable belief of age' part of the new criminal exploitation offence. In response, the government agreed to remove it at a later stage.

Just before the 2026 Wales Senedd elections, we launched our manifesto pushing the Welsh government to create a bold, comprehensive, national strategy to end exploitation. We're

determined that children are protected from exploitation and their rights recognised.

In Scotland, we continue to influence the government's National Child Sexual Abuse and Exploitation Strategic Group and chair the Youth Justice Community Confidence Group. We published our national manifesto ahead of the Scottish Parliament election in May 2026, pushing hard for every political party to strengthen laws against child criminal exploitation. We also urged them to create a national strategy to tackle it, use contextual safeguarding (protecting children where the harm happens) and investing in more safe spaces for young people.

## More money for children's social care

We believe supporting children early in their lives can stop problems growing later. This approach also makes financial sense. Our joint analysis with the Children's Charities Coalition showed how delays in shifting children's services from late to early intervention cost authorities more money over time.

So, it was a victory to see what was in the government's UK Comprehensive Spending Review in June 2025. Not only did it give a £2 billion spending boost for children's social care in England, along with £560 million to refurbish and expand children's homes, it also focused funding on early prevention and family support.

In July 2025, through its Best Start in Life strategy, the UK government also announced a £500 million expansion of Family Hubs into every local authority in England. Plus, in Scotland we were really happy to see £50 million of annual funding in the Scottish Budget for whole family support. This included £20 million dedicated to third sector organisations for community-based support.

## Giving children a say in Scotland

In Scotland, we worked on the new Promise Bill to make sure children and adults with care experience have a say in decisions that affect them. We also celebrated the new Children (Care, Care Experience and Services Planning) (Scotland) Act.

The Bill includes progress on aftercare corporate parenting duties (the responsibilities of authorities to provide good 'parenting' after care ends) and giving children a say in decisions. It will limit the profits that can be made from homes for children and make sure fostering services register as charities.

During the year, Action for Children marked 70 years of change in the country with a parliamentary reception to celebrate successes and push for better futures for children and families. Several young people wowed guests by performing their own powerful anthem of hope, resilience and unity.

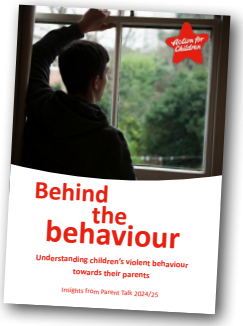
## Pushing for change in Northern Ireland

In Northern Ireland, we've continued to work with other major charities through the Reimagine Children's Collective to help transform children's social care services. We've contributed to the Northern Ireland Children's Social Care Reform Programme, produced evidence briefings and met with elected representatives and government officials to help influence change to improve the lives of children, young people and families.

We also worked with the Department of Health's Strategic Reform Programme to develop a better model of early intervention support for families. We shaped a Children and Families Charter – a social contract between statutory organisations and children, young people and families. We also worked on a partnership agreement to strengthen the relationship between government and the voluntary and community sector, including fair funding principles.

The First and Deputy First Minister visited our family support services in Ebrington, hearing first- hand from families how they've benefited from our Sure Start services

## Demanding better family support




In September 2025, we published a new report sharing insights from Parent Talk, our digital parenting support service. Sadly, it revealed a sharp rise in parents seeking help for their children's violent or abusive behaviour at home.

Offering early support to every child and family that needs it, from baby to adult, is a powerful way to stop problems developing. Our report showed just how necessary it is – and the author appeared on BBC Radio 4's *Woman's Hour* to share our findings.

We worked with Barnardo's to attend several party conferences this year, highlighting our joint call for family support to be a right in Scotland. We also provided spoken evidence to the Education, Children and Young People Committee, which was examining family support, its impact and how 'The Promise' is being met. The 'Promise' is Scotland's commitment to make sure children in care grow up loved, safe, and respected.

# Fundraising and awareness

**We're grateful to all our amazing supporters who come together to raise money that changes lives and spread the word about our work.**

## Events to remember

This year was filled with flagship events across the UK, raising vital funds for the children and families we support.

In Scotland, we proudly re-launched the Big Braw Quiz, challenging guests on their knowledge of Scotland, alongside the much-loved Never Mind the Business, our fast-paced music quiz that attracted over 750 guests.







October saw our 28th Boycott Your Bed national sleepout, with events in London, Leeds, Glasgow and (for the first time) Manchester. Hundreds gave up their beds – despite Storm Amy meaning we had to re-think some of our plans to keep everyone safe. Our supporters raised vital funds and braved the elements for children who face every night without a safe space to sleep.




Our third Starry Night gala shone brightly, raising over **£215,000**. Hosted by our ambassador, Angela Rippon, the evening sparkled with celebrity guests and VIPs, performances from *Britain's Got Talent* finalist magician Darren Sarsby and singer Alexandra Burke. But, as usual, the true stars of the night were our inspiring young people who made heartfelt contributions.

And in March 2026, we ran an incredible trio of events: Woman of Influence, the Ultimate News Quiz and Spring Lunch. Together, they raised **£429,000** in just one month, attracting more than 900 guests.




**Last year, thanks to you, we raised a massive**

**£18.3 million**

## Inspiring philanthropy

This year, our supporters helped dedicated parenting coaches support families where children are struggling with their mental health through our online service Parent Talk. The funding also helped young people in Guernsey by providing spaces where they could learn to live independently (see page 21 for the full story).

Breaking the Cycle, our specialist domestic abuse counselling service in Newcastle, was also able to continue providing vital therapeutic support. Plus, we could upgrade specialist indoor and outdoor sensory areas at our short breaks services, creating better spaces for disabled children and young people to play in, explore and thrive.

Finally, thanks to National Lottery players, The National Lottery Community Fund committed almost £5 million to help us support children, young people and families at high risk of criminal exploitation. We'll use it to change lives over the next three years.

## Our powerful partnerships

Our corporate partners raise vital funds to power our work, while staff give their time and expertise to support our services. We couldn't take action for children without them.

Over the year, we were delighted to launch new partnerships with **Kier Group, Cadent Gas, Tandem Property Asset Management, Ocean Spray and Virgin Media O2.**

We're also very grateful for support from companies including Herbalife, Scottish Friendly, The B&Q Foundation, Cosy Club, William Blair, the Sarnia Housing Association, Flight Centre UK, Anglo Doorstep Collections, the Butterfield Charitable Trust and Hope for a Child.

DELL Technologies

Our long-term partnership with Dell Technologies continues to connect children, young people and their families to the digital world through our Inspire IT programme.

Ella's kitchen

Since 2022, our partnership with Ella's Kitchen has continued to support vulnerable families and their little ones across the UK, providing valuable support when they need it most.

JOHN LEWIS PARTNERSHIP

Our partnership with John Lewis Partnership's Building Happier Futures programme funds a Wrap Therapeutic Practitioner and Transition Workers. Their loving one-to-one support helps children and young people in care, foster carers and family members.

JoJo bébé maman

It's our second year working with JoJo Maman Bébé. From fundraising through their office and stores, to providing generous gifts-in-kind, our partnership helps children thrive.

STARLING

Now in our fourth year of partnership, Starling continues to help families manage their finances and have conversations about money through our digital service, Parent Talk.

Turner & Townsend

Finally, Turner & Townsend's dedicated support for our Education Fund keeps breaking down barriers to education by helping families cover the costs of school essentials like uniforms, PE kits and winter coats.

## Transforming lives with Nationwide

Now in its third year, our transformational partnership with Nationwide Building Society is helping us support more children and families who're facing poverty or financial hardship than we ever could alone.

Nationwide shares our belief that every child deserves the chance to thrive. It has become a powerful force in driving our work to prevent crises and strengthen long-term stability in communities across the UK.

Through core donation and extra staff fundraising, volunteering, and thoughtful strategic support, Nationwide continues to champion the children most at risk. Their people bring genuine passion and commitment that helps us respond earlier, support families for longer and build fairer futures where children feel safe and happy. And together in partnership, we've reached over 140,000 children, young people and families so far.

***"The fund eased my anxiety by helping me afford essentials for my girls. It brought real relief when I needed it most."***

– Mum, who got a Family Fund grant through her nursery.

nationwide | Fairer Futures

## How Methodists guide our work

We remain deeply thankful to our dedicated Methodist partners, whose steadfast support over the past 155 years continues to inspire us and strengthen our work. Guided by their Christian values and shared commitment to making sure children have safe and happy childhoods, they faithfully raise funds, leave generous gifts in wills and advocate for our cause. Plus, they offer meaningful practical support.

We're grateful that Methodists and other church groups raise thousands of pounds every year, despite fundraising getting more difficult. Their determination and creativity finding new ways to raise money are truly remarkable. Together with partners like the United Reformed Church, they raised an impressive **£715,000** from church and community activities in 2025/26. As well as this, four of the largest gifts in wills we received this year were from generous Methodist supporters.

In 2025, we asked how we could better support church fundraising and communicate more effectively. The thoughtful insights and practical ideas we gathered are helping us shape our approach. For example, we're providing more practical resources, real-life impact stories and multimedia content to inspire our communities featuring Reverend Helen Cameron (former Methodist President) and young people we've supported.

We're excited to be the Methodist Conference 2026/27 charity partner. This is a fantastic opportunity to be more visible and provides a bigger platform to share authentic stories on the impact we make together. We hope Methodists will also find it affirms our shared values and mission to make sure children thrive.



**Huddersfield Methodist Circuit Step Out for Children.**



**Battersea 5k and 10k fundraiser with JoJo Maman Bebe.**

## Community fundraising

Community fundraising continued to play a vital role in bringing people together to support children and families. Supporters combined inspiring challenges with strong local partnerships to raise money and deepen community connection.

In July 2025, we ran our first tailored Action for Children trek, welcoming 50 committed supporters to take on the Snowdon Summit at Sunrise challenge on Yr Wyddfa. This unique overnight experience saw participants trekking through the darkness to reach the summit at dawn, rewarded with a breathtaking sunrise over Snowdonia.

The group included a mix of Action for Children colleagues alongside supporters from corporate partners, including Nationwide, William Blair and Turner & Townsend. The blend of people reflected the strength of our relationships and the appeal of shared, purpose-led challenges. Together, our trekkers raised over £30,000, which will support our work with children and young people across the UK. The event showed the power of tailored community fundraising activities to inspire people, engage corporate partners and create memorable experiences rooted in teamwork and determination.

Alongside national challenge events, local community partnerships remained central to our fundraising success. We were delighted to be named Charity of the Year for the Omagh Half Marathon, which took place on 29 March 2026. Through this partnership, we received a donation from the registration fees of the 5,000 participating runners. We invested it in essential services for children and families in Omagh and the surrounding areas. The local community embraced the partnership wholeheartedly, with more than 60 volunteers giving their time on event day to support runners and celebrate our collaboration.

Together, these projects highlight how community fundraising continues to harness local pride, collective effort and shared experiences to raise money, strengthen partnerships and create lasting impact for children and families.

## Marking legacies

Leaving a legacy to Action for Children is a deeply kind and caring way to give.

We're very grateful to everyone who chose to leave a gift to us in their will this past year. Thanks to the incredible generosity of 185 people, more than a quarter of our unrestricted donated income came from legacies.

After a successful pilot, we were excited to launch our Honouring our Heritage campaign for a second year. The campaign celebrates 155 years of taking action for children and urges people to leave us a gift in their will so we can continue our work.

Also, for the first time in five years, we held our Legacy Inspiration Day in person, giving supporters the chance to see first-hand how we're working hard to support children and families.

## Secret Santa

It was a record-breaking year for our flagship fundraising campaign. Through Secret Santa, we raised over £2.75 million (including Gift Aid) and generated an incredible 398 million opportunities for people to see what Action for Children is all about. Nationwide sponsored the campaign, and we were once again back on TVs with our advert voiced by actor (and Action for Children ambassador) Larry Lamb.

We also launched *Santaland* fronted by Anna Maxwell Martin – a bold short film poignantly highlighting the devastating reality that children living in poverty face at Christmas. Santaland launched on ITV's *Lorraine* and was shared by many celebrities. It stood out on screens, deeply moved audiences and helped create our most successful fundraising day so far.

At the launch, Chan, one of our Young Ambassadors, presented Anna with a bouquet as she officially became an Action for Children ambassador.



**Anna Maxwell Martin in *Santaland*.**

## Action for Children in the media

Across the year, we gave people over 1.7 billion opportunities to see Action for Children's impact in the media – raising incredible awareness of why children and young people need our vital support.

After publishing our *Paying the Price* report in March 2025, we successfully campaigned, alongside others, to persuade the government to scrap the two-child limit on Universal Credit and Child Tax Credit. When announced by the Chancellor, we shouted loud about how it will lift 500,000 children out of poverty by the end of the decade. With our positive response to the launch of the Child Poverty strategy in November, we generated a combined 328 pieces of coverage and over 76 million opportunities to see our work and why it's vital to support it. This work was supported by our partnership with Nationwide.

As part of Secret Santa, our media team highlighted how almost 4,500 families in financial hardship turned to Action for Children for crisis support as the cost of living continued to bite in the run-up to Christmas. This resulted in **20 million opportunities to see Action for Children** in media coverage – opportunities for more people to see and hear why our work is so crucial for UK children and young people.

Our Freedom of Information request to local authorities in England and Wales revealed hundreds of thousands of young carers could be missing out on vital support. It became a Sky News exclusive, picked up by ITV Wales, and radio stations, including LBC, Heart, Capital, Greatest Hits and Absolute Radio. The story also featured in the charity and public sector press, including *Social Care Today, Children & Young People Now, LocalGov Magazine* and the *Public Sector Executive*.

Our staff were delighted to plant a rose, donated by our patron, The Princess of Wales, at the Mother and Baby Unit she visited last year. One mum and child who met the Princess 12 months ago at HMP Styal prison helped with the planting at the pond where they'd walked together. The story was covered by *Hello, The Daily Mail, The Independent* and regional outlets – providing over 47 million opportunities to see the story and another opportunity to showcase the amazing work this service does.

## Fundraising complaints and comments

We're registered with the Fundraising Regulator and follow its Code of Practice to make sure we're fully committed to responsible fundraising.

This includes making sure we're clear, open and honest with our supporters, while respecting their privacy and how they want us to communicate with them.

In 2025/26, we had 225 complaints and comments relating to fundraising activity and campaign communications. A significant number (173) came through social media. Most social media comments reflected individual opinions prompted by posts rather than direct complaints about fundraising practices.

Key topics included the CEO's salary, race-related and political comments. Of the remaining complaints, the largest category (14) related to receiving requested materials. The next highest categories were about donation acknowledgements (nine) advertisement content (eight) and communication (eight).

# Enabling our work

## Our people

Our amazing staff and volunteers work together so more children have a safe and happy childhood.

In a tough job market, finding and keeping excellent people can be hard. And it's made harder by a national shortage of social care and early years professionals.

Despite this, we've focused on recruiting the talent it takes to provide high-quality care while developing people's skills to step up for children. We also make sure we support people's wellbeing with a culture rooted in inclusion, compassion and continuous improvement.

During the year, we made sure potential staff know what we stand for, looked harder for talent in our communities and tried new ideas, such as targeted local advertising. Through this approach, we recruited 1,228 staff.

### Going for gold

Very few workplaces achieve Investors in People Gold accreditation, so we're really proud to be one of them. It's proof of our continued commitment to supporting colleagues, developing leaders and nurturing a culture built on trust, learning and empowerment

INVESTORS IN PEOPLE®
We invest in people Gold

### Who are our people?

We employ 3,992 staff, supported by 514 volunteers.

Women make up 83% of our workforce, particularly in frontline jobs. We're working to get more of them into our senior roles.

Our staff turnover dropped over the year to 19.64%. We're determined to keep talented people – so we've invested in coaching for managers, designed better inductions and offered more development opportunities, so staff feel more valued and supported. We also boosted our benefits package and will improve it even more this year.

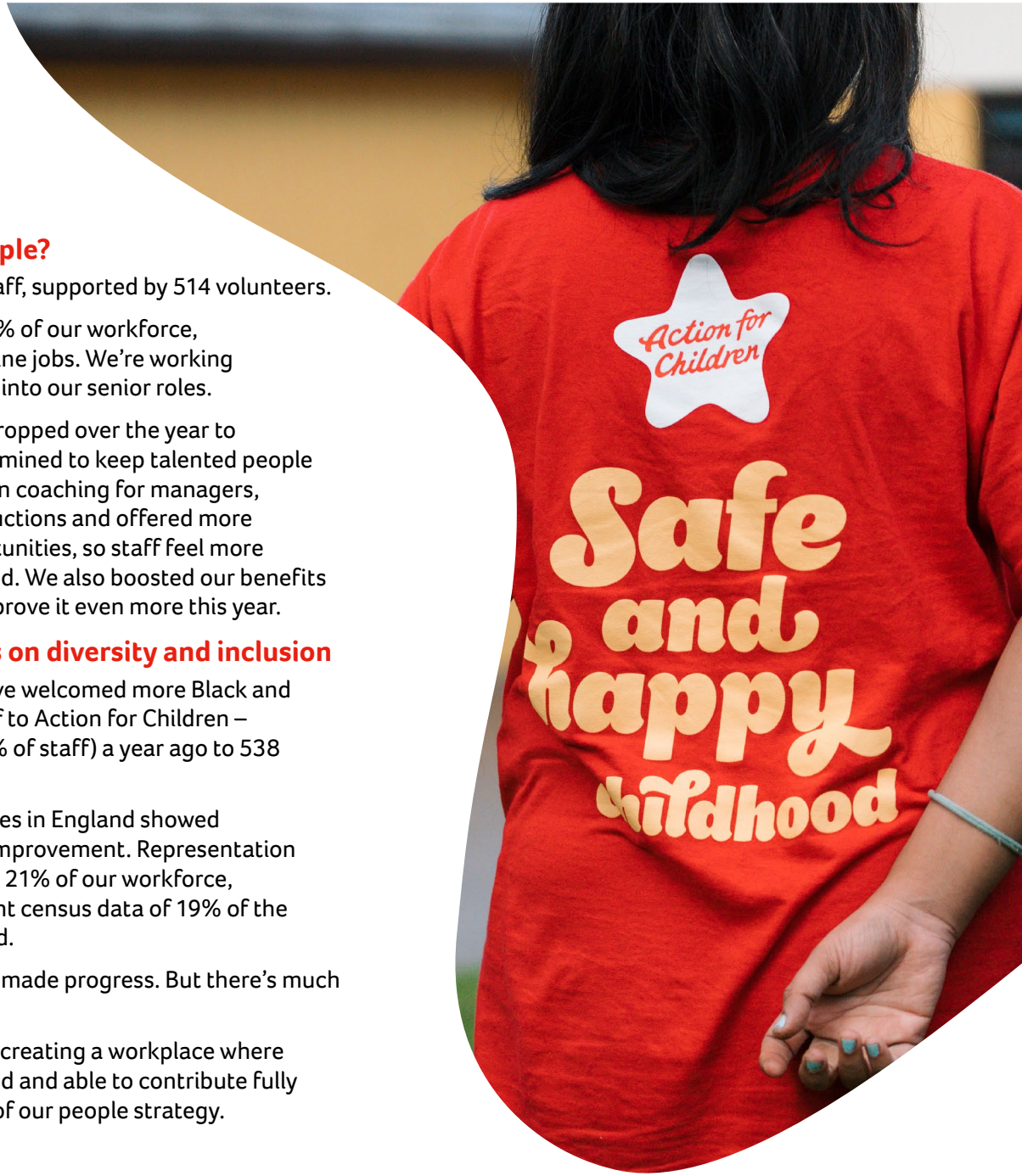
### Making progress on diversity and inclusion

In the past year, we've welcomed more Black and Global Majority staff to Action for Children – up from 440 (10.72% of staff) a year ago to 538 (13.48%) now.

Our children's services in England showed particularly strong improvement. Representation rose from 15.69% to 21% of our workforce, exceeding the current census data of 19% of the workforce in England.

