

REGISTERED NUMBER: 05047204  
CHARITY NUMBER: 1102267



# **BLUEPRINT FOR ALL**

(A company limited by guarantee)

## **TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025**

RPG CROUCH CHAPMAN LLP  
CHARTERED ACCOUNTANTS & STATUTORY AUDITOR  
40 GRACECHURCH STREET  
LONDON  
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## BLUEPRINT FOR ALL (A company limited by guarantee)

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

<b>Trustees</b>	Sir K O Ajegbo K J Antao A M Gregory C Jackson P Karakusevic (resigned 25 February 2025) F Khullar M I Macleod N B Pinder
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<b>Company registered number</b>	05047204
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<b>Charity registered number</b>	1102267
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<b>Registered office</b>	39 Brookmill Road London SE8 4HU
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<b>Company secretary</b>	Michael Stewart
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<b>Chief executive officer</b>	Sonia Watson OBE, Hon. FRIBA, Hon. FRIAS
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<b>Bankers</b>	Lloyds Bank Plc 25 Gresham Street London EC2V 7HN
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<b>Bankers</b>	Redwood Bank The Nexus Building Broadway Letchworth Garden City Hertfordshire SG6 3TA
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<b>Solicitors</b>	Bates Wells 10 Queen Street Place London EC4R 1BE
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## Letter from the Chair of Trustees

Dear Supporter,

I am delighted to reflect on another impactful year for Blueprint for All and the meaningful difference we continue to