We're proud to have made progress. But there's much more we need to do.

Our commitment to creating a workplace where everyone feels valued and able to contribute fully is right at the heart of our people strategy.



And that starts with building an inclusive culture where everyone feels they can thrive and do their best work for children and families. Our new Diversity and Inclusion Strategy 2025-2028 helps us do this by focusing on culture, workforce representation and anti-racism.

The strategy features clear actions, objectives and tools to keep us accountable. It's backed up by initiatives like Reciprocal Mentoring, which matches senior leaders with Black and Global Majority staff to learn and share experiences.

Over the year, we took positive action, including introducing compulsory anti-racism training. We also ran a Developing Potential programme, keeping 50% of places for disabled and minority ethnic staff, as part of positive action and supporting our networks in safe space sessions for staff.

## Developing our staff

This year, we continued to offer our staff meaningful training to help them grow and develop in their roles and careers. The training included mandatory care, leadership development, safeguarding, health and safety and training in specialist care and early years programmes.

We also launched clearer, more structured career paths for people working in our homes for children. Helping people progress makes sure we keep the best people while giving children consistent high-quality care.

The Apprentice Levy has helped us grow our apprenticeships. Right now, about 400 colleagues are taking qualifications ranging from Level 2 Care to Level 7 Leadership in Health and Social Care at any one time.

Children and families need us to have kind and effective leaders. This year, we made sure that more people with the right talents had the opportunity to apply to develop their skills and get ahead at Action for Children. As part of this, we launched a Residential Development programme for aspiring managers in our homes for children and a new development programme aimed at people aspiring to take on senior leadership roles.

We also hold Investing in Volunteers accreditation – the UK quality standard for good practice in volunteer management. This helps all our volunteers have a rewarding experience with us.

All our accreditations demonstrate our commitment to quality, safety and excellence. Through training, audits and continuously aiming higher, we follow national best practice. Every accreditation reflects the dedication and professionalism of our colleagues and their commitment to exceptional care.

## Making pay fairer

We monitor, analyse and take action to reduce our gender pay gap (the difference in what men and women are paid at Action for Children).

The sectors we work in feature mostly female staff. We remain committed to making sure everyone is treated fairly, transparently, and with equal access to progression.

Our career pathways, leadership development programmes and flexible working initiatives are designed to support gender equity at all levels of Action for Children. We're pleased that our gender pay gap for 2025 is 4.74%, within our target of 5%. This figure reflects steady improvement over time and shows that our work to build a more inclusive and representative workforce is making a difference.

## Thanks to our amazing volunteers

We couldn't do what we do for children and families without our incredible volunteers. From supporting fun activities to raising money and using their specialist skills, we're grateful to every one of you. Thank you!



### Taking action with Lauren

Like all our volunteers, Lauren is dedicated to taking action for children.

She joined us as a student and is a full-time volunteer for everything from packing Christmas hampers for vulnerable families to helping with Family Club and fun days out. Most recently, she got involved in our week long HAF Teen Activity programme, gaining valuable experience while helping to run a positive and engaging week for young people.

We admire her commitment and care. People speak all the time about her dedication, enthusiasm and the supportive presence she brings to every session.

Volunteering works for Lauren, too. She says volunteering with children and families has boosted her confidence and communication and helped her develop fresh skills that she uses in other areas of life. By helping young people grow, she's grown herself.

She represents the best of what volunteers can achieve at Action for Children – and we're so grateful for all her hard work.

## Supporting our people's wellbeing

To help our people care for children and families, we look after their mental health.

So over the last year we've expanded our wellbeing offer. This now includes access to mental health resources, resilience training and better line manager guidance.

Our new Wellbeing Support Services through Zurich Insurance provide colleagues and their immediate families with free, confidential support 24 hours a day, 365 days a year. It features unlimited access to a confidential helpline and support for a wide range of emotional, mental health, financial and practical problems. Colleagues can also use digital wellbeing tools, including mindfulness resources, life coaching and self-guided cognitive behavioural therapy.

Alongside this, our Wellbeing Champions promote healthy workspaces, showing people where to get support and encouraging open conversations.

# Improving our efficiency

Over the last year we've stepped up how we use digital, data and technology to support more children and young people more effectively.

We started by bringing together our digital teams. This helped us be more coordinated and efficient, while boosting consistency and reducing duplication across our work. We've also improved our websites and content, making it easier for families and supporters to find information and get support. We're making progress towards a more integrated digital offering.

In the next year, we'll also set up a clear approach to responsibly, effectively and ethically using AI. We'll develop new use cases across the organisation, including in our services, marketing and internal operations.

We've also started to explore how technology can help us support parents. As part of this, we launched our first online parenting courses, developed in partnership with Nationwide. They provide easy-to-use digital content for parents and show how we can share our expertise in fresh ways.

Protecting people's data is essential. So we're fully committed to making sure we look after it properly and check we're using new approaches safely and responsibly.

We'll also focus on increasing the insights we generate from our core platforms and taking a thoughtful and phased approach to strengthening our use of data. Alongside this, we'll continue to integrate digital, data and technology into how services are designed and run.

In our last annual report, we talked about launching our Oracle cloud system to improve our people and finance processes. Now we're concentrating on making it part of everyday working life and making sure it's stable. We've also developed new ways of working to support staff.

Getting value for money is essential to make our services sustainable for children. So, we're working to get the best deals from the people who supply our software, phones and hardware.

And information security remains a top priority, ensuring we protect the systems we use to support children against outside threats.

# Sustainability

## Our commitment

The climate crisis is changing childhoods.

Rising energy costs, more extreme weather and long-term environmental pressures all affect children's wellbeing and future opportunities.

In response, we're continuing our efforts to become a more sustainable charity. This means taking practical steps to cut our environmental impact and strengthen our resilience. By doing so, we can continue to support and help protect the futures of children and families who rely on us.

Last year, we hired a sustainability manager to lead this work and introduced a new Environmental Sustainability Policy, shaped around six principles. They'll guide all our decisions and help us measure progress.



**Our six sustainability principles:**

1. Strategic integration and governance.
2. Climate action, energy and travel.
3. Circular economy and resource efficiency.
4. Sustainable procurement.
5. Nature and biodiversity.
6. Culture, communities and engagement.

During the year, we published our first Carbon Reduction Plan, sharing how we want to reach net zero by 2050 or earlier. We've worked together across Action for Children to improve the environmental data we collect. This includes better tracking of our Scope 3 emissions (indirect emissions caused by our work) to understand our impact across everything from staff travel to waste. All this helps us work out what we've achieved and what's next.

Our relaunched Green Action Network brings together more than 90 people and provides a space to share ideas, learn from others and spotlight inspiring eco initiatives. Sessions have included plant-based eating and a Waste Watchers workshop on repair, reuse and the circular economy.

Our approach is inspiring creative, hands-on action across services. These range from our homes for children growing fresh food in polytunnels (supported by our Dragons' Den funding), donating extra food to local food banks and making low-waste meals. This helps young people build skills, confidence and a stronger connection to nature.

## *"Stay off the grass because the bees are eating flowers!"*

**How we're helping children take their first steps into sustainability**

At Spring RAF Halton Nursery, children are learning to care for the natural world around them. And that includes planting wildflowers to benefit local bees.

Or, as one child says: ***"Stay off the grass because the bees are eating flowers!***

***"We planted [wildflowers as] bee food. Because when they grow the bees can eat."***

It's just part of the way staff weave sustainability into everyday learning. Children enjoy Forest School sessions, use a weather station to monitor seasons and get involved in events like the Great British Birdwatch 2026. They've also been learning about recycling, supported by new books and visiting speakers. Plus, the new Borrow a Litter Picker project inspires local families to join in with rubbish clean-ups.

***"It's wonderful to see children showing kindness towards the natural world during play and Forest School,"*** says Nursery Manager Madieke.

***"They're fully engaged in their learning and carry these values home to their families.***

***"By involving children in growing their own food, we've seen increased confidence and willingness to try new flavours, particularly when the crops link directly to the nursery menu."***

The litter pick's popularity shows how this kind of hands-on learning goes beyond nature to cover life skills, too.



Spring RAF Halton Nursery

***"The children loved using the litter pickers and sorting rubbish into the correct recycling areas,"*** says Madieke.

***"This supported their problem-solving and coordination skills, while helping them understand the importance of a tidy community."***

Staff are creating a sustainability stand at their next parents' evening to inspire simple, eco friendly choices at home.

***"Our environmental focus isn't just a project,"*** says Madieke.

***"It's part of who we are and how we learn and grow together."***

## Our progress and what's next

During 2025/26, we continued to reduce our direct (Scope 1) and indirect (Scope 2) emissions to 1,669.48 $tCO_2e$, keeping a downward trend and achieving a 36% reduction since 2019/20.

This reduction is mostly driven by lower gas consumption across our estate. While fleet emissions have increased in line with operational demand, we're making progress in transitioning towards lower-emission vehicles, with 42 hybrid vehicles now in our fleet, all introduced since 2023.

Our purchased electricity is backed by Renewable Energy Guarantee of Origin (REGO) certificates. Alongside these, insights from the Energy Savings Opportunity Scheme (ESOS) and improved internal data systems are strengthening our understanding of the energy we use and helping us find important opportunities to reduce emissions and cost.

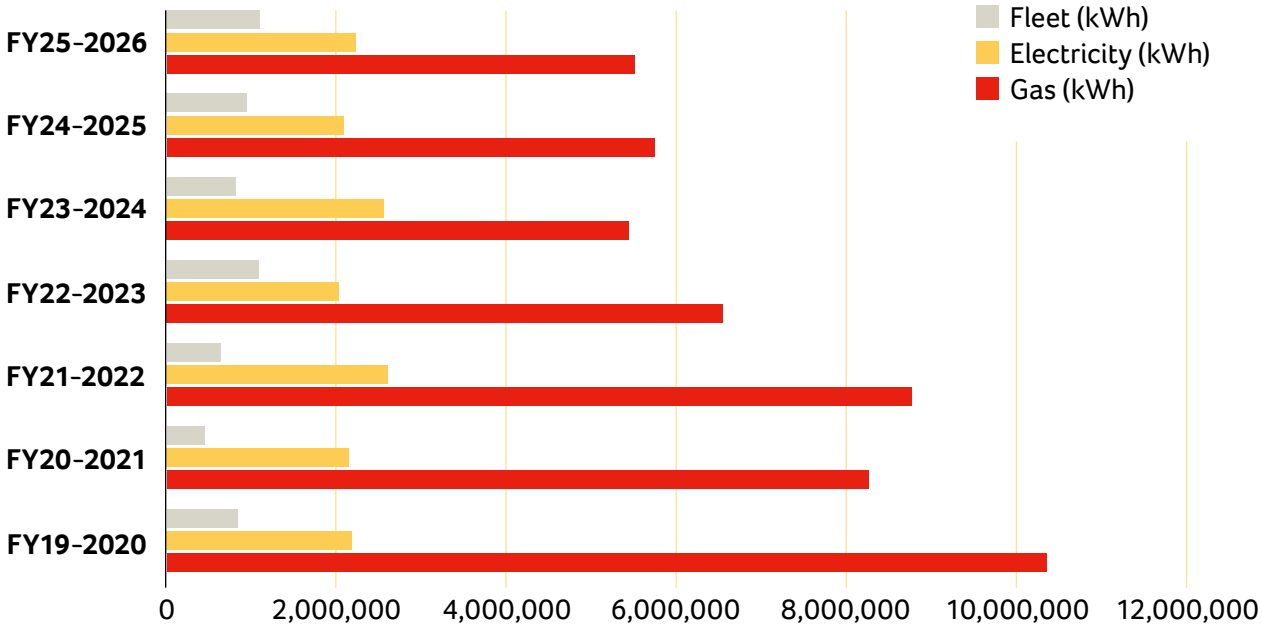
We keep a close eye on governance in this area through regular updates to the Board of Trustees and Executive Leadership Team (ELT). This means we keep oversight of performance and are in alignment with our longer-term ambitions. We also continue to collaborate externally, including through the Everyone's Environment Leader programme, to share learning and make progress.

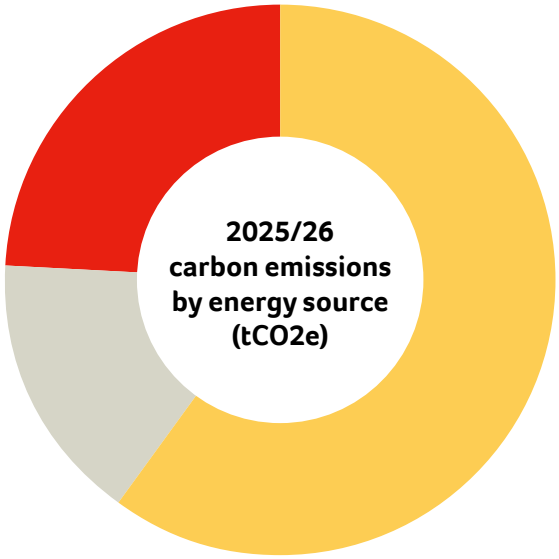
## The energy we use

Our total energy consumption for Scope 1 and 2 activities was 8,829,557 kWh, resulting in 1,669.48 $tCO_2e$ of emissions. When including voluntarily reported Scope 3 emissions (grey fleet), total emissions were 2,228.16 $tCO_2e$.

| | 2025/26 | | 2024/25 | |
|---|---|---|---|---|
| **Energy type** | **Consumption** (kWh) | **Emission** ($tCO_2e$) | **Consumption** (kWh) | **Emission** ($tCO_2e$) |
| Gas | 5,468,901 | 1,000.59 | 5,697,993 | 1,042.2 |
| Electric | 2,267,373 | 401.32 | 2,068,932 | 428.4 |
| Fleet | 1,093,283 | 267.57 | 941,426 | 219.1 |
| **Total Scope 1 & 2 emissions** | **8,829,557** | **1,669.48** | **8,708,351** | **1,689.7** |
| Scope 3 – grey fleet | 2,297,391 | 558.68 | 2,787,697 | 672.7 |
| **Total Scope 1, 2, 3** | **11,126,947** | **2,228.16** | **11,496,048** | **2,362.4** |
| Intensity Metric (Scope 1+2): **$tCO_2e$/£m income** | | 10.1 | | 10.5 |

**Year-on-year consumption data (kWh)**






Gas remains the **largest contributor to emissions**, followed by electricity and fleet fuel use.

## What this data shows

– Data coverage has improved in 2025/26, including additional sites in Northern Ireland and Guernsey, meaning reporting is more accurate.

– Scope 1 and 2 emissions have reduced by approximately 36% since 2019/20, and a reduction of 9.2% compared to the 2022/23 baseline used in our Carbon Reduction Plan.

– Reductions are primarily driven by lower gas consumption.

– Fleet emissions have increased in recent years, reflecting operational demand, despite a shift towards hybrid vehicles.

– And electricity consumption varies year-on-year, influenced by operational activity and estate changes.

## Methodology and reporting

This summary has been prepared in accordance with the Streamlined Energy and Carbon Reporting (SECR) framework, the GHG Protocol Corporate Standard, and ISO 14064-1. Emissions have been calculated using the UK government 2025 conversion factors and are based on energy supplier data, fuel records and business travel information.

## Taking action for energy efficiency

During the year, we strengthened our approach to carbon management by:

– Improving the quality, monitoring and reporting of energy data.

– Increasing staff engagement.

– And launching our Environmental Sustainability Policy.

These improvements give us a stronger foundation for reducing emissions in the future. And we'll continue to build on this through targeted estate improvements, fleet transition and enhanced data and reporting.

## Looking ahead at our sustainability

In the coming year, we'll focus on practical actions to further reduce emissions and strengthen our approach, including:

– Prioritising no/low-cost targeted energy efficiency improvements across our property estate.

– Reducing reliance on fossil fuels, particularly gas.

– Continuing the transition to lower-emission vehicles and improving our travel data.

– Expanding our understanding and reporting of Scope 3 emissions, particularly business travel and supply chain impacts.

– And embedding sustainability more deeply into organisational decision-making and behaviours.

# Focus for 2026-27

## Our strategy in action

**We're here to create more safe and happy childhoods. And we'll take action to do that. Our strategy is how we keep focus on families and track how we change the childhoods of those who need us. Our Board regularly reviews our strategy to make sure it works to increase our impact for children, while helping us stay financially sustainable.**

Over the next 12 months we're focusing on:

- Growing our core children's services to increase our impact.
- Opening five more homes in our residential growth programme.
- Building on the policy wins we achieved last year with a refreshed influencing strategy.
- Developing a new multi-year strategy for our fundraising to grow income for our work.
- Strengthening our organisational capabilities and developing an integrated digital, data and technology framework.
- Improving our core technology infrastructure including a new children's recording system to better record confidential information about children and how we're helping them.
- Building on our Investors in People Gold status by developing and strengthening our work on leadership and career pathways and launching a new volunteer strategy.
- Strengthening how we track and report our environmental sustainability performance and developing our approach to creating wider social value.
- Further embedding our continuous improvement approach and reviewing several core processes to boost efficiency.



# Financial review

**In 2025/26, our activity resulted in a total income of £164.7 million (2024/25: £163.4 million), up £1.3 million on the year before. Our total expenditure (spending) was £164.2 million (2024/25: £163.0 million) – which is an increase of £1.2 million on the previous year.**

As a result, our net surplus for the year, before investment and pension valuation movements, was £0.5 million (2024/25: surplus £0.4 million).

## Our income and expenditure

In 2025/26, we generated a total income of £164.7 million (2024/25: £163.4 million).

This year, we improved performance across all income-generating areas, despite wider funding challenges.

Our total charitable expenditure was £156.7 million (2024/25: £155.6 million).

Although we continue to face pressure on our spending due to price rises and staff cost increases, we successfully managed these to end the year in a stable position.

## Our charitable activities

During the year, we generated £142.6 million in income through our core services, family support (including mental health and criminally exploited children), children in care and disabled children (2024/25: £143.9 million). This represents a £1.3 million decrease compared to the previous year.

Income from children's homes and residential short breaks increased, but this was offset by reductions in income from children's centres and mental health support services ending.

We continued to invest in and expand our children's homes provision. This helped make sure that some of the most vulnerable children and young people have access to safe, stable and loving homes. In 2025/26, we opened five new homes, alongside a strong contribution from homes opened in 2024/25. As a result, income across children's homes increased by £4.4 million compared to the previous year.

Looking ahead, we expect income from children's homes to grow further in 2026/27. We plan to open five more homes, supporting our ongoing commitment to meeting the needs of children and young people with the most complex experiences.



## Donation and legacies

Every year, we're immensely grateful to our loyal and generous supporters. Without them we wouldn't be able to help so many children and families.

In 2025/26, we raised £18.3 million (2024/25: £17.9 million) in voluntary income from donations and legacies. Of this, £12.5 million (2024/25: £12.2 million) was unrestricted income and £5.8 million (2024/25: £5.7 million) was restricted to specific programmes like our Family Fund, disability short breaks and children in care.

In 2025/26, we saw a small bounce back in legacy income, which increased by about 10% from £3.1 million in 2024/25 to £3.4 million in 2025/26.

Despite a challenging external landscape for fundraising, the seventh year of our flagship Christmas fundraising campaign, Secret Santa, raised £2.75 million (2024/25: £2.4 million).

Restricted income levels remained at a similar level to last year, including the second year of our corporate partnership with Nationwide, which donated £2.6 million from their Fairer Futures fund.

Our total fundraising expenditure was £7.5 million (2024/25: £7.4 million) with the year-on-year increase largely reflecting the impact of inflation.

Fundraising achieved a net unrestricted contribution to the charity of £7.3 million (2024/25: £7.1 million).

## Childcare

Income from our nurseries and out of school clubs dropped by £1.2 million to £14.5 million in 2025/26 (2024/25: £15.7 million).

However, last year's income included £2.9 million from four nurseries on RAF sites which transferred to an RAF provider at the end of 2024/25. This meant that the underlying portfolio saw a growth of 13.3%/£1.7 million income.

Changes to government funding for nursery places for children between nine months and two years old boosted growth. These children became entitled to 30 hours of funded childcare per week from 1 September 2025. Despite inflationary increases, particularly in wages and for properties, our expenditure has fallen as we've reduced our portfolio.

Our total expenditure was £13.8 million in 2025/26 (2024/25: £14.7 million). Although the costs dropped by £0.9 million, £2.1 million of costs related to the four RAF nurseries that transferred in 2024/25. So, underlying costs increased by 9.5%/£1.2 million.

As a result, the net contribution was £0.7 million in 2025/26 (2024/25: £1 million).

## Our balance sheet

Our total funds at the end of the year were down on the previous year at £74.0 million (2024/25: £76.3 million). Our unrestricted funds increased to £70.5 million (2024/25: £68.7 million).

Overall, £57.3 million of our unrestricted funds are either designated or tied to assets supporting our activities. This leaves £13.2 million (2024/25: £14.7 million) making up our charity's free reserves.

Our fixed asset additions in the year were £3.5 million. Our total cash balance at the end of the year was £15.6 million with £13.4 million of this placed on notice deposits to maximise the interest we earn on surplus cash.

## Trading subsidiaries and associated charities

These trading subsidiaries are also consolidated into the financial results of Action for Children Group:

**1. Action for Children Services Limited** (company number 2332388) provides welfare and educational services. New contracts with local authorities are placed through the company. The company had a turnover of £70.6 million, a decrease of 3.8% on the previous year. The company made a profit of £2.1 million (2024/25: £2.2 million). Gift Aid will be paid to Action for Children so that no corporation tax is due.

**2. Action for Children Developments Limited** (company number 6842765) is a company limited by guarantee. It looks after commercial trading, property transactions and other developments that support Action for Children's mission. The company also runs children's nurseries under the trading name 'Spring'. The company made a profit of £0.8 million (2024/25: £0.8 million). Gift Aid will be paid to Action for Children so that no corporation tax is due.

**3. Out Of School Scotland Limited (OSCARS)** (company number SC264619) is a subsidiary that provides after-school clubs, breakfast clubs and holiday camps. The company made a profit of £0.2 million (2024/25: £0.2 million). Gift Aid will be paid to Action for Children so that no corporation tax is due.

## Our reserves

Charity funds trust and charity law require that we present our funds in the following categories:

Restricted funds include donations and other income that can only be used for particular purposes. On 31 March 2026, our specific-purpose funds were £7.0 million (2024/25: £7.5 million).

Unrestricted funds of £70.5 million (2024/25: £68.8 million) make up our general fund. A part has been categorised as designated funds, with the remainder undesignated.

Designated funds of £29.0 million (2024/25: £27.5 million) represent a capital fund equivalent to the net book value of fixed assets used to support operational work. There is also a charged asset fund representing the market value of those investments over which the pension fund has a charge of £20.2 million (2024/25: £20.2 million). The total value of the assets charged to the pension fund is £40.0 million. This is the charged asset fund value of £20.2 million together with operational properties within the capital fund with a market value of £19.8 million.

The previously restricted endowment fund of £6.0 million has been designated to support our residential growth programme.

The general fund is £16.8 million of which £3.6 million is the pensions reserve. In the meanwhile, the remainder of £13.2 million is undesignated and makes up our charity's free reserves. Our pension reserve represents the difference between the fair values of pension assets and liabilities on the FRS 102 basis. Action for Children has a current target level of free reserves set at £16 million.

Our Finance and Audit and Risk Committees jointly review our reserves policy and the level of free reserves every year. This is shown in the financial statements as the general fund and fair value reserve, excluding designated funds. The review is then approved by the Board of Trustees.

We use a risk-appraisal approach – determining the likelihood of future costs, potential liabilities and risks – to work out the general reserves needed. This is based on the latest business and financial plan. Risks include loss of income from partners and voluntary donations and changes to costs. The trustees strive to make sure we have sufficient free reserves to protect Action for Children's financial stability. This gives us a safety net should we need to rebalance income and expenditure.

Our financial plan and reserves policy include pension fund contribution costs. The accounting disclosure required for pension liabilities is included in the balance sheet. You can find it in note 6.

## Our investments

Our investments provide the reserves we need to manage future developments, risks and uncertainties. One of our main objectives is to keep an asset allocation model that matches the timing of potential liabilities, within reserves, to appropriate investment assets. Our investment policy and statement of investment principles is based on this model and was reviewed and updated in 2021/22.

All our investments are managed by the Central Finance Board (CFB) of the Methodist Church. These accounts are managed to independent mandates appropriate to their separate financial objectives. They take an ethical investment approach that aligns with our mission and values. The CFB's approach excludes companies considered inappropriate, such as those involved with alcohol, tobacco, pornography and armaments, or those who use child labour. They work closely with other church-based organisations to maximise the influence they have over the companies they invest in.

The CFB is also compliant with the Financial Reporting Council's UK Stewardship Code. Our investment committee makes decisions and measures the performance of the CFB fund against an agreed benchmark.

The Action for Children discretionary funds are managed on an investment platform. It is separated into three distinct investment mandates: General Reserve, Contingent Assets and the Galperin Trust.

The long-term target returns, against which the investments are measured, are inflation-based. The target return for the General Reserve account is Consumer Price Index (CPI) +3% and CPI +1% for the Contingent Assets and Nicholas Galperin Trust accounts. These are measured net of fees and are annualised over a rolling five-year basis.

The investments also continue to be measured against their respective ARC indices. The General Reserve account underperformed the ARC Steady Growth index by 2.1% and the Contingent Assets account outperformed the ARC Cautious index by 4.1% over the 12-month period. The Galperin Trust has not yet been invested in the discretionary service for a full year.

## Our pensions

The Action for Children Pension Fund is a hybrid pension scheme. It has a defined contribution section, which has been available for employees to join at any time.

This defined contribution section closed for the vast majority of employees on 31 March 2026 and employees have had access to the Standard Life Master Trust from 1 April 2025. The defined benefit section of the existing scheme remains open only for Action for Children employees in Guernsey, as they were unable to join the Standard Life Master Trust. Our charity also has a funding obligation for the historic defined benefit part of the scheme.

The pension fund value shows a deficit position of £3.6 million (2024/25: surplus of £1.7 million) on the FRS 102 basis. Our charity doesn't have an unconditional right to any surplus we make, so they aren't recognised in our financial statements.

The FRS 102 valuation is governed by accounting disclosure requirements and is different from the triennial actuarial valuation, which was last completed as of 31 March 2024.

At the 31 March 2024 triennial valuation, the pension surplus was £3.9 million, a funding level of 101%. However, we take a more cautious approach to agreeing contribution requirements. This materially reduces the investment risk to which the pension fund is exposed. It also improves the security of members' benefits and provides better protection for our charity against future funding risks. We call this a 'sustainable target' approach. Under the sustainable target at 31 March 2024, there was a deficit of £23.9 million, representing a funding level of 95%.

For the last 15 years we've been paying deficit reduction contributions each year, as agreed with the pension fund trustees. In 2024/25, the payment was £1.33 million as per note 6. A revised deficit recovery plan was agreed as part of the 2024 triennial valuation. This will see deficit recovery contributions of £0.5 million per year for the two years 2025/26 and 2026/27, increasing to £1 million a year from 1 April 2027. The next funding valuation is due no later than 31 March 2027, at which progress towards full funding will be reviewed.

## Going concern

We faced a very challenging operational environment in this financial year, which continued to put pressure on our activities and services.

As a result, we made a net deficit (after investments and pension movement adjustments) for the year of £2.3 million (2024/25: surplus of £0.7 million).

Our Executive Leadership Team works closely with the Board of Trustees to regularly monitor our financial position, in particular considering our cash position and the impact on reserves. The trustees continue to believe that the group and its entities are going concerns. So the going concern basis is appropriate for the preparation of the Annual Report and Accounts. A paper setting out the approach taken by the trustees and rationale for this assessment has been prepared. In reaching this assessment, the trustees have considered the factors, risks and uncertainties that may impact the group's operations in the next year.

This assessment is supported by detailed financial modelling, including the 2026/27 and 2027/28 financial plans, sensitivity analysis, and quantification of potential risks on the group's reserves and liquidity positions.

Action for Children's financial projections are reflected in the group's 2026/27 budget and indicative forecast for 2027/28. The operating budget for 2026/27 is balanced. The budget reflects continued growth in Services contribution, particularly from the residential growth programme, and cost savings, which are offsetting specific expenditure pressures.

While acknowledging risks in delivery of the balanced budget outturn, the trustees believe the budget reflects a 'middle ground' position. It balances known risks against the group's ambitions and opportunities for growth.

The Action for Children charity's group unrestricted reserves and cash balances are healthy, with a 31 March 2026 consolidated cash and cash-equivalent balance of £15.6 million (2024/25: £11.1 million). Group restricted reserves stand at £7.0 million (2024/25: £7.5 million) with group unrestricted reserves of £67.0 million (2024/25: £68.7 million).

Actual cashflow increased in the year driven by assets sales. The indicative forecast prepared for 2026/27 covers the period after March 2026 up to 12 months from the expected date of signature of the financial statements. It shows an improved financial outlook with increased contribution across income streams.

There are no material risks identified in 2027/28 that would impact the going concern assessment. The focus of this assessment is therefore on 2026/27. We expect that, should risks emerge in the current financial year, these would be addressed and 2027/28 budgets adjusted to make sure we have ongoing financial sustainability. In summary, based on the budgets and cashflow projections prepared, and the group's healthy reserves and cash balances, the going concern basis for preparation of the financial statements is appropriate.

# Managing risk

**Protecting children and young people is at the heart of our work. Due to the nature of our services and the complex needs of those we support, a strong safeguarding culture and a robust risk management framework is critical.**

Our Board of Trustees actively reviews and monitors our risk management framework to make sure our approach allows us to safely deliver our services and achieve our strategic objectives.

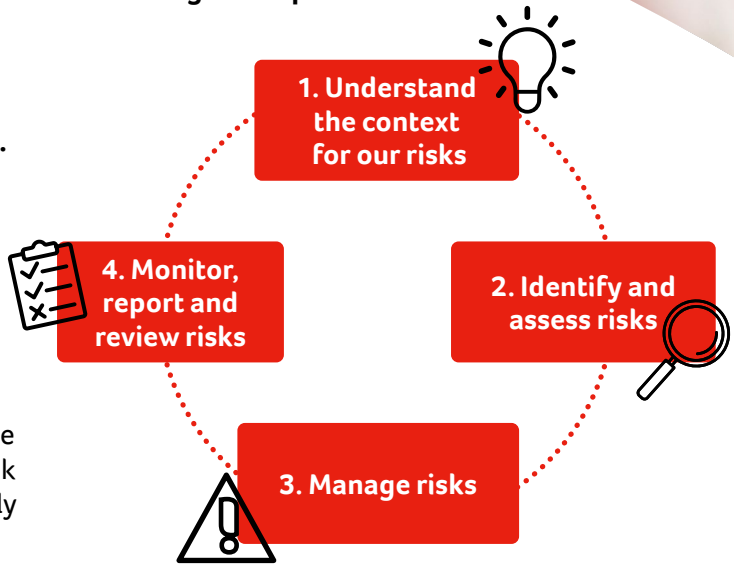
## Our approach to managing risk

Our approach is informed by our values and Code of Conduct, which sets out what's expected of everyone who works with Action for Children. We integrate risk into our policies and procedures so we can effectively identify and manage them and make sure everyone understands their responsibility for risk in their day-to-day roles.

We're guided by best practice as set out by the Institute of Risk Management and ISO 31000, following the Problem, Alternatives, Criteria, Evaluate and Decision (PACED) principles of risk management, as well as relevant regulatory standards. That includes the Charities and Risk Management (CC26) guidance.

This past year, following a full consultation, we've updated our risk appetite strategy to make sure we're continuing to balance our strategic goals with acceptable levels of risk. There continues to be a focus on strengthening our risk management framework, underpinned by our risk appetite, to drive consistency in how we identify, assess, manage and monitor risk.

**Risk management process**




## Clear accountability

Roles and responsibilities are defined in our risk management policy. The Board of Trustees has ultimate responsibility for risk management.

The Audit and Risk Committee supports our Board in its responsibilities, providing oversight and recommendations on the effectiveness of the Internal Audit programme and risk-handling in practice.

## Raising issues

A key part of managing risk and maintaining high service standards is to make sure everyone is encouraged to raise their concerns. We promote a consistent culture of ethics across our organisation.

Centralised reporting systems provide clear ways to identify and manage problems when they happen, and for learning how to improve our practices.

## Looking to the future

Monitoring current and emerging trends allows us to maintain a strong understanding of our risk environment. We must stay alert to current and emerging risks facing the charity sector.

In line with the Charity Commission's risk assessment in 2025, we recognise that regulatory changes and wider government policy are inadvertently creating several pressures that many charities are struggling with. These include inflationary pressures, National Insurance and Living Wage rises and VAT treatment rule changes. Plus, in our Children's Services and early years work, there's increasing demand while the services people need get more complex. This is happening against a backdrop of falling public donations and changing funding structures, which is putting more pressure on our services.

With this in mind, we continue to work with other charities to collaborate and provide support in how we navigate current geopolitical uncertainties, so we can continue to deliver our services.

Continuous monitoring and regular reviews support trustee and executive decision making, effective prioritisation and allocation of resources to manage and mitigate our risks and successfully navigate external challenges.

## Continual improvement

Key initiatives we've started over the last 12 months to help us build our resilience and preparedness include:

– Launching our Best Value, Bigger Impact campaign, building on our commitment to value for money, so we can have the greatest impact.

– Strengthening facilities management for greater visibility across nations and even better responsiveness.

– Embedding a new Major Project Governance Board enabling us to deliver change consistently, with measurable outcomes.

– A renewed focus on strengthening our digital capabilities with the creation of the Digital, Data and Technology Group that will provide strategic direction to make sure we're digitally fit for the future.

## Principal risks

Below are the updated principal risks aligned to our risk appetite and strategic objectives. Our Board of Trustees has ultimate oversight of managing all risks, and we've shown where Board sub-committees have extra oversight responsibilities.

| Risk category and risk | Mitigations include | Accountability and oversight |
|---|---|---|
| **Compliance**<br>**Safeguarding**<br>Risk that children and young people we support may come to harm as a result of our actions or inaction. | - Dedicated Safeguarding team led by the Director of Safeguarding, reporting directly to the Managing Director of Children's Services and our designated safeguarding trustee.<br>- Comprehensive safeguarding framework, including clear policies, procedures, reporting mechanisms and guidance.<br>- Strict controls and oversight structures around supervision of staff working with children, supported by our Safeguarding team and safer recruitment procedures.<br>- Operational reporting of safeguarding activities reviewed by the Safeguarding Group, chaired by our Chief Executive Officer/s and attended by our designated safeguarding trustee, with information also shared with our four National Advisory Committees. The Children's Services Committee chaired by the Safeguarding Trustee meets at least quarterly, providing further non-Executive oversight.<br>- Early warning indicator reports help us minimise serious incidents. | **Accountable:** Managing Director of Children's Services<br>**Overseen by:** Children's Services Committee |

| Risk category and risk | Mitigations include | | Accountability and oversight |
|---|---|---|---|
| **Compliance**<br>**Legal and compliance**<br>Risk that culture, systems and controls do not make ongoing compliance/regulatory readiness regarding legal and regulatory changes. | - Inhouse expertise covering all legal and regulatory requirements, including legal, data protection, health and safety, fundraising compliance and information security. A new Ethics and Compliance Group has been set up to complement existing operational management by bringing these leads together in a dedicated forum that will make sure comprehensive oversight happens. This will also allow them to consider and challenge the adequacy and effectiveness of compliance controls in managing legal and regulatory risks and in maintaining a culture of ethics and compliance in line with our values.<br>- Our policies and procedures reflect key legal and regulatory requirements and are available to all staff through our internal staff intranet. | - An outsourced internal audit programme provides independent assurance of the effectiveness of systems and controls in managing legal and compliance risks. This supports Executive Leadership Team and Board oversight.<br>- A mandatory compliance learning curriculum is in place covering core requirements, such as data protection, health and safety, information security and safeguarding. It's overseen by our Learning and Development Steering Group. | **Accountable:**<br>Director of Strategy and Implementation<br>**Overseen by:**<br>Audit and Risk Committee<br>Children's Services Committee's Regulatory Sub-Group |
| **Compliance**<br>**Information and cyber security**<br>Risk of significant data protection or information security failure, including cyber-attack, resulting in data breach, disruption to operations, reputational damage and/or financial loss. | - Information security and data governance structures are established to manage data protection and security controls and initiatives.<br>- Mandatory annual training on information security and data protection.<br>- Review of security and data protection key performance indicators (KPIs) through routine operational reporting. Further governance is through the Ethics and Compliance Group – the expanded Information Governance Board that previously managed this. This group now meets monthly with quarterly reporting to our Audit and Risk Committee. | - We hold Cyber Essentials Plus accreditation. Our security measures include a Security Operations Centre, regular penetration testing, a security events incident management system, data backups, software patching and using secure-by-design principles to actively minimise threats. | **Accountable:**<br>Chief Operating Officer<br>**Overseen by:**<br>Audit and Risk Committee |

| Risk category and risk | Mitigations include | | Accountability and oversight |
|---|---|---|---|
| **Operational**<br>**Safe spaces**<br>Risk of failure to ensure a safe and compliant environment for all our people and those who use our services. | - Specialist health and safety and property teams overseen by our Health and Safety Committee to support effective risk management and keep everyone who uses our services and buildings safe.<br>- Review of health and safety KPIs and updates at the Children's Services Committee and quarterly oversight of health and safety reporting by the Audit and Risk Committee. | - Mandatory annual health and safety training for all staff, with extra courses required for roles with a higher risk profile. | **Accountable:** Managing Director of Children's Services and Chief Operating Officer<br>**Overseen by:** Audit and Risk Committee Children's Services Committee |
| **Operational**<br>**Technology, digital and AI**<br>Risk that technology and digital strategies don't provide consistent and reliable technology to meet current or future operational needs. | - A newly established Digital, Data and Technology Group is developing an integrated strategy, making sure our approach matches our priorities and supports longer-term transformation in an evolving technology landscape.<br>- Technology-related procurement is governed by our technology assessment process. | - An AI community of practice is establishing an organisation-wide focus on AI governance shared learning and best practice. | **Accountable:** Chief Operating Officer<br>**Overseen by:** Audit and Risk Committee |
| **People**<br>**People and capabilities**<br>Risk of harm to employees or gaps in capabilities impacting the delivery of services, due to inadequate culture, working practices or performance management processes. | - Robust framework of policies, processes, resources and staff networks to support staff and their learning and development.<br>- In-house recruitment function with clear KPIs reported to the Recruitment Steering Group, Executive Leadership Team and updates to the Children's Services Committee, Governance, People and Remuneration Committee and Board. | - Regular performance appraisals, comprehensive training programme and management competency framework and resources to support staff development. We have held our Investors in People accreditation for over 20 years and in 2025 we achieved Gold status. This further demonstrates our commitment to developing our people. This is complemented by our Investors in Volunteers accreditation. | **Accountable:** Chief People Officer<br>**Overseen by:** Governance, People and Remuneration Committee |

| Risk category and risk | Mitigations include | | Accountability and oversight |
|---|---|---|---|
| **Financial**<br>**Financial sustainability**<br>Risk of failure to achieve long-term financial sustainability and/or deliver quality services with the available funding. | - Robust financial control and reporting framework in place to help control spending, monitoring liquidity and cash position and adherence to reserves policy. Plus, ongoing monitoring and reporting of business development performance and pipeline, with regular review of our forecasts and assumptions. | - A long-term strategy is in place to address our pension deficit by 2029 and limit the risk to Action for Children of our pension liabilities and assets. This includes exploring options such as superfunds, which have the potential to reduce our pension scheme risk to zero over a shorter time frame. | **Accountable:** Chief Financial Officer<br>**Overseen by:** Finance Committee |
| **Strategic**<br>**Delivery of Strategy**<br>Risk that resource prioritisation and/or operational infrastructures are not effectively supporting the delivery of the mission or growth, innovation and optimisation plans. | - Strategic goals have been defined and communicated to all staff.<br>- The planning process is oriented around our strategic goals and includes assessment of key risks.<br>- Business plans at an organisational level and in local areas set out priorities for the year ahead, alongside associated milestones and metrics. | - Priority business plan projects have appropriate governance forums, with oversight and can take problems to our Executive Leadership Team. This includes a Major Projects Governance Board, which monitors progress across our largest change projects to ensure alignment, resolve resource allocation issues and monitor cross-programme risks. | **Accountable:** Director of Strategy and Implementation<br>**Overseen by:** Audit and Risk Committee |
| **Strategic**<br>**Reputational**<br>Risk of failure to protect the charity's reputation and/or manage reputational impacts of serious or high-profile incidents. | - Communication plans make sure we proactively engage and share key messages with main stakeholders, including trade unions, donors, commissioners and regulators, such as the Charity Commission.<br>- Through managing risks and making sure our policies and procedures are up to date, compliant and followed, we seek to minimise the risk of incidents that could cause reputational damage. | - Our ethical framework defines a set of ethical principles that span all activities and policies to ensure they match our charity's values. | **Accountable:** Managing Director of Income and Engagement<br>**Overseen by:** Audit and Risk Committee |

# Governance

**Our Board of Trustees is responsible for governance. They oversee our performance and give strategic direction.**

We're driven by our charitable objects (the reasons we exist) and regularly report on how we work to make sure we're doing our best to support children, young people and families. We're guided by our Chair and our trustees – working with Chief Executive Officer.

We monitor how we work against the principles of the Charity Governance Code (the 'Code') and are currently taking account of the changes made to the Code during 2025/26. By doing this we're making sure we use current best practice and the highest governance standards.

We also regularly review our strategic objectives and progress against our strategy, with trustees generally holding strategic planning sessions twice a year.

## Our Board of Trustees

You can find a list of our trustees on page 84. At the end of 2025-26 we had 10.

Our Board of Trustees meets at least four times a year (and at strategic planning sessions) – more often if necessary. They visit our services to better understand our work and the difference we make to children, young people and families. Across 2025/26, the average trustee attendance at board meetings was 88%.

Being a trustee is voluntary – they don't get any rewards or benefits from Action for Children. Trustees get involved because they believe in what we do and want to make a difference. You can find all expenses claimed by our trustees in our financial statements.

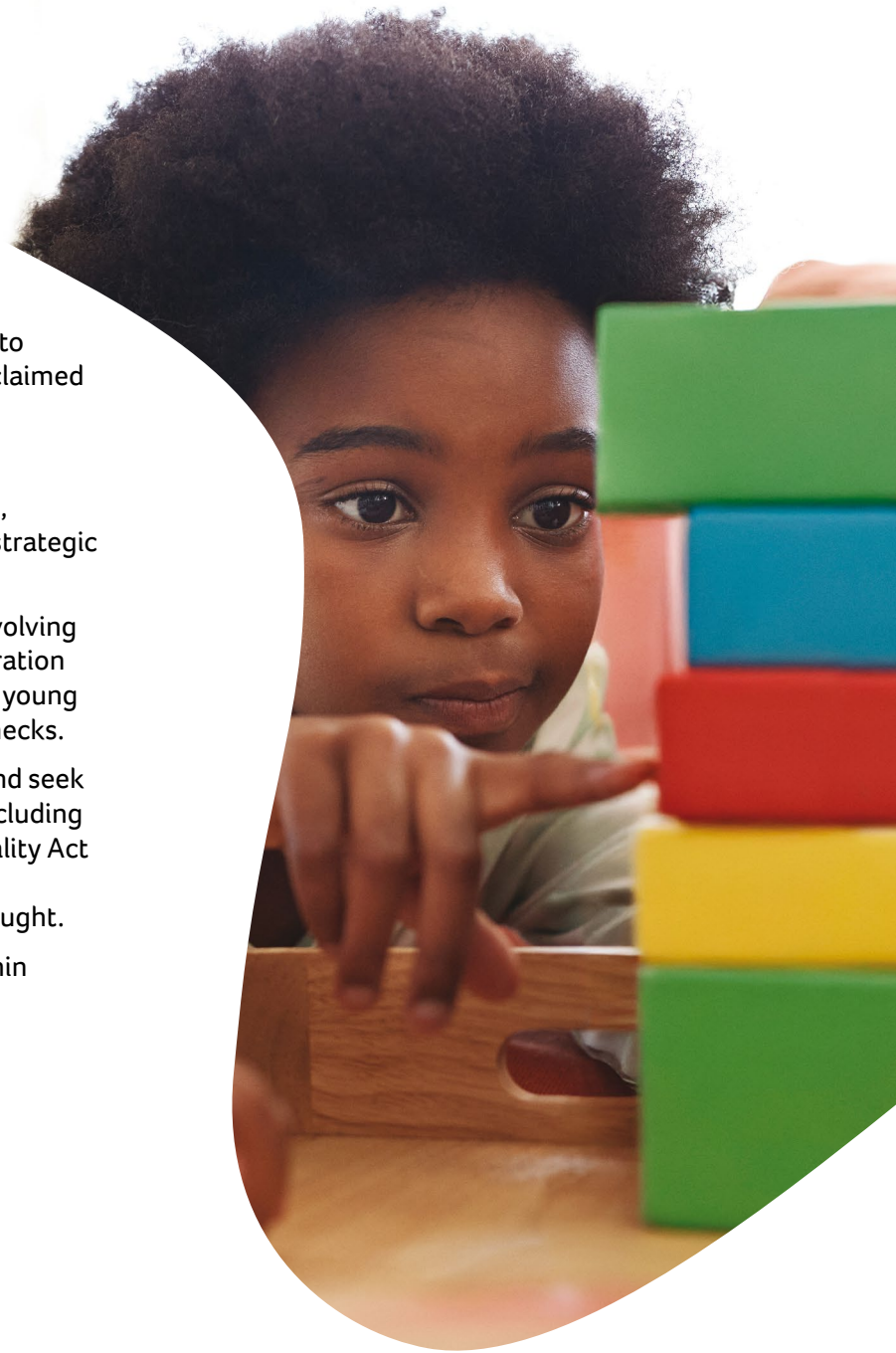
## Board effectiveness

We appoint every trustee based on their skills, experience and ability to help us achieve our strategic objectives.

We follow a rigorous appointment process involving the Board's Governance, People and Remuneration Committee (GPR). This includes interviews by young people from our services and due diligence checks.

We always try to attract diverse candidates and seek to reflect diversity in trustee recruitment – including the nine protected characteristics of the Equality Act 2010, as well as different backgrounds, life experiences, career paths and diversity of thought.

GPR is responsible for assessing diversity within the Board. During 2025/26, the Board had a dedicated trustee champion for diversity and inclusion. We're working hard to create and maintain a more inclusive culture.



Trustees are appointed for renewable three-year terms. The maximum time they can be on the Board is nine years. Trustees and committee members go through an induction programme to make sure they understand Action for Children and their roles under charity and company law.

Our close links with the Methodist Church are reflected in our constitution, which means the Church can nominate a trustee. The knowledge, expertise and passion that our Methodist trustee brings is hugely important.

As we're a company, as well as a charity, our trustees are also the company directors of Action for Children.

## Board committees

The Board's committees are responsible for specific issues. Each committee has agreed terms of reference and many of them include specialist co-opted members, as well as trustees. The Board delegates the day-to-day running of Action for Children to the Chief Executive Officer and Executive Leadership Team. The Board also delegates some areas of work to sub-committees.

### Finance Committee

Oversees our finances and maintains the short and long-term viability of Action for Children. It advises the Board on appropriate financial strategy and, in its oversight of investments, is supported by our Charity Investment Group.

### Audit and Risk Committee

Makes sure we meet our statutory accounting obligations and have effective internal control, audit and risk management systems.

### Governance, People and Remuneration Committee

Helps us effectively run our organisation, ensuring standards of excellence in people, governance and remuneration.

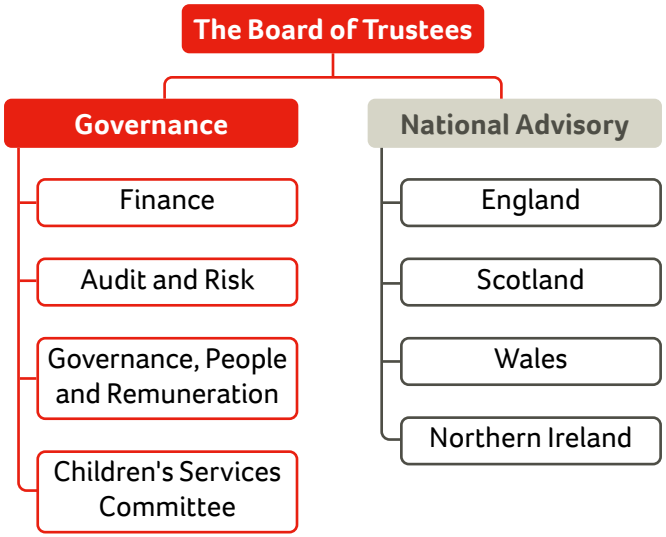
### Children's Services Committee

Focuses on improving outcomes for children and young people, by overseeing and developing the quality, reach and performance of our children's services, including overseeing safeguarding, and our influencing activity.

### The National Advisory Committees

Our national advisory committees provide guidance and advice to our national directors, the Children's Services Committee and our Board of Trustees. We have one for each of the four nations. Although they have no formal decision-making powers, they help us build deep and lasting connections in each of the nations where we work.

### Governance framework




## How we organise our work

Our Chief Executive is supported by our ELT, who work closely with the Board of Trustees to support our vision, mission and values and deliver our strategy.

Trustees get regular updates covering our full range of operations and activities and our stakeholders' views.

Our trustees review financial and operational performance at their regular board meetings. They're responsible for establishing and maintaining an effective system of internal controls to identify, prevent and manage risks. They're also responsible for reviewing legal and regulatory compliance. For more on our risk management framework, and how we identify and manage risks in all our activities, head to page 45.

## Trustees' duties in relation to section 172 of the Companies Act

The Board of Trustees has duties under Section 172 of the Companies Act 2006 to act in the way it considers is most likely to achieve our charity's purposes and, in doing so, to have regard to factors including:

- The likely consequences of any decision in the long term.
- The interests of the company's employees.
- The need to foster the company's business relationships with suppliers, customers and others.
- The impact of the company's operations on the community and the environment.
- The need to maintain a reputation for high standards of business conduct.

Our trustees' induction emphasises embracing and championing our vision of a safe and happy childhood for every child in the UK. It also focuses on promoting our values of being passionate, ambitious, collaborative and inclusive. Together, these are the foundation of everything we do and are a key part of how the Board is then able to discharge (carry out) its duty.

The Board delegates the charity's day-to-day running within our overall strategy to the CEO and ELT. This means that many of the ways in which the Board discharges this duty can be found in our charity's day-to-day operations.

Information on pages 11 to 39 about how the charity has delivered its strategy – how we achieve our purpose and impact the community, and on pages 36 to 39 about our approach to the environment and sustainability.

Fostering our relationships with commissioners – our customers – is an integral part of our day-to-day activity. Without these relationships and contracts, we wouldn't be able to achieve most of how we deliver our purpose each and every day. We also keep positive relationships with our suppliers – both through prompt payment of invoices and fair and transparent procurement processes.

You can find more detailed information on young people and the people who use our services, staff and volunteers and our integrity and high standards below.

## Engaging with young people and the people who use our services

Our trustees are dedicated to building strong relationships with the children, young people and families we support. We know we can only be a vital lifeline when we put their views and experiences at the heart of our services. Last year, our trustees and committees visited a wide range of services (including nurseries, family hubs, young carers, short breaks and fostering) across all four nations.

Our trustees, through the Children's Services Committee, get updates from the Participation team, highlighting feedback from children and young people on the services they use. As part of our commitment to having youth voices at the heart of our governance, we've continued our practice of having two Young Ambassadors attend our Children's Services Committee.

## Engaging with our staff and volunteers

It's vital we engage with our employees regularly. Our Board and ELT keep in touch with staff through regular team meetings, our intranet, emails and all-staff meetings. These are held quarterly, and are in addition to webinars, enabling staff to ask questions and provide feedback.

Our trustees, either as a Board or through the Governance, People and Remuneration Committee, are also regularly briefed by the ELT. Updates include:

– Workforce activity updates about delivering priority activities and programmes on our business plan.

– Attracting candidates and developing talent.

– Reward and recognition.

– Culture surveys (complemented by data analysis on whistleblowing cases, grievances and complaints).

– Wellbeing and engagement.

– Staff pay.

– Our diversity and inclusion strategy.

This information gives trustees an overview of our culture and how people engagement affects performance. One of the members of the GPR Committee in 2025/26, Lynne Atkin, particularly championed diversity and inclusion and met with and supported our Head of Diversity and Inclusion. The Chair of the Board of Trustees also communicates with staff through her regular blog.

Our trustees recognise and celebrate the huge value volunteers add to Action for Children in supporting projects, services and departments.

Trustees also engage with volunteers through our National Advisory Committees.

## Integrity

Our Board's ethical policy framework embeds the ethical standards and common principles through which we assess investments, procurement, funding and/or other significant activities. It also informs our policies and procedures.

Our ethical policy framework helps us manage any problems with donations, our work with suppliers or partners, or when appointing trustees, staff and ambassadors.

To make sure we meet legal and sector standards, we don't work with any organisations:

– That compromise our vision, mission, values and charitable objectives.

– That conflict with our principles and policies.

– That undermine our services to children.

– That undermine our commitment to safeguarding.

– That undermine our commitment to diversity.

– That operate in markets known to damage children and families.

– That treat the environment in an unsustainable way.

– That conflict with the ethical principles developed by NCVO and the principles of the Charity Governance Code.

– Whose actions breach the UN Convention on the Rights of the Child.

– That compromise our roots in the Methodist Church.

Our trustees highly value, appreciate and understand the importance of outside stakeholders. These include our patron, the public, regulators, commercial partners, media, local authorities, government agencies, other charities, children's societies and suppliers.

All our partners must comply with the requirements of professional standards or trade bodies, as well as all applicable laws, statutes, regulations and codes of practice relating to safeguarding, anti-bribery and anti-corruption. Our Donation Acceptance Policy makes sure we don't compromise our mission, values and charitable purpose when raising money.

For more on our fundraising compliance see page 33. We also promote our vision and values to partners and new providers to make sure they understand what our charity stands for.

Action for Children has a zero-tolerance approach to modern slavery. We're committed to acting ethically and with integrity in all our business dealings and relationships. We've implemented and enforced effective systems and controls to make sure modern slavery doesn't take place anywhere in our business, or in any of our supply chains, by including specific prohibitions as part of our contracting process.

We have an anti-slavery policy including a modern slavery statement which we review every year.

# Statement of trustees' responsibilities

Our trustees (who are also directors for company law purposes) are responsible for preparing the Trustees' Annual Report and the financial statements in line with applicable law and regulations.

The trustees must prepare financial statements for each financial year, according to company law. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102 – The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law, the trustees must not approve the financial statements unless they are satisfied they give a true and fair view of the state of affairs and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and the group for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and consistently apply them.
- Observe methods and principles set out in the Charities SORP (FRS 102).
- Make reasonable and prudent judgements and accounting estimates.
- State whether applicable UK accounting standards have been followed, subject to any differences disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis (unless it is inappropriate to presume that the group will continue in business).

The trustees are responsible for keeping adequate accounting records that can show and explain the charitable company's and group's transactions. They must also disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of our governing documents.

They are also responsible for safeguarding the assets of the charitable company and the group, and therefore also for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that:

- So far as each trustee is aware, there is no relevant audit information of which the charitable company's auditor is unaware.
- They have taken the necessary steps to make themselves aware of any relevant audit information, and to establish that the charitable company's auditor is aware of that information.

The trustees are responsible for maintaining the integrity of the corporate and financial information included on the charitable company's website. UK legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. The Trustees' Annual Report (including the strategic report) was approved by the trustees on 8 October 2026.



**Jeremy Newman**
Chair, Board of Trustees

# Independent auditor's report

## Opinion

We have audited the financial statements of Action for Children ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2026 which comprise Consolidated Statement of Financial Activities, the Group and Charity Statement of Financial Position, the Consolidated Cash Flow Statement and notes to the financial statements, including 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 group's and the charitable company's affairs as at 31 March 2026 and of the group's 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 Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

## 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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council (FRC)'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 group's or the charitable company'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.

## Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. 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 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 our audit

– The information given in the trustees' report, which includes the directors' report and the strategic 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 strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

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

In light of the knowledge and understanding of the group and the charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' 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 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

– Adequate and proper accounting records have not been kept, or

– The financial statements are not in agreement with the accounting records and 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.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 54, the trustees (who are also the 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 charitable company or to cease operations, or have no realistic alternative but to do so.

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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

## Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the group and charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation together with the Charities SORP (FRS 102) and tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the group and the charitable company for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of children's services contract income, legacy income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, agreeing contract income recognised to contract for a sample testing on contract income, agreeing a sample of legacy income recognised in the year to supporting documentation and agreeing recognition is in line with the accounting policy, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

## 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, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and 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 charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

**Naziar Hashemi**
Senior Statutory Auditor

For and on behalf of
**Crowe UK LLP**

Statutory Auditor
London
21 October 2026

# Financial statements for the year ended 31 March 2026

Consolidated statement of financial activities (incorporating the income and expenditure account)

| | Notes | General £'000 | Designated £'000 | Total unrestricted funds £'000 | Restricted funds £'000 | Total funds 2026 £'000 | General £'000 | Designated £'000 | Total unrestricted funds £'000 | Restricted funds £'000 | Total funds 2025 £'000 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Income and endowments** | | | | | | | | | | | |
| **Income from donations and legacies** | 3 | 12,474 | – | 12,474 | 5,808 | 18,282 | 12,164 | – | 12,164 | 5,701 | 17,865 |
| **Investment income** | | 1,475 | – | 1,475 | – | 1,475 | 1,135 | – | 1,135 | – | 1,135 |
| **Income from charitable activities** | | | | | | | | | | | |
| Family support* | | 54,023 | – | 54,023 | 1,074 | 55,097 | 66,049 | – | 66,049 | 363 | 66,412 |
| Children in care | | 42,048 | – | 42,048 | 332 | 42,380 | 38,816 | – | 38,816 | 1,938 | 40,754 |
| Disabled children and young people | | 44,857 | – | 44,857 | 198 | 45,055 | 36,391 | – | 36,391 | 302 | 36,693 |
| | | 140,928 | – | 140,928 | 1,604 | 142,532 | 141,256 | – | 141,256 | 2,603 | 143,859 |
| **Other income** | | | | | | | | | | | |
| Net gain on disposal of fixed assets | | 2,415 | – | 2,415 | – | 2,415 | 586 | – | 586 | – | 586 |
| **Total income and endowments** | | **157,292** | – | **157,292** | **7,412** | **164,704** | **155,141** | – | **155,141** | **8,304** | **163,445** |
| **Expenditure** | 4.5 | | | | | | | | | | |
| **Expenditure on raising funds** | | 7,549 | – | 7,549 | – | 7,549 | 7,441 | – | 7,441 | – | 7,441 |
| **Expenditure on charitable activities** | | | | | | | | | | | |
| Family support* | | 61,632 | – | 61,631 | 6,897 | 68,528 | 74,285 | – | 74,285 | 1,079 | 75,364 |
| Children in care | | 39,198 | – | 39,198 | 647 | 39,845 | 35,743 | – | 35,743 | 2,777 | 38,520 |
| Disabled children and young people | | 46,961 | – | 46,961 | 356 | 47,317 | 39,024 | – | 39,024 | 1,992 | 41,016 |
| Campaigning and public policy | | 932 | – | 932 | 75 | 1,007 | 635 | – | 635 | 50 | 685 |
| | | 148,723 | – | 148,722 | 7,975 | 156,697 | 149,687 | – | 149,687 | 5,898 | 155,585 |
| **Total expenditure** | | **156,272** | – | **156,271** | **7,975** | **164,246** | **157,128** | – | **157,128** | **5,898** | **163,026** |
| Net gain on investments | 9 | 901 | – | 901 | – | 901 | 820 | – | 820 | – | 820 |
| **Net (loss)/income for the year before transfers** | | 1,921 | – | 1,922 | (563) | 1,359 | (1,167) | – | (1,167) | 2,406 | 1,239 |
| Transfers between funds | 14 | 286 | (286) | – | – | – | 386 | (386) | – | – | – |
| **Net (loss)/income for the year before other recognised gains and losses** | | **2,207** | **(286)** | **1,922** | **(563)** | **1,359** | **(781)** | **(386)** | **(1,167)** | **2,406** | **1,239** |
| **Other recognised losses** | | | | | | | | | | | |
| Actuarial loss on pension liability | 6 | (3,670) | – | (3,670) | – | (3,670) | (570) | – | (570) | – | (570) |
| **Net movement in funds** | | **(1,463)** | **(286)** | **(1,748)** | **(563)** | **(2,311)** | **(1,351)** | **(386)** | **(1,737)** | **2,406** | **669** |
| Funds brought forward | 14 | 14,698 | 54,047 | 68,745 | 7,529 | 76,274 | 16,049 | 54,433 | 70,482 | 5,123 | 75,605 |
| **Funds carried forward** | 14 | **13,235** | **53,761** | **66,997** | **6,966** | **73,963** | **14,698** | **54,047** | **68,745** | **7,529** | **76,274** |

*Includes mental health and wellbeing.

# Action for Children financial statements for the year ended 31 March 2026

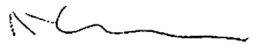
## Statement of financial position as at 31 March 2026

| | | Group | | Charity | |
|---|---|---|---|---|---|
| | | 2026 | 2025 | 2026 | 2025 |
| | Notes | £'000 | £'000 | £'000 | £'000 |
| **Fixed assets** | | | | | |
| Tangible assets | 7 | 25,521 | 24,318 | 25,521 | 24,318 |
| Intangible fixed assets | 8 | 3,529 | 4,661 | 3,529 | 4,661 |
| Investments | 9 | 33,177 | 36,791 | 33,177 | 36,791 |
| | | **62,227** | **65,770** | **62,227** | **65,770** |
| **Current assets** | | | | | |
| Debtors | 10 | 23,030 | 24,185 | 17,764 | 16,160 |
| Current asset investments | 11 | 13,417 | 9,783 | 13,417 | 9,783 |
| Cash at the bank and in hand | 12 | 2,167 | 1,320 | 1,881 | 993 |
| | | **38,614** | **35,288** | **33,062** | **26,936** |
| **Creditors: amounts falling due within one year** | 13 | **(21,672)** | **(22,974)** | **(16,121)** | **(14,622)** |
| **Net current assets** | | **16,942** | **12,314** | **16,941** | **12,314** |
| **Total assets less current liabilities** | | **79,169** | **78,084** | **79,169** | **78,084** |
| Provisions for liabilities | 14 | (1,654) | (1,810) | (1,654) | (1,810) |
| **Net assets excluding pension liability** | | **77,515** | **76,274** | **77,515** | **76,274** |
| **Net assets excluding pension reserve** | | **77,515** | **76,274** | **77,515** | **76,274** |
| Pension reserve | | (3,552) | – | (3,552) | – |
| **Net assets including pension reserve** | | **73,963** | **76,274** | **73,963** | **76,274** |
| **Funds** | | | | | |
| **Restricted funds** | | | | | |
| Specific purpose | | 4,824 | 6,181 | 4,824 | 6,181 |
| Restricted Capital Fund | | 2,142 | 1,348 | 2,142 | 1,348 |
| **Total restricted funds** | | **6,966** | **7,529** | **6,966** | **7,529** |
| Unrestricted funds excluding pension reserve: | | 70,549 | 68,745 | 70,549 | 68,745 |
| Pension reserve | 6 | (3,552) | – | (3,552) | – |
| Total unrestricted funds including pension reserve: | | 66,997 | 68,745 | 66,997 | 68,745 |
| **Total funds** | 16,17 | **73,963** | **76,274** | **73,963** | **76,274** |

These accounts were approved by the Board of Trustees on 8 October 2026, and signed on its behalf.



**Jeremy Newman**
Chair



**Peter Curran**
Trustee

Company number 04764232

# Action for Children financial statements for the year ended 31 March 2026

## Consolidated cash flow statement

| | Group | |
|---|---|---|
| | 2026 | 2025 |
| | £'000 | £'000 |
| **Net cash inflow/(outflow) from operating activities (below)** | **2,215** | **(398)** |
| **Cash flows from investing activities** | | |
| Interest received | 540 | 495 |
| Dividends received | 466 | 174 |
| Rental income from investment properties | 468 | 466 |
| Proceeds of sale of tangible fixed assets | 2,811 | 643 |
| Proceeds of sale of investment properties | 1,130 | – |
| Purchase of tangible fixed assets | (2,983) | (3,460) |
| Proceeds of sale of investments | 4,193 | 1,982 |
| Purchase of investments | (4,361) | (1,678) |
| **Net cash generated from/(used in) investing activities** | **2,265** | **(1,378)** |
| **Change in cash and cash equivalents in the year** | **4,481** | **(1,776)** |
| Cash and cash equivalents brought forward as at 1 April | 11,103 | 12,879 |
| **Cash and cash equivalents carried forward as at 31 March** | **15,584** | **11,103** |

## Reconciliation of net expenditure to net cash inflow/(outflow) from operating activities

| | Group | |
|---|---|---|
| | 2026 | 2025 |
| | £'000 | £'000 |
| Net (expenditure)/income for the year (as per the statement of financial activities) | 1,359 | 1,239 |
| **Adjustments for:** | | |
| Depreciation and amortisation charges | 2,517 | 1,625 |
| Net (gains)/loss on investment assets | (901) | (820) |
| Investment income | (1,475) | (1,135) |
| Net (gains)/loss on disposal of tangible fixed assets | (2,415) | (586) |
| Pension current service and administration cost | 1,925 | 1,504 |
| Pension employer contributions | (2,043) | (2,625) |
| (Increase) in debtors | 1,155 | (2,774) |
| Increase/(decrease) in creditors | (1,302) | 3,767 |
| Increase/(decrease) in provision for liabilities | 3,396 | (592) |
| **Net cash inflow/(outflow) from operating activities** | **2,215** | **(397)** |

## Analysis of cash and cash equivalents

| | 2026 | 2025 |
|---|---|---|
| | £'000 | £'000 |
| Held as bank and cash | 2,167 | 1,320 |
| Held as current asset investments | 13,417 | 9,783 |
| **Total cash and cash equivalents** | **15,584** | **11,103** |

## Analysis of changes in net debt

| | 2026 | 2025 |
|---|---|---|
| | £'000 | £'000 |
| Total cash and cash equivalents b/fwd | 11,103 | 12,879 |
| Cashflows | 4,481 | (1,776) |
| **Total cash and cash equivalents b/fwd** | **15,584** | **11,103** |

# Notes to the financial statements

## 1. Basis of preparation

The charity constitutes a public benefit entity as defined by FRS 102.

The group and charity financial statements have been prepared in accordance with the Statement of Recommended Practice: *Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102)* (Charities SORP (FRS 102)) issued on 2 October 2019 and the *Financial Reporting Standard applicable in the UK and Republic of Ireland* (FRS 102). They also comply with the reporting requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charities Act 2011.

The group and charity financial statements have been prepared on a going concern basis (see below), under the historical cost convention, as modified by the revaluation of listed investments and investment properties.

In preparing these financial statements the charity has taken advantage of the exemptions permitted under section 408 of the Companies Act 2006 and has not presented its unconsolidated statement of financial activities.

### Going concern

The accounts have been prepared on a going concern basis. This is deemed an appropriate basis by the Trustees based on an assessment of the charity's financial forecasts, reserves and cashflow projections for at least twelve months. The Trustees have also considered potential financial risks the charity may face, and actions that would be taken to mitigate these risks should they arise.

The Trustees have approved a balanced operating budget for the 2026/27 financial year (before investments in growth plans and infrastructure projects), and reviewed indicative forecasts for the 2027/28 financial year. Scenario modelling has been undertaken to assess risks to the budget and forecasts, including impacts of cash and reserves positions. The Group has a strong balance sheet with unrestricted reserves at 31 March 2026 of £67.0 million (2025 £68.7 million) with anticipated substantial cash balances in the period. The Trustees are satisfied that the current financial strength of cash balances and reserves will allow timely remedial actions to be taken as necessary to minimise impact.

As such, the Trustees remain satisfied that the group and parent charitable company has adequate resources to continue in operational existence for the foreseeable future, being a minimum of twelve months from the date these accounts are signed. Accordingly, the financial statements have been prepared on a going concern basis.

## 2. Accounting policies

The principal accounting policies applied in the preparation of the Group and Charity financial statements are set out below.

### Basis of consolidation

The results of subsidiaries are consolidated on a line by line basis and acquisitions are included at fair value at the date acquired. The statement of financial activities (SOFA) and balance sheet consolidate the financial statements of the charity and its wholly owned subsidiaries, Action for Children Services Limited, Action for Children Developments Limited and Out of School Scotland Limited.

### Accounting estimates and judgements

In the application of the charity's accounting policies, management is required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from those estimates and the estimates, along with their underlying assumptions, are continually reviewed. Key estimates and judgements used in the preparation of these accounts include the use of external valuation reports for:

– The carrying value of investment properties, which are determined using external valuation reports.

– The recognition of any pension asset or liability under FRS 102.

The following judgements have been made in the process of applying the charity's accounting policies and that has the most significant effect on the amounts recognised in the financial statements:

– Income recognition in relation to contracts.

– Pension actuarial assumptions (see note 6).

– Investment property valuations (see note 9).

– Dilapidations provision (see note 14).

– Redundancy provision (note 14).

### Income

All incoming resources are included in the SOFA when the charity is legally entitled to the income, when receipt of the income is considered probable, and the amount can be quantified with reasonable accuracy. For legacies, entitlement is normally recognised at the earlier of notification of an impending distribution, receipt of estate accounts or an assets and liabilities statement that provides sufficient evidence to establish entitlement and measure the legacy with reasonable accuracy, or receipt of the legacy.

Incoming resources from charitable activities, including capital grants, are included in the SOFA when they are receivable. The full amount of capital grants is taken to the SOFA when receivable. Where cash is received in respect of contractual work to be undertaken in the next financial year, if there is agreement from the funding body, this is treated as deferred income. Where such agreement has not been obtained it is included in other creditors.

Donations and gifts received at offices and projects during the year are recorded gross, or at estimated value, except that the sale proceeds from gifts donated for resale are included, at their sale price, when they are sold. All other incoming resources are reported gross of fees and expenditure whether raised by the charity or its agents, except for small fundraising events, not under the direct control of Action for Children, where funds are remitted and recorded net of direct expenses.

No amounts are included in the financial statements for services donated by volunteers.

### Expenditure

Expenditure is accounted for on an accruals basis and is classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they are allocated to activities on a basis consistent with the use of resources.

The costs of generating funds include fundraising and publicity costs, trading costs and investment management costs. Fundraising and publicity comprises the salaries of staff and other direct and indirect costs, which include appropriate allocations of central support costs.

Expenditure on charitable activities include the expenses relating to campaigning and advocacy, together with the costs of informing and educating the public about the work, and the costs of other supporting services, management and administration essential to the professional and competent execution of the work. Where arrangements exist for the delivery of work by partner organisations, the cost of this is included within the relevant activity. Where central services support both direct charitable work and fundraising, allocations of their costs are made on a head count basis which reflects the use made of those services.

**Governance costs**

Governance costs represent the salaries, direct expenditure and overhead costs incurred by the corporate resources department as well as internal and external audit costs. The corporate resources department is involved in the compliance with the constitutional and statutory requirements of operating a charitable company.

**Retirement benefits**

Action for Children contributes to a variety of pension arrangements on behalf of staff. Most benefits are provided by the Action for Children Pension Fund, which has a number of sections, including defined benefit and defined contribution elements.

The costs of providing defined benefit pensions are treated in accordance with FRS 102. The following elements are charged to the SOFA: the service cost of pension provision relating to the period, together with the costs of any benefits relating to past service (allocated to staff costs); the pension finance cost, which is a charge equal to the increase in the present value of the pension fund's liabilities at the previous year end, less a credit equivalent to the pension fund's long-term expected return on assets; and the actuarial gain or loss on the pension fund's assets and liabilities (allocated to other recognised gains and losses). The difference between the market value of the assets of the pension fund and the present value of accrued pension liabilities is shown as an asset or liability on the balance sheet, except that an asset is only recognised where the charity has the sole right to determine the use of surplus of assets over liabilities.

Pension costs for the defined contribution part of the Fund are charged to the accounts on an accruals basis in the period in which they occur.

Action for Children also contributes to the teachers', local government and NHS pension schemes in respect of a number of its employees. All such costs are included within the SOFA on an accruals basis as incurred.

**Leases**

Rentals under operating leases are charged to the SOFA over the term of the lease on a straight line basis.

**Value Added Tax (VAT)**

As part of Action for Children's activities is classified as exempt or non-business activities for the purposes of VAT, Action for Children is unable to reclaim all the VAT that it suffers on its operating costs. Expenditure in these financial statements is therefore shown inclusive of VAT paid and not reclaimable.

**Funds**

Unrestricted funds are available for use at the discretion of the Board in furtherance of the general objectives of the charity.

Part of the unrestricted funds have been designated for particular purposes by the Board as described in the Annual Report in the notes to the financial statements. The Board periodically reviews the levels of designated funds to ensure they are adequate to support the purposes for which they were set up, and any surplus or deficit is transferred to or from the general fund.

The fair value reserve is the amount by which the fair value of investments exceeds their historical cost (excluding the endowment funds).

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 administering such funds are charged against the specific fund.

Endowment funds are now designated to be used for the charity's residential growth programme.

**Tangible fixed assets**

Tangible assets are recorded at cost or, in cases where tangible assets have been donated to Action for Children or acquired through a merger, at open market valuation at the time of the donation or merger. Assets in the course of construction are transferred to the relevant category of asset and depreciated when practical completion is achieved. The threshold for capitalisation is £1,000.

Depreciation is charged on the following basis:
In the case of freehold buildings the acquisition cost of buildings, together with any adaptation costs that add value to the property, is capitalised and depreciated over the estimated useful life of the property. No depreciation is provided on freehold land.

For the purposes of depreciation, 999 year leasehold buildings are treated as if they were freehold buildings. Capital expenditure on other leasehold buildings will normally be regarded as a depreciating cost and as such is written off over the estimated useful life (see below).

Other tangible assets are depreciated on a straight line basis over their useful lives, which are estimated to be:

| | |
|---|---|
| **Assets in the course of construction** | No depreciation |
| **Freehold buildings** | 50 years |
| **Leasehold land and buildings** | 10 years or lease period if shorter |
| **Equipment** | 4 years |
| **Computer software** | 4 years |
| **Computer software (major)** | 5 years |
| **Furniture and fittings** | 5 years |
| **Motor vehicles** | 4-6 years |

When the currently expected useful life of individual assets is considered to be less than these periods, shorter periods are used.

If there are factors indicating that an impairment to the carrying value of fixed assets is possible, an impairment review is conducted and if fixed assets are found to have a carrying value materially higher than their recoverable amount, they are written down accordingly. The recoverable amount would typically be determined by reference to an external valuation report, and any loss would be recognised in the statement of financial activities for the year.

**Intangible fixed assets**

Intangible fixed assets are held on the balance sheet at cost less accumulated depreciation and any impairment losses.

Where expenditure on computer software meets the FRS 102 criteria for recognition as an intangible fixed asset, the computer software including development costs is capitalised and amortised on a straight-line basis over an expected useful life of between five to seven years.

Goodwill arising on the acquisition of a business is capitalised as an intangible fixed asset and amortised on a straight-line basis over an expected useful life of seven years.

Impairment reviews are made when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its benefit to generate future revenues, it is written down accordingly.

**Investments**

Action for Children holds investments both in order to generate income for the support of charitable activities over a long-term period and to provide assets to meet the needs of reserves, identified in the reserves policy. Investments are stated at current market value on the balance sheet date unless there is evidence of a different fair value.

Investment properties are recorded initially at cost and are revalued at the end of each year on the basis of fair value.

Gains or losses arising during the year are disclosed in the consolidated statement of financial activities within other recognised gains and losses in the year and in note 9.

**Cash equivalents**

Cash equivalents are represented by cash balances held on a short-term basis.

**Debtors**

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

**Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result on the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amounts after allowing for trade discounts due.

**Cash flow**

The charity meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemption in relation to presentation of a cash flow statement in respect of its separate financial statements, which are presented alongside the consolidated financial statements.

**Government grants**

Government grants are recognised on the accruals basis, when there is reasonable assurance that the charity will comply with the conditions attaching to the grant and the grant will be received.

**Recognition of income and expenditure from nurseries and out of school clubs**

Income from these activities is primarily carried out through Action for Children Developments Limited and Out of School Scotland Limited entities. These activities are in line with the Charitable objectives of the parent entity and the income and expenditure from these activities is classified under 'charitable activities' under the subcategory 'family support'.

## 3. Income and endowments

Incoming resources from charitable activities are analysed across the main activities of Action for Children on the face of the statement of financial activities. This income is mostly derived from work with local authorities, health trusts and central government sources, providing services to children, young people and their families.

| Donations and legacies | Group | |
|---|---|---|
| | 2026 | 2025 |
| | £'000 | £'000 |
| Donations | 14,857 | 14,806 |
| Legacies | 3,425 | 3,059 |
| | **18,282** | **17,865** |

Specific purpose (restricted funds) receipts included above are £5,808,000 for donations (2025: £5,701,000)

Trustee donations during the year were £300 (2025: £550).

Legacies notified but not accrued at 31 March 2026, due to probability or measurable criteria not being met, were estimated at £1.06m (2025:£1.23m).

### Charity income

Total incoming resources for the charity were £137,330,000 (2025: £142,669,000). The net deficit for the charity was £2,312,000. (2025: Surplus £563,000).

Gift aid payments received are included under donations. Management fees received are included under income from charitable activities in the charity statement of financial activities.

### Subsidiaries and associated charities

Action for Children Services Limited and Action for Children Developments are wholly owned trading subsidiaries of Action for Children, the charity. They are engaged in delivering welfare and educational services on behalf of the charity, fundraising, and commercial activities respectively. Out of School Scotland Limited (OSCARS) is another wholly owned subsidiary of Action for Children and it provides services relating to after-school clubs, breakfast clubs and holiday clubs. All profits of the subsidiaries are gift-aided to the charity.

A summary of the results for the year ended 31 March 2026 is given below:

| | Trading subsidiaries | | | | |
|---|---|---|---|---|---|
| | Services | OSCARS | Development | Total 2026 | Total 2025 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Turnover | 70,578 | 2,049 | 12,542 | 85,168 | 89,054 |
| Cost of sales | (68,425) | (1,783) | (9,833) | (80,042) | (83,472) |
| Gross profit | 2,153 | 265 | 2,708 | 5,127 | 5,582 |
| Administration costs | (35) | (114) | (2,070) | (2,220) | (2,379) |
| **Surplus/(deficit) on ordinary activities before tax** | **2,117** | **151** | **638** | **2,907** | **3,202** |
| Tax on ordinary activities | – | – | – | – | – |
| Retained earnings brought forward | – | – | – | – | (106) |
| Donations under Gift Aid | (2,117) | (151) | (638) | (2,907) | (3,096) |
| **Retained earnings carried forward** | – | – | – | – | – |

## 3. Income and endowments (continued)

The net assets of the subsidiaries and associated charities are set out below:

| | Trading subsidiaries | | | | |
|---|---|---|---|---|---|
| | Services | OSCARS | Development | Total 2026 | Total 2054 |
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Fixed assets | – | – | – | – | – |
| Current assets | 10,273 | 482 | 1,541 | 12,296 | 13,483 |
| Creditors | (10,273) | (482) | (1,541) | (12,296) | (13,483) |

### Investment income

| | Group | |
|---|---|---|
| | 2026 | 2025 |
| | £'000 | £'000 |
| Unlisted equities | – | – |
| CFB funds – UK | 466 | 174 |
| CFB funds – overseas | – | – |
| Interest income | 540 | 495 |
| Income from securities | 1,007 | 669 |
| Rental income from investment properties | 468 | 466 |
| | **1,475** | **1,135** |

## 4. Expenditure

| | 2026 | | | 2025 | | |
|---|---|---|---|---|---|---|
| | Direct costs | Support costs | Total | Direct costs | Support costs | Total |
| **Group** | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Expenditure on raising funds** | | | | | | |
| Donations | 6,622 | 558 | 7,179 | 6,567 | 413 | 6,980 |
| Legacies | 244 | 13 | 257 | 342 | 13 | 355 |
| | 6,865 | 571 | 7,436 | 6,909 | 426 | 7,335 |
| Investment management costs | 113 | – | 113 | 106 | – | 106 |
| | **6,978** | **571** | **7,549** | **7,015** | **426** | **7,441** |
| **Expenditure on charitable activities** | | | | | | |
| Family support* | 59,659 | 8,869 | 68,528 | 65,291 | 10,073 | 75,364 |
| Children in care | 36,423 | 3,422 | 39,845 | 35,520 | 3,000 | 38,520 |
| Disabled children and young people | 41,002 | 6,315 | 47,317 | 35,373 | 5,643 | 41,016 |
| Campaigning and public policy | 935 | 72 | 1,007 | 636 | 49 | 685 |
| | **138,019** | **18,678** | **156,698** | **136,820** | **18,765** | **155,585** |
| **Total expenditure** | **144,997** | **19,249** | **164,246** | **143,835** | **19,191** | **163,026** |

*Includes mental health and wellbeing.

The charity's policy is to allocate support costs of various functions to the activities above based on the costs of those activities. Support costs by category include technology £8.4m (2025: £9.0m), property £2.7m (2025: £2.5m), finance £3.2m (2025: 3.2m), strategy £0.4m (2025: £0.6m), HR £2.6m (2025: £2.0m), other £2.0m (2025: £1.8m). Details of governance costs are detailed later in this note.

### Trustee costs

Four trustees were reimbursed travel expenses totalling £737 (2025: six recipients of £2,378).

The charity purchased insurance for trustees and officers during the year to indemnify them against possible liabilities incurred by them in relation to their duties.

Trustees are not entitled to and did not receive any remuneration.

| | 2026 | 2025 |
|---|---|---|
| | £'000 | £'000 |
| **Fees payable to the auditors of Action for Children** | | |
| In respect of the charity audit | 122 | 109 |
| In respect of subsidiary and associated trust audits | 34 | 30 |
| | 156 | 139 |
| In respect of certificates for project partners | – | – |
| In respect of tax and other advice | – | – |
| | 156 | 139 |
| **Value Added Tax (VAT)** | | |
| As stated in the accounting policy, Action for Children is unable to reclaim all the VAT which it suffers on its purchases of goods and services. During the year, the cost of irrecoverable Value Added Tax amounted to: | 3,596 | 2,230 |
| **Rentals under operating leases** | | |
| Plant and machinery | 15 | 11 |
| Land and buildings | 1,874 | 2,238 |
| | 1,889 | 2,249 |
| **Depreciation** | 2,517 | 1,625 |
| **Governance costs** | | |
| Staff costs | 659 | 588 |
| Internal and external audit fees | 217 | 236 |
| Legal fees | 496 | 288 |
| Other costs | 110 | 91 |
| | 1,483 | 1,203 |

Governance costs are included within support costs.

## 5. Employees' emoluments

| Staff costs comprise: | 2026 | 2025 |
|---|---|---|
| | £'000 | £'000 |
| Wages and salaries | 92,720 | 95,602 |
| Redundancy costs | 574 | 828 |
| Temporary staff costs | 5,617 | 5,325 |
| Social security costs | 10,524 | 8,496 |
| Apprenticeship levy | 433 | 451 |
| Action for Children Pension Fund – defined contribution cost | 6,671 | 4,433 |
| Teachers', local government pension schemes and NHS Pension Fund contributions | 770 | 624 |
| | **117,308** | **115,759** |

Included in the redundancy costs is £Nil (2025: £173,417) of ex gratia redundancy payments made in line with Action for Children's redundancy policy. Such payments are made at the discretion of senior management and are non contractual.

Other than the Action for Children Pension Fund, the charity participates in a number of defined benefit schemes, where the accounting treatment is as for defined contribution plans.

The Teachers' Pension Scheme and the NHS Pension Fund are unfunded schemes. Liabilities in addition to ongoing contributions potentially arise with redundancy or early retirement. But that is a risk controlled by the charity, and provision is made for the full liability if the occurrence arises.

The charity also has admitted body status in various local government pension schemes (LGPS), which may potentially carry a risk to the charity. Action for Children ensures that potential risks outside its control are passed back to the relevant local authority in line with the Department for Communities and Local Government guidance dated December 2009, *Admitted body status provisions in the Local Government Pension Scheme when services are transferred from a local authority or other scheme employer*, and the local authority retains the actuarial, mortality, inflation, regulatory changes, discount rate and investment return risks.

| The average number of employees during the year was: | 2026 | 2025 |
|---|---|---|
| | No. | No. |
| Fundraising | 169 | 158 |
| Charitable activities | 3,231 | 3,996 |
| Support services | 242 | 241 |
| | 3,642 | 4,395 |
| **Number of full time equivalents at year end** | **2,727** | **2,940** |

| The number of staff whose emoluments fell within each of the following bands was: | 2026 | 2025 |
|---|---|---|
| £60,001 to £70,000 | 55 | 35 |
| £70,001 to £80,000 | 19 | 24 |
| £80,001 to £90,000 | 13 | 8 |
| £90,001 to £100,000 | 9 | 5 |
| £100,001 to £110,000 | 6 | 2 |
| £110,001 to £120,000 | 1 | 3 |
| £120,001 to £130,000 | 2 | 1 |
| £130,001 to £140,000 | 3 | – |
| £160,001 to £170,000 | – | 1 |
| £170,001 to £180,000 | 1 | – |

Of the staff listed above, 103 were accruing benefits under the Action for Children Pension Fund defined contribution section (in 2025 it was 66). The amount of contribution paid in respect of these staff to the scheme was £446,860 (2025: £330,190).

The total emoluments paid in 2025/26 which include the current annual salaries of existing key management personnel are shown above. In the bandings above, where these staff are also included, the required definition of emoluments is total gross pay plus any benefits in kind. The analysis below also includes employer pension and national insurance contributions and termination payments.

The total cost of key management personnel was £1,128,121 (2024/25: £1,019,565).

## 6. Pensions

Action for Children provides pension benefits mainly through the Action for Children Pension Fund. The assets of the pension fund are held in a separate trustee administered fund.

Current staff are members of the defined contribution section of the pension fund, into which new employees are auto-enrolled.

Until 30 April 2010, benefits were provided to employees through a number of defined benefit sections and a hybrid scheme combining career average revalued earnings and defined contribution arrangements. On 1 May 2010, following a review of benefits and consultation with members of the pension fund, staff of Action for Children and unions, all sections of the pension fund were closed, with one exception, for both new and existing members. Staff who transfer to Action for Children under Fair Deal TUPE arrangements are eligible to join a defined benefit section of the pension fund comparable to the local government pension scheme. A new defined contribution section was created for all other staff.

| Membership of the Pension Fund at 31 March 2026 was: | 2026 | 2025 |
|---|---|---|
| Active members – defined benefit section | – | – |
| Active members – defined contribution section | 15 | 2,908 |
| | 15 | 2,908 |
| Deferred members | 2,975 | 10,115 |
| Pensioner members | 3,229 | 3,155 |
| | **6,219** | **16,178** |

As at 31 March 2026, there were no active members still accruing benefits under the defined benefit section.

**Contributions for the defined contribution section are variable with the following matching rates:**

| | | | | | | |
|---|---|---|---|---|---|---|
| **Employee** | 3% | 4% | 5% | 6% | 7% | above 7% |
| **Employer** | 5% | 5% | 5% | 6% | 7% | 7% |

Further, Action for Children makes an additional contribution to meet the administration costs of the pension fund and for the death in service benefits that were provided under the pension fund up to 12 June 2025. From 13 June 2025, death in service benefits were provided under a separate life assurance policy outside of the pension fund.

The total employer contribution to the defined benefits section of the Action for Children Pension Fund for the year was £2,043,000 (2025: £2,625,000).

UK legislation requires that pension schemes are funded prudently. The last funding valuation of the Fund was carried out by a qualified actuary as at 31 March 2024 and showed a surplus of £3.9 million on a technical provisions basis which is a statutory funding objective. Action for Children takes a more prudent approach targeting sustainability, which showed a deficit of £23.9 million as at 31 March 2024. The charity paid deficit contributions of £1.33 million a year for the year to 31 March 2025 and is paying £0.5 million a year from 1 April 2025, £0.5 million a year from 1 April 2026, £1.0 million a year from 1 April 2027 and £1.0 million a year from 1 April 2028 which, along with investment returns from return-seeking assets, are expected to make good the shortfall against the sustainability target by 31 March 2029. The next funding valuation is due no later than 31 March 2027, at which progress towards full funding will be reviewed.

The deficit reduction contributions are reflected in the charity's business plans and the assessment of the charity's reserves policy.

In addition, there is a charge in favour of the pension fund over certain assets owned by Action for Children in the event of default.

The Memorandum of Understanding includes agreement that up to 50% of the proceeds from sale of the properties owned by the charity to be paid to the pension fund if the proceeds are not invested by the charity within an agreed period.

While the settlement of pension liabilities is a very long-term process, with costs spread over many years, the funding level is volatile. Valuations are snapshots on one day and are sensitive to changes in financial market factors. The actuary AON provides a regular report on the funding position of the pension fund and this is closely monitored by the pension fund and the charity.

Pension funds are valued in different ways for different purposes. The triennial valuation noted above is carried out by the scheme actuary AON to establish an appropriate funding level, and uses prescribed financial assumptions that are different from the assumptions that must be used under the Financial Reporting Standard (FRS 102 valuation detailed below) which is carried out for accounting disclosure purposes. The FRS valuation uses lower inflation and higher interest/ discount rate assumptions than the triennial valuation, and both of these differences lead to a lower calculation of pension liabilities.

The FRS 102 position shown below is a surplus of £3.6 million a funding level of around 99%. The ongoing valuation basis is used in agreeing contribution levels and the recovery plan. Although movements in the FRS 102 valuation show in the statement of financial activity and feed through to the balance sheet total, they do not change the general fund.

It is the general fund that is directly linked to the reserve policy and important in assessing the charity's ability to manage its future operations. The deficit contributions are reflected in the charity's business plans and the assessment of the charity's reserve policy.

**FRS 102 valuation**

Under FRS 102 the amount of any surplus should be restricted so that it is no more than the economic benefits that could be realised by the charity, either in the form of future refunds or reductions in future contributions. As the charity does not have an unconditional right to the surplus arising on the FRS 102 valuation of the pension fund, any surpluses are not recognised in the financial statements.

These financial statements have been prepared in line with the requirements of FRS 102. The FRS 102 valuation is only in respect of the defined benefit sections of the Action for Children Pension Fund and the following analysis only covers that element of the pension fund. The principal FRS 102 actuarial assumptions determined by financial markets and demographic conditions are shown below. A later table shows the sensitivity of the liability to these assumptions.

| Financial assumptions % pa | 2026 | 2025 |
|---|---|---|
| Inflation – RPI | 3.20 | 3.00 |
| Inflation – CPI | 2.70 | 2.40 |
| Rate of increase in salaries | 2.00 | 2.00 |
| RPI min 0% | 3.20 | 3.05 |
| RPI min 0% max 2.5% | 2.05 | 2.00 |
| CPI min 0% max 3% | 2.15 | 1.95 |
| Discount rate | 6.20 | 5.75 |

The duration of the fund is approximately 16 years based on initial results of the 31 March 2021 funding valuation.

| Demographic assumptions | Value at 2026 | Value at 2025 |
|---|---|---|
| Mortality base table adopted | S4 tables (S4PMA for males, S4PFA_M for females) and scaling factors of 110% for non-pensioners and 100% for pensioners. | S4 tables (S4PMA for males, S4PFA_M for females) and scaling factors of 110% for males non-pensioners, and 100% for pensioners. |
| Mortality future improvements adopted | Improvements in line with CMI 2024, core projections, H=1.0, A=0.5% and long-term improvement rate of 1.25% a year. | Improvements in line with CMI 2023, core projections, SK=7.0, A=0.5% and long-term improvement rate of 1.25% a year. |
| Life expectancy for male currently aged 60 | 26.6 | 26.3 |
| Life expectancy for female currently aged 60 | 28.8 | 28.7 |
| Life expectancy at 60 for male currently aged 40 | 27.5 | 27.2 |
| Life expectancy at 60 for female currently aged 40 | 29.6 | 29.5 |
| Transfer take-up | Nil | Nil |
| GMP equalisation | 0.8% allowance included in the Defined Benefit Obligation (DBO) reflecting Aon's best estimate in respect of the cost of GMP equalisation. | 0.8% allowance included in the Defined Benefit Obligation (DBO) reflecting Aon's best estimate in respect of the cost of GMP equalisation. |
| Cash commutation | Pre-2002/Post-2002 members assumed to exchange 20%/5% of their pension for a cash lump sum at retirement. | Pre-2002/Post-2002 members assumed to exchange 20%/5% of their pension for a cash lump sum at retirement. |

The mortality assumptions are based on the recent actual mortality experience of fund members and allow for expected future improvements in mortality rates.

## Balance sheet position

| | 2026 | | 2025 | |
|---|---|---|---|---|
| | Value | Asset allocation | Value | Asset allocation |
| | £'000 | % | £'000 | % |
| Alternatives | 81,260 | 20.6 | 132,420 | 32.7 |
| Loans | 309,803 | 78.6 | 266,290 | 65.8 |
| Cash | 3,116 | 0.8 | 5,768 | 1.4 |
| Equity securities | – | – | – | - |
| Other | – | – | – | - |
| Total fair value of assets | **394,179** | **100.0** | **404,478** | **100.0** |
| Actuarial value of liabilities | (397,731) | – | (402,732) | – |
| (Liability)/Surplus for FRS 102 purposes | **(3,552)** | – | **1,746** | – |
| Derecognition of surplus | – | – | (1,746) | – |
| **Net liability reorganised in the balance sheet** | **(3,552)** | – | – | – |

None of the fund assets are invested in the charity's financial instruments or in property occupied by, or other assets used by, the charity.

## Analysis of amounts charged to the statement of financial activities

| | 2026 | 2025 |
|---|---|---|
| | £'000 | £'000 |
| **Service cost** | – | – |
| Current service cost | – | – |
| Past service cost (including curtailments) | – | – |
| Settlement cost | 1,925 | 1,504 |
| Administration expenses | – | **28** |
| Interest on net defined benefit liability/(assets) | – | – |
| **Financing cost** | – | – |
| Pension expense recognised in profit and loss | 1,925 | 1,532 |
| Return on fund assets (in excess of)/below that recognised in net interest | 11,426 | 50,907 |
| Liability (gains)/losses arising during the year | (5,852) | (52,083) |
| Change in effect of the asset ceiling | (1,904) | 1,746 |
| **Total recognised actuarial (loss)** | **3,670** | **570** |

## Reconciliation of the fair value of the pension fund assets and liabilities

| | 2026 | | | 2025 | | |
|---|---|---|---|---|---|---|
| | Assets | Liabilities | Fund | Assets | Liabilities | Fund |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Assets/(liabilities) at the start of the year | 404,478 | (402,732) | 1,746 | 455,806 | (456,357) | (551) |
| Interest income (expense) | 22,639 | (22,481) | 158 | 21,362 | (21,362) | – |
| Current service cost | – | – | – | – | – | – |
| Administration costs | – | (1,925) | (1,925) | – | (1,504) | (1,504) |
| Past service cost (including curtailments) | – | – | – | – | – | – |
| Contributions by fund participants | – | – | – | – | – | – |
| Contributions by the employer | 2,043 | – | 2,043 | 2,625 | – | 2,625 |
| Actuarial gain/(loss) | (11,426) | 5,852 | (5,574) | (50,907) | 52,083 | 1,176 |
| Net benefits paid out | (23,555) | 23,555 | – | (24,408) | 24,408 | – |
| **Assets/(liabilities) at the end of the year** | **394,179** | **(397,731)** | **(3,552)** | **404,478** | **(402,732)** | **1,746** |

## Actual return on fund assets

| | 2026 | 2025 |
|---|---|---|
| | £'000 | £'000 |
| Interest income on fund assets | 22,480 | 21,362 |
| Remeasurement gain/loss on fund assets | (11,426) | (50,907) |
| **Actual return on fund assets** | **11,054** | **(29,545)** |

## Sensitivity information

The key assumptions used for FRS 102 are: the discount rate, inflation and mortality. The following table illustrates the sensitivity in the defined benefit obligation and in the projected FRS 102 Profit and Loss charge to a change in these assumptions.

| | Adjusted assumption at 31 Mar 2026 | DBO at 31 Mar 2027 | Net interest cost over year to 31 Mar 2027 | Service cost over year to 31 Mar 2027 |
|---|---|---|---|---|
| Base results | 6.20% | 397,731 | 217 | 0 |
| Discount rate - 0.50% | 5.70% | 418,638 | 1,356 | 0 |
| Discount rate + 0.50% | 6.70% | 378,571 | (1,047) | 0 |
| Inflation rate - 0.50% | 2.70% | 381,965 | (760) | 0 |
| Inflation rate + 0.50% | 3.70% | 414,883 | 1,248 | 0 |
| Life expectancy increased by one year | | 409,316 | 908 | 0 |
| Life expectancy decreased by one year | | 385,947 | (517) | 0 |

## 7. Tangible fixed assets

| Group and charity | Assets in the course of construction | Freehold land and buildings | Leasehold land and buildings | Computers and equipment | Furniture and fittings | Motor vehicles | Total |
|---|---|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Cost** | | | | | | | |
| At 1 April 2025 | 3,421 | 30,827 | 3,816 | 14,485 | 4,007 | 1,707 | 58,263 |
| Additions | 1,720 | 530 | 9 | 529 | 183 | 11 | 2,983 |
| Transfers | (3,888) | 3,739 | – | – | 149 | – | – |
| Reclassification | – | – | – | – | – | – | (5,041) |
| Disposals | – | (1,624) | (3,007) | (14,226) | (3,461) | (1,673) | (23,992) |
| **At 31 March 2026** | **1,254** | **33,471** | **818** | **788** | **878** | **45** | **37,254** |
| **Depreciation** | | | | | | | |
| At 1 April 2025 | – | 10,903 | 3,683 | 14,070 | 3,605 | 1,684 | 33,945 |
| Charges for year | – | 607 | 132 | 525 | 109 | 11 | 1,384 |
| Disposals | – | (1,234) | (3,006) | (14,226) | (3,461) | (1,668) | (23,596) |
| **At 31 March 2026** | – | **10,276** | **809** | **369** | **253** | **28** | **11,733** |
| **Net book value** | | | | | | | |
| **At 31 March 2026** | **1,254** | **23,195** | **9** | **419** | **625** | **17** | **25,521** |
| At 31 March 2025 | 3,421 | 19,924 | 133 | 415 | 402 | 23 | 24,318 |

Assets in the course of construction comprise incomplete building, major refurbishment and capital project work, and are not depreciated.

The cost of the land, which is not depreciated, was £4,884,886 (2025: £4,317,663).

Of the total cost or valuation of leasehold land and buildings £2,415,000 (2024: £2,415,000) relates to leases due to expire within 50 years or less.

It is not considered that any assets have suffered permanent impairment to their value.

Capital commitments for contracts placed in respect of capital expenditure less amounts incurred to 31 March 2026 amounted to £790,264.00 (2025 £568,645).

Commitments to operating lease payments were:

| | 2026 Land and buildings | 2025 Land and buildings |
|---|---|---|
| | £'000 | £'000 |
| Within one year | 167 | 167 |
| Between one and five years | 461 | 586 |
| After five years | 1,262 | 1,328 |
| | **1,890** | **2,081** |

## 8. Intangible fixed assets

| Group and charity | 2026 | 2025 |
|---|---|---|
| | £'000 | £'000 |
| At 1 April | 4,662 | 430 |
| Additions | – | 5,041 |
| Amortisation charged for the year | (1,133) | (809) |
| **Net book value at 31 March** | **3,529** | **4,662** |

## 9 . Investments

| Value at 31 March | Group | | Charity | |
|---|---|---|---|---|
| | 2026 | 2025 | 2026 | 2025 |
| | £'000 | £'000 | £'000 | £'000 |
| **Securities** | | | | |
| Units in funds managed by the Central Finance Board of the Methodist Church: | | | | |
| L&G UK Property Feeder Fund I Class Acc | 752 | 540 | 752 | 540 |
| Epworth Climate Stewardship Fund for Charities GBP Inc | 828 | 683 | 828 | 683 |
| Epworth Global Equity Fund for Charities GBP Inc | 5,667 | 4,590 | 5,667 | 4,590 |
| Epworth UK Equity Fund for Charities GBP Inc | 824 | 677 | 824 | 677 |
| Vanguard UK Government Bond Index Fund GBP Acc | 1,893 | 1,260 | 1,893 | 1,260 |
| Epworth Spark Change Physical Carbon | 636 | 393 | 636 | 393 |
| Rathbone Ethical Bond Fund Institutional Inc | 314 | 458 | 314 | 458 |
| FP Foresight Global Real Infrastructure Fund A Inc | 861 | 1,530 | 861 | 1,530 |
| Threadneedle UK Social Bond Fund Institutional Income GBP | 379 | 317 | 379 | 317 |
| Vanguard US Government Bond Index Fund Investor GBP Hedged Inc | 2,061 | 867 | 2,061 | 867 |
| Royal London Short Term Money Market Y Acc | 1,014 | 569 | 1,014 | 569 |
| Royal Mint Responsibly Sourced Physical Gold ETC | 951 | 610 | 951 | 610 |
| Rathbone Greenbank Global Sustainable Bond Fund F Acc | 1,832 | 924 | 1,832 | 924 |
| Cash – Epworth | 133 | 75 | 133 | 75 |
| CFB UK Equity Fund | – | – | – | – |
| CFB Overseas Fund | – | – | – | – |
| CFB Gilt Fund | – | – | – | – |
| CFB Corporate Bond Fund | – | – | – | – |
| CFB Short Fixed Interest Fund | – | – | – | – |
| CFB Managed Fund | – | 7,247 | – | 7,247 |
| CFB Deposit Fund | – | – | – | – |
| CFB Continuous Asset Fund | 5 | 4 | 5 | 4 |
| | 18,149 | 20,746 | 18,149 | 20,746 |
| Unlisted equities | – | 5 | – | 5 |
| | 18,149 | 20,751 | 18,149 | 20,751 |
| **Investments in subsidiaries** | – | – | – | – |
| | 18,149 | 20,751 | 18,149 | 20,751 |
| **Investment properties** | 15,028 | 16,040 | 15,028 | 16,040 |
| **Total investments** | **33,177** | **36,791** | **33,177** | **36,791** |

All investments are held in the UK.

Investments are valued at current market value, but where listed shares have a limited market, their fair value is reviewed. Unlisted investments are valued at cost or, if donated to Action for Children, at valuation at the time of donation.

Investments in subsidiaries are valued at the higher of cost and estimated value at the time of acquisition less any diminution in value.

Investment properties are valued at the end of each year on the basis of open market value by external firms of chartered surveyors.

The historical cost or earliest known valuations of investments held at 31 March 2026 were:

– Securities £17,779,962 (2025: £17,981,962)

– Investment properties £5,301,017 (2025: £6,031,017)

| Investment gains and losses | Group | | Charity | |
|---|---|---|---|---|
| | 2026 | 2025 | 2026 | 2025 |
| | £'000 | £'000 | £'000 | £'000 |
| **Securities** | | | | |
| Market value at 1 April | 20,751 | 20,565 | 20,751 | 20,565 |
| Acquisitions during the year | 513 | 1,592 | 513 | 1,592 |
| Sale proceeds of disposals during the year | (4,193) | (1,982) | (4,193) | (1,982) |
| Net investment losses in SOFA – realised | 338 | 30 | 338 | 30 |
| Net investment gains/(losses) in SOFA – unrealised | 740 | 546 | 740 | 546 |
| Market value at 31 March | 18,149 | 20,751 | 18,149 | 20,751 |
| **Investment properties** | | | | |
| Market value at 1 April | 16,040 | 15,680 | 16,040 | 15,680 |
| Sale proceeds of disposals during the year | (1,130) | – | (1,130) | – |
| Reclassification | (65) | | (65) | – |
| Property expenditure | 183 | 86 | 183 | 86 |
| Net investment losses in SOFA – realised | 0 | – | – | – |
| Net investment gains in SOFA – unrealised | 183 | 274 | 183 | 274 |
| Market value at 31 March | 15,211 | 16,040 | 15,211 | 16,040 |

The investment property revaluations as at 31 March 2026 are on the basis of independent valuations carried out by Sanderson Weatherall. The valuations were conducted on the basis of fair value in use.

**Investments in subsidiaries**

(i) Action for Children Services Limited is a wholly owned company registered in England and Wales handling the primary purpose trading activities of Action for Children. The investment comprises shares at a cost of £100 (2025: £100). The company registration number is 02332388.

(ii) Action for Children Trading Limited is a wholly owned company registered in England and Wales handling fundraising trading activities of Action for Children. The investment comprises shares at a cost of £100 (2025: £100). The company registration number is 03776025.

(iii) Action for Children Developments Limited is a wholly owned company registered in England and Wales handling nursery and new developmental activities of Action for Children. It is limited by guarantee. The company registration number is 06842765.

(iv) Out of School Scotland Limited is a wholly owned company registered in Scotland and provides holiday camps and after-school clubs. The investment comprises 100 shares at a nominal value of £100 (2025: £100). The company registration number is SC264619.

(v) Action for Children (Scotland) Limited is a wholly owned company registered in Scotland. The investment comprises one share at a cost of £1 (2025: £1) and it has not traded. The company registration number is SC526474.

(vi) Action for Children (Wales) Limited is a wholly owned company registered in England and Wales. The investment comprises one share at a cost of £1 (2025: £1) and it has not traded. The company registration number is 10011497.

(vii) Action for Children (Northern Ireland) Limited is a wholly owned company registered in Northern Ireland. The investment comprises one share at a cost of £1 (2025: £1) and it has not traded. The company registration number is NI638222.

(viii) St Barts Day Nurseries Limited is a wholly owned company registered in England and Wales. The company registration number is 11010289. The company has not traded since incorporation.

(ix) Cairdretir Company Limited is a wholly owned company limited by Guarantee in the Republic of Ireland. The company registration number is 669758. The company has not traded since incorporation.

## 10. Debtors: amounts falling due within one year

| | Group | | Charity | |
|---|---|---|---|---|
| | 2026 | 2054 | 2026 | 2025 |
| | £'000 | £'000 | £'000 | £'000 |
| Trade receivables | 13,837 | 15,416 | 6,596 | 5,253 |
| Prepayments | 1,592 | 1,258 | 1,552 | 1,235 |
| Accrued income | 7,576 | 7,507 | 6,473 | 6,359 |
| Amounts owed by subsidiary undertakings | – | – | 3,119 | 3,287 |
| Other | 25 | 4 | 24 | 26 |
| | **23,030** | **24,185** | **17,764** | **16,160** |

## 11. Current asset investments

| | Group | | Charity | |
|---|---|---|---|---|
| | 2026 | 2025 | 2026 | 2025 |
| | £'000 | £'000 | £'000 | £'000 |
| Interest bearing deposit accounts | **13,417** | **9,783** | **13,417** | **9,783** |

## 12. Analysis of cash at bank and in hand

| | Group | | Charity | |
|---|---|---|---|---|
| | 2026 | 2025 | 2026 | 2025 |
| | £'000 | £'000 | £'000 | £'000 |
| Cash at bank and in hand | **2,167** | **1,320** | **1,881** | **993** |

## 13. Creditors: amounts falling due within one year

| | Group | | Charity | |
|---|---|---|---|---|
| | 2025 | 2024 | 2025 | 2024 |
| | £'000 | £'000 | £'000 | £'000 |
| Trade payables | 1,141 | 1,636 | 1,120 | 1,609 |
| Tax and social security | 4,921 | 5,880 | 4,770 | 5,696 |
| Other creditors | 2,012 | 1,969 | 1,772 | 1,823 |
| Accruals | 4,605 | 3,597 | 3,143 | 2,844 |
| Deferred income | 8,993 | 9,892 | 2,784 | 2,649 |
| Amounts owed to subsidiary undertakings | – | – | 2,532 | – |
| | **21,672** | **22,974** | **16,121** | **14,621** |

The group deferred income balance has moved as follows during the year 2025/26.

| | £'000 |
|---|---|
| Balance at 1 April 2025 | 9,892 |
| Released during the year | (9,892) |
| Provided at 31 March 2026 | 8,993 |
| Balance at 31 March 2026 | **8,993** |

## 14. Provisions for liabilities

### Group and charity

| | Redundancies | Dilapidations | Total |
|---|---|---|---|
| | £'000 | £'000 | £'000 |
| At 1 April 2025 | 124 | 1,686 | 1,810 |
| Additional provision in the year | – | – | – |
| Provision utilised | (60) | (96) | (156) |
| **At 31 March 2026** | **64** | **1,590** | **1,654** |

## 15. Analysis of group net assets between funds

| | 2026 | | | | 2025 | | | |
|---|---|---|---|---|---|---|---|---|
| | Restricted | Unrestricted | | Group balance sheet total | Restricted | Unrestricted | | Group balance sheet total |
| | Specific purpose funds | Designated funds | General Fund | | Specific purpose funds | Designated funds | General Fund | |
| Tangible fixed assets | 2,142 | 23,379 | – | **25,521** | 1,348 | 22,970 | – | **24,318** |
| Intangible fixed assets | – | 3,528 | 1 | **3,529** | – | 4,536 | 125 | **4,661** |
| Investments | – | 26,854 | 6,323 | **33,177** | – | 26,541 | 10,250 | **36,791** |
| Debtors | – | – | 23,030 | **23,030** | – | – | 24,185 | **24,185** |
| Cash and short-term deposits | 4,824 | – | 10,760 | **15,584** | 6,181 | – | 4,922 | **11,103** |
| Other liabilities and provisions | – | – | (23,326) | **(23,326)** | – | – | (24,784) | **(24,784)** |
| Pension liability | – | – | (3,552) | **(3,552)** | – | – | – | – |
| **Total funds** | **6,966** | **53,761** | **13,236** | **73,963** | **7,529** | **54,047** | **14,698** | **76,274** |

Further analysis of the funds and movements during the year are given in note 14. The purpose of the main funds are noted below. Specific purpose funds represent legacies, donations and other income that can only be used for particular purposes.

Designated funds are part of the charity's unrestricted funds that are earmarked by the trustees for a particular purpose and currently comprises the capital fund and old endowments. The capital fund is the amount invested in fixed assets used in the charity's operational work, net of capital grants and associated financing. The transfers out of designated funds reflect the net amounts released to the general fund in the current year. The charity previously held expendable endowments which were held for the benefit of the charity. Following approval by the Charities Commission, the Board has approved the release of the endowments and proceeds from the sale are designated to fund the residential growth programme of the charity. For the capital fund this is principally depreciation, offset by new purchases, and the release of the provision for capital grants. The charged asset fund is the value of the charity assets charged to the Pension Fund less the value of operational properties which are already part of the capital fund.

## 16. Group statement of fund movements

| | 2026 | | | | | |
|---|---|---|---|---|---|---|
| | Brought forward | Income | Expenditure | Transfers | Gains and losses | Carried forward |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Corporate partners** | | | | | | |
| Advent International – support for Emergency Fund, ParentTalk and the Sandwell Family Partners | – | – | – | – | – | – |
| Corporate partnership funding programmes supporting young people in foster care | 48 | – | (48) | (1) | – | – |
| Dell (Inspire IT) – corporate partnership funding a digital inclusion programme | 231 | 300 | (370) | – | – | 161 |
| FirstGroup – corporate partnership funding mental health support | – | – | – | – | – | – |
| John Lewis Partnership – supporting children and young people in care | 436 | 291 | (303) | 43 | – | 466 |
| Kier Group – corporate partnership supporting young people in care | – | 122 | (15) | – | – | – |
| Nationwide – corporate partnership in support of children and families in poverty | 1,319 | 2,614 | (3,940) | (238) | – | (245) |
| Royal Mail (The Blues Programme) – funding for 'The Blues' mental health programme | 26 | – | – | (26) | – | – |
| Scottish Friendly | 23 | 51 | (52) | – | – | 23 |
| Turner & Townsend – corporate partnership supporting the Education Fund | 169 | 249 | (166) | – | – | 253 |
| **Trusts and statutory funders** | | | | | | |
| Big Lottery Fund – note 16 – (The National Lottery Community Fund) – TNLCF supports a range of Action for Children programmes | 15 | 37 | (23) | – | – | 29 |
| CAF Covid Relief Fund – three-year programme to support young carers | 10 | – | (16) | 6 | – | – |
| Devon County Council | 19 | – | (10) | (10) | – | – |
| Garfield Weston Foundation | – | – | – | – | – | – |
| Inspiring Scotland – Youth Action Fund | 98 | 260 | (61) | – | – | 296 |
| Newcastle City Council | 11 | – | (14) | 24 | – | 20 |
| Moondance Foundations – programme supporting girls and young women in Pembrokeshire | 64 | 143 | (178) | 10 | – | 39 |
| Prudence Trust | 61 | 178 | (143) | – | – | 97 |
| Robertson Trust – STAY programme | 109 | 98 | (112) | – | – | 94 |
| South Wales Police and Crime Commissioner | 96 | 55 | (128) | – | – | 24 |
| Shared Care Scotland | 23 | 26 | (25) | – | – | 25 |
| Sport England – programme supporting children and families through access to sport | 18 | – | – | (18) | – | – |
| Welsh Government – 'Bouncing Back' mental health programme and residential children's home programme | 315 | 992 | (328) | 341 | – | 1,320 |
| Restricted Capital Fund | 1,348 | – | – | (317) | – | 2,142 |
| **Other funders** | | | | | | |
| Crisis Fund – fund supporting children and families in immediate crisis. Funded in 2024/25 by Nationwide (see above) | 90 | 50 | (47) | – | – | 92 |
| Other projects less than £100,000 donation in year | 2,998 | 1,946 | (1,996) | 186 | – | 3,135 |
| **Specific purpose funds** | **7,529** | **7,412** | **(7,975)** | – | – | **6,966** |
| Designated Fund (for residential programme) | – | – | – | 687 | – | 687 |
| Capital Fund | 27,506 | – | – | (599) | – | 26,907 |
| Charged Asset Fund | 20,151 | – | – | – | – | 20,151 |
| General | 14,698 | 157,292 | (156,271) | 286 | 783 | 16,788 |
| | **68,745** | **157,292** | **(156,271)** | – | **783** | **70,549** |
| Pension reserve | – | – | | – | (3,552) | (3,552) |
| **Total – unrestricted** | **68,745** | **157,292** | **(156,271)** | – | **(2,769)** | **66,997** |
| **Total funds** | **76,274** | **164,704** | **(164,246)** | – | **(2,769)** | **73,963** |

## 16. Group statement of fund movements – continued

| | 2025 | | | | | |
|---|---|---|---|---|---|---|
| | Brought forward | Income | Expenditure | Transfers | Gains and losses | Carried forward |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Corporate partners** | | | | | | |
| Advent International – support for Emergency Fund, ParentTalk and the Sandwell Family Partners | 8 | – | – | (8) | – | – |
| Corporate partnership funding programmes supporting young people in foster care | 159 | – | (84) | (27) | – | 48 |
| Dell (Inspire IT) – corporate partnership funding a digital inclusion programme | 247 | 266 | (282) | – | – | 231 |
| FirstGroup – corporate partnership funding mental health support | 32 | – | (35) | 3 | – | – |
| John Lewis Partnership – supporting children and young people in care | 553 | 296 | (439) | 27 | – | 436 |
| Kier Group – corporate partnership supporting young people in care | | | | | | |
| Nationwide – corporate partnership in support of children and families in poverty | – | 2,631 | (1,304) | (8) | – | 1,319 |
| Royal Mail (The Blues Programme) – funding for 'The Blues' mental health programme | 29 | – | (3) | – | – | 26 |
| Scottish Friendly | 15 | 46 | (38) | – | – | 23 |
| Turner & Townsend – corporate partnership supporting the Education Fund | 162 | 164 | (157) | – | – | 169 |
| **Trusts and statutory funders** | | | | | | |
| Big Lottery Fund – note 16 – (The National Lottery Community Fund) – TNLCF supports a range of Action for Children programmes | 47 | 114 | (136) | (9) | – | 15 |
| CAF Covid Relief Fund – three-year programme to support young carers | 353 | – | (351) | 8 | – | 10 |
| Devon County Council | 20 | – | (1) | – | – | 19 |
| Garfield Weston Foundation | 8 | – | (8) | – | – | – |
| Inspiring Scotland – Youth Action Fund | 58 | 263 | (223) | – | – | 98 |
| Newcastle City Council | 59 | 96 | (144) | – | – | 11 |
| Moondance Foundations – programme supporting girls and young women in Pembrokeshire | – | 187 | (124) | – | – | 64 |
| Prudence Trust | 40 | 178 | (157) | – | – | 61 |
| Robertson Trust – STAY programme | 35 | 176 | (103) | – | – | 109 |
| South Wales Police and Crime Commissioner | 123 | 78 | (105) | – | – | 96 |
| Shared Care Scotland | 14 | 25 | (15) | – | – | 23 |
| Sport England – programme supporting children and families through access to sport | 18 | – | – | – | – | 18 |
| Welsh Government – 'Bouncing Back' mental health programme and residential children's home programme | 72 | 1,994 | (403) | (1,348) | – | 315 |
| Restricted Capital Fund | – | – | – | 1,348 | – | 1,348 |
| **Other funders** | | | | | | |
| Crisis Fund – fund supporting children and families in immediate crisis. Funded in 2024/25 by Nationwide (see above) | 84 | 6 | (1) | – | – | 90 |
| Other projects less than £100,000 donation in year | 2,987 | 1,783 | (1,785) | 14 | – | 2,998 |
| **Specific purpose funds** | **5,123** | **8,304** | **(5,898)** | – | – | **7,529** |
| Designated Fund (for residential programme) | 7,482 | – | – | (1,092) | – | 6,390 |
| Capital Fund | 26,800 | – | – | 706 | – | 27,506 |
| Charged Asset Fund | 20,151 | – | – | – | – | 20,151 |
| General | 16,600 | 155,141 | (158,249) | 386 | 820 | 14,698 |
| | **71,033** | **155,141** | **(158,249)** | – | **820** | **68,745** |
| Pension reserve | (551) | – | 1,121 | – | (570) | – |
| **Total – unrestricted** | **70,482** | **155,141** | **(157,128)** | – | **250** | **68,745** |
| **Total funds** | **75,605** | **163,445** | **(163,026)** | – | **250** | **76,274** |

## 17. Charity statement of fund movements

| | 2026 | | | | | |
|---|---|---|---|---|---|---|
| | Brought forward | Income | Expenditure | Transfers | Gains and losses | Carried forward |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Corporate partners** | | | | | | |
| Advent International – support for Emergency Fund, ParentTalk and the Sandwell Family Partners | – | – | – | – | – | – |
| Corporate partnership funding programmes supporting young people in foster care | 48 | – | (48) | (1) | – | – |
| Dell (Inspire IT) – corporate partnership funding a digital inclusion programme | 231 | 300 | (370) | – | – | 161 |
| FirstGroup – corporate partnership funding mental health support | – | – | – | – | – | – |
| John Lewis Partnership – supporting children and young people in care | 436 | 291 | (303) | 43 | – | 466 |
| Nationwide – corporate partnership in support of children and families in poverty | 1,319 | 2,614 | (3,940) | (238) | – | (245) |
| Royal Mail (The Blues Programme) – funding for 'The Blues' mental health programme | 26 | – | – | (26) | – | – |
| Scottish Friendly | 23 | 51 | (52) | – | – | 23 |
| Turner & Townsend – corporate partnership supporting the Education Fund | 169 | 249 | (166) | – | – | 253 |
| **Trusts and statutory funders** | | | | | | |
| Big Lottery Fund – note 16 – (The National Lottery Community Fund) – TNLCF supports a range of Action for Children programmes | 15 | 37 | (23) | – | – | 47 |
| CAF Covid Relief Fund – three-year programme to support young carers | 10 | – | (16) | 6 | – | – |
| Devon County Council | 19 | – | (10) | (10) | – | – |
| Garfield Weston Foundation | – | – | – | – | – | – |
| Inspiring Scotland – Youth Action Fund | 98 | 260 | (61) | – | – | 20 |
| Newcastle City Council | 11 | – | (14) | 24 | – | 296 |
| Moondance Foundations – programme supporting girls and young women in Pembrokeshire | 64 | 143 | (178) | 10 | – | 39 |
| Prudence Trust | 61 | 178 | (143) | – | – | 97 |
| Robertson Trust – STAY programme | 109 | 98 | (112) | – | – | 97 |
| South Wales Police and Crime Commissioner | 96 | 55 | (128) | – | – | 94 |
| Shared Care Scotland | 23 | 26 | (25) | – | – | 25 |
| Sport England – programme supporting children and families through access to sport | 18 | – | – | (18) | – | – |
| Welsh Government – 'Bouncing Back' mental health programme and residential children's home programme | 315 | 992 | (328) | 341 | – | 1,320 |
| Restricted Capital Fund | 1,348 | – | – | (317) | – | 2,142 |
| **Other funders** | | | | | | |
| Crisis Fund – fund supporting children and families in immediate crisis. Funded in 2024/25 by Nationwide (see above) | 90 | 50 | (47) | – | – | 92 |
| Other projects less than £100,000 donation in year | 2,998 | 1,946 | (1,996) | 186 | – | 3,135 |
| **Specific purpose funds** | **7,528** | **7,412** | **(7,975)** | – | – | **6,966** |
| Designated reserve – residential programme | 6,390 | – | – | (374) | – | 6,016 |
| Designated reserve – projects | – | – | – | 687 | – | 687 |
| Capital Fund | 27,506 | – | – | (599) | – | 26,907 |
| Charged Asset Fund | 20,151 | – | – | – | – | 20,151 |
| General | 14,698 | 129,919 | (128,899) | 286 | 783 | 16,788 |
| | **68,745** | **129,919** | **(128,899)** | – | **783** | **70,549** |
| Pension reserve | – | – | – | – | (3,552) | (3,552) |
| **Total – unrestricted** | **68,745** | **129,919** | **(128,899)** | – | **(2,769)** | **66,997** |
| **Total funds** | **76,274** | **137,331** | **(136,874)** | – | **(2,769)** | **73,963** |

## 17. Charity statement of fund movements – continued

| | 2025 | | | | | |
|---|---|---|---|---|---|---|
| | Brought forward | Income | Expenditure | Transfers | Gains and losses | Carried forward |
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Corporate partners** | | | | | | |
| Advent International – support for Emergency Fund, ParentTalk and the Sandwell Family Partners | 8 | – | – | (8) | – | – |
| Corporate partnership funding programmes supporting young people in foster care | 159 | – | (84) | (27) | – | 48 |
| Dell (Inspire IT) – corporate partnership funding a digital inclusion programme | 247 | 266 | (282) | – | – | 231 |
| FirstGroup – corporate partnership funding mental health support | 32 | – | (35) | 3 | – | – |
| John Lewis Partnership – supporting children and young people in care | 553 | 296 | (439) | 27 | – | 436 |
| Nationwide – corporate partnership in support of children and families in poverty | – | 2,631 | (1,304) | (8) | – | 1,319 |
| Royal Mail (The Blues Programme) – funding for 'The Blues' mental health programme | 29 | – | (3) | – | – | 26 |
| Scottish Friendly | 15 | 46 | (38) | – | – | 23 |
| Turner & Townsend – corporate partnership supporting the Education Fund | 162 | 164 | (157) | – | – | 169 |
| **Trusts and statutory funders** | | | | | | |
| Big Lottery Fund – note 16 – (The National Lottery Community Fund) – TNLCF supports a range of Action for Children programmes | 47 | 114 | (136) | (9) | – | 15 |
| CAF Covid Relief Fund – three-year programme to support young carers | 353 | – | (351) | 8 | – | 10 |
| Devon County Council | 20 | – | (1) | – | – | 19 |
| Garfield Weston Foundation | 8 | – | (8) | – | – | – |
| Inspiring Scotland – Youth Action Fund | 58 | 263 | (223) | – | – | 98 |
| Newcastle City Council | 59 | 96 | (144) | – | – | 11 |
| Moondance Foundations – programme supporting girls and young women in Pembrokeshire | – | 187 | (124) | – | – | 64 |
| Prudence Trust | 40 | 178 | (157) | – | – | 61 |
| Robertson Trust – STAY programme | 35 | 176 | (103) | – | – | 109 |
| South Wales Police and Crime Commissioner | 123 | 78 | (105) | – | – | 96 |
| Shared Care Scotland | 14 | 25 | (15) | – | – | 23 |
| Sport England – programme supporting children and families through access to sport | 18 | – | – | – | – | 18 |
| Welsh Government – 'Bouncing Back' mental health programme and residential children's home programme | 72 | 1,994 | (403) | (1,348) | – | 315 |
| Restricted Capital Fund | – | – | – | 1,348 | – | 1,348 |
| **Other funders** | | | | | | |
| Crisis Fund – fund supporting children and families in immediate crisis. Funded in 2024/25 by Nationwide (see above) | 84 | 6 | (1) | – | – | 90 |
| Other projects less than £100,000 donation in year | 2,987 | 1,783 | (1,785) | 14 | – | 2,998 |
| **Specific purpose funds** | **5,123** | **8,304** | **(5,898)** | – | – | **7,529** |
| Designated reserve – residential programme | 7,482 | – | – | (1,092) | – | 6,390 |
| Designated reserve – projects | – | – | – | – | – | – |
| Capital Fund | 26,800 | – | – | 706 | – | 27,506 |
| Charged Asset Fund | 20,151 | – | – | – | – | 20,151 |
| General | 16,706 | 134,365 | (137,578) | 386 | 820 | 14,698 |
| | **71,139** | **134,365** | **(137,578)** | – | **820** | **68,745** |
| Pension reserve | (551) | – | 1,121 | – | (570) | – |
| **Total – unrestricted** | **70,588** | **134,365** | **(136,457)** | – | **250** | **68,744** |
| **Total funds** | **75,711** | **142,669** | **(142,355)** | – | **250** | **76,274** |

## 18. Group statement of fund movements, further detail

Funds received from the following trusts and organisations have been granted towards expenditure on the following projects:

| | Brought forward | Incoming resources | Outgoing resources | Transfers | Carried forward |
|---|---|---|---|---|---|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| **National Lottery** | | | | | |
| NL Community Fund - UK Fund (Criminally Exploited Children) | 15 | 37 | (23) | – | 29 |
| | **16** | **37** | **(23)** | – | **29** |
| **Northern Ireland Housing Executive** | | | | | |
| Rossorry Grove Supported Accommodation | 13 | 396 | (409) | – | – |
| Sperrin and Lakeland Floating Support | 24 | 395 | (385) | – | 34 |
| | **37** | **792** | **(795)** | – | **34** |

## 19. Taxation

Action for Children, as a charity, is exempt from taxation of income and gains falling within Section 478 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent they are applied to its charitable objects. No tax charge arises in any of the subsidiary entities included in the group accounts due to their policy of gifting all taxable profits to Action for Children each year.

## 20. Contingent liabilities

Action for Children has agreed a recovery plan with the Action for Children Pension Fund for clearing the pension fund deficit. To support the recovery plan, on 7 March 2011 a security agreement was signed creating a first legal charge to the Action for Children Pension Fund of £32 million over freehold properties and of £8 million over CFB investment units.

The charge becomes enforceable in the event of default, including Action for Children becoming insolvent, ceasing business or failing to pay contributions in line with the schedule of contributions or Pensions Regulator direction.

## 21. Related parties

All transactions with subsidiaries, associated charities and trustees are disclosed in the financial statements. No trustees of Action for Children are also trustees of the pension fund. Management fees and Gift Aid payments paid to the parent charity during the year were as follows:

– Action for Children Services Limited: £56,404,264 (2025: £66,756,416).

– Action for Children Developments Limited: £1,084,311 (2025: £1,224,301).

– Out of School Scotland Limited: £306,907 (2025: £297,480).

# Extra information

## Our legal and administration details

### Registered charity numbers

1097940 (England and Wales)
SC038092 (Scotland)

### Registered company number

04764232 (England and Wales)

### Registered office

Action for Children
3 The Boulevard
Ascot Road
Watford
WD18 8AG

### Banker

HSBC Bank PLC
The Peak 333
Vauxhall Bridge Road
London
SW1V 1EJ

### External auditor

Crowe U.K. LLP
55 Ludgate Hill
London
EC4M 7JW

### Internal auditors

RSM
The Pinnacle
170 Midsummer Blvd
Milton Keynes
MK9 1BP

### Investment managers

Central Finance Board
of the Methodist Church
9 Bonhill Street
London
EC2A 4PE

### Executive Leadership*

| Name | Title |
|---|---|
| **Paul Carberry** | Chief Executive until 18 March 2026 |
| **Shan Nicholas** | Interim Chief Executive from 2 June 2026 |
| **Brigitte Gater** | Managing Director of Children's Services |
| **Jo French** | Chief Operating Officer (COO) |
| **Locks Farmer** | Managing Director of Income and Engagement |
| **Mike Knight** | Chief People Officer (CPO) |
| **Fiona Adams** | Chief Financial Officer |
| **Richard Bryars** | Director of Strategy and Implementation |

*Leadership information is up to date as of September 2026

# Board of Trustees:

● Chair ● Member

| Name | Year of Trustee appointment | Finance Committee | Audit and Risk Committee | Children's Services Committee | Governance, People and Remuneration Committee | England Committee | Northern Ireland Committee | Scotland Committee | Wales Committee |
|---|---|---|---|---|---|---|---|---|---|
| **Sarika Patel (Chair)** *until June 2026* | 2019 | | | | ● | | | | |
| **Jeremy Newman (Chair)** *from August 2026* | 2026 | | | | | | | | |
| **Charles Geekie** | 2023 | | | ● | | ● | | | |
| **Dawn Warwick (Vice Chair)** *until March 2026* | 2020 | | | ● | | | | | |
| **Revd Dr Michael Long (Methodist Church appointee)** | 2020 | | | ● | | ● | | | |
| **Enda Johnson** *until July 2026* | 2020 | ● | | ● | | | ● | | |
| **Steve Bell** | 2020 | | ● | | | | | | |
| **Peter Curran** | 2021 | ● | | ● | | | | | ● |
| **Lynne Atkin** *until June 2026* | 2022 | | ● | | ● | | | | |
| **Leslie Evans** *until May 2026* | 2022 | | | ● | | | | ● | |
| **Navin Kaul (Vice Chair** *from April 2026)* | 2024 | | | | | | | | |
| **Liz Bell** *from April 2026* | 2026 | | | | | | | | |
| **Richard Eastmond** *from April 2026* | 2026 | | | | | | | | |
| **Robert Fleming** *from April 2026* | 2026 | | | | | | | | |
| **Tony Hunter** *from April 2026* | 2026 | | | | | | | | |

Note: The table above shows whether someone was a member of a committee as of 31 March 2026.

# Thanks to you



**We'd like to say thank you to our patron, and all our ambassadors, celebrities, supporters, boards and committees who give their time to make more childhoods safe and happy.**

## Our patron

HRH The Princess of Wales

## Vice Presidents

Ken Deeks MBE

Lynda Myles-Till MBE

## Our celebrity ambassadors

Angela Rippon CBE

Anna Maxwell Martin

David Tanner

Jenny Agutter OBE

Jimmy Akingbola

Larry Lamb

Martha Kearney CBE

Richard Farleigh

Ronnie Archer-Morgan

## Our celebrity supporters

Alexandra Burke

Aljaž Škorjanec

Anna Richardson

Ashley John- Baptiste

Big Zuu

Brad Kella

Brian Cox

Candice Brown

Cat Simms

Cherry Healey

Dame Joanna Lumley

Dani Dyer

Darren Sarsby

Dawn French

Dr Ranj

Gemma Bird

Greg James

Hayley Tamaddon

Italia Bach

Janette Manrara

Jean Johansson

Jeremy Vine

Jessie J

Kai Fagan

Kathryn Burn

Katie Price

Kelly Taylor

Kelsey Parker

Laura Hamilton

Lauren Spencer Smith
Louis Theroux
Louise Boyce
Michelle Greenidge
Nick Ede
Paige Turley
Saira Khan
Sally Phillips
Sanam Harrinanan
Sophie Price
Suranne Jones
Tamzin Outhwaite
Tanya Moodie
Tim Campbell MBE
Tony Hadley
Vanessa Feltz

## Our charity ambassadors

Rt Hon Alun Michael
Baroness Armstrong of Hill Top OBE
Flora Martin MBE
Sir Iain Livingstone
Rt Hon Lord Jack McConnell of Glenscorrodale
Baroness Kathleen Richardson of Calow
Dame Mary Perkins DBE
Neville Shulman CBE

## Our supporters

### Major donors and trusts

Alstom
Chapman Charitable Trust
The Charles Jacob Charitable Trust
City Bridge Foundation
GVS, Cardiff and Vale Regional Partnership Board and Welsh Government
The Conway Charitable Foundation
David Lister Charitable Trust
The Distillers' Charity
The Eveson Trust
The Gannochy Trust
Guernsey Community Foundation
Hymans Robertson Foundation
Jakob Hørder
Joseph Ettedgui Charitable Fund
The Lauren Spencer Smith Fund
Lloyds Bank Foundation for the Channel Islands
LTA Tennis Foundation
Lucie Ellen Allsop Memorial Fund
Margaret McDonald
The Millichope Foundation
Moondance Foundation
Morgan Stanley
The National Lottery Community Fund
Newcastle City Council – Newcastle Youth Fund
Northumbria Police & Crime Commissioner
The Northwood Charitable Trust
Dame Mary Perkins DBE
The Prudence Trust
The Robertson Trust
Shared Care Scotland – Short Breaks Fund
The Sir Reo Stakis Charitable Foundation
Social Investment Fund
Souter Charitable Trust
Suffolk Community Foundation
Voluntary Action North Lanarkshire
NHS Western Isles
Welsh Government and Carers Trust Wales
William Grant Foundation

### Faith partners

The Methodist Church of Great Britain
United Reformed Church

### Corporate partners and sponsors

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Keystone Law
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Richer Sounds
Sarnia Housing Association
Scottish Friendly
Squarepoint Foundation
Starling
Tandem Property Asset Management
Target Group
Turner & Townsend
Virgin Media O2
William Blair
Wills & Legal Services

### Event sponsors

The Amber Group
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Dentons
Drummer Investments
eCapital
Equinix
Ever After Productions
Gardiner & Theobald
Haus of Dentistry

Labron Technical
Lenovo
Melrose Industries
Morton Fraser MacRoberts
Nationwide Building Society
Newmark
Premier League
Stakis Foundation
Standard Real Estate
Tandem Property Asset Management
Triad Group

## Boycott your Bed Boards:

### Boycott your Bed Scotland Board

Isobel Brown (Chair)
Clare Cavanagh
James Kenny
Linda Murray
Scott Hamilton

### Boycott your Bed Northern Ireland Board

Sarah Campbell Gates (Chair)
Andrew Fletcher
Jasmine Lim
Lyle English

### Boycott your Bed England and South Board

Danielle Ramsbottom (Co-chair)
Paul Edwards (Co-chair)
Adrian Leer
Amy McCabe
Caroline Shaw
Chris Mason
Chris Sykes
Corrina Jacobs
Dan Cresta
Dejon Yeoman
Emily Morris
Harman Sidhu
Jo Moss
Jon Hammant
Juliana Bombonati
Karolina Fidrych
Ken Deeks MBE
Mark Sheldon
Micaela Murray
Mike Lewis
Neil Hughes
Nicolas Caudron
Paul Fox
Pete Gutteridge-Paye
Pip Baber
Rob Fern
Seamus Quinn
Tokeer Ahmed
Tom White
Zahra Bahrololoumi
Zoe Lewis

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Howard Hall (Co-chair)
Adam Cook
Jonathan Sheldrake
Karen Mountain
Liam Cadd
Malcolm Seagrave
Mark Billingham
Neil Lockwood
Rachel McElroy

### Boycott your Bed north-west Board

Gareth Powell (Chair)
Aimee Slater
Connor Churchman
Gert Rohrmann
Ian Turner
Jana Mohamed
Mark Wood
Nick Latocha
Simon Haughton
Stephen Mills
Tim Griggs

## Spring Lunch Committee

Lynda Myles-Till MBE (Chair)
Barbara Gaion
Brigitte Othala von Habsburg
Carmen Bouverat de Young
Charley Lowe
Charlotte Leigh
Ciara Hurley-Stewart
Denise Parkinson
Elena Shchukina
Elizabeth Hammond
Eva Sernrot
Kate O'Connor
Maureen Tadros
Naomi Sherry
Sarah Newell
Ugo Arinzeh

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Chris Shaw (Co-chair)
Martha Kearney CBE (Co-chair)
Baroness Jenkin of Kennington (Co-chair)
Alastair Bennett
Bill Rudgard
Dan Faulks
David Kermode
Dianne Stradling
James Max
Kate McAndrew
Kay Breeze
Lizzi Watson
Lou Plank
Lucy Crystal
Lucy Tuck
Luke Jones
Manveen Rana
Mark Young
Michael Salter-Church
Robin Elias
Sam Ross
Simon Vigar
Steve Sidebottom
Viv Fowle

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Louise Mahon (Chair)
Alana McDowall
Caitlin White
Eve Robertson
Fiona Scott
Kerry Keenan
Patries MacIntyre
Vicky Fleming-Brown

### ★ Big Braw Quiz Committee ★

Alan Stirling
David Tanner
Duar Fleming
Grant Douglas
Julie Inglis

### ★ Never Mind The Business Committee ★

Colin Taylor
Henry Peterkin
Jason Hogg
Pete Lowrie
Rebecca McGladrigan
Stephen Lewis

**We'd also like to say thank you to...**

All the members of our Young Ambassadors Board, whose experiences are vital in shaping our work.

To all the young people, families and staff who have shared their experiences to help tell the story of the difference we make.

And to all our supporters who wish to remain anonymous.



# Together we take



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**actionforchildren.org.uk**

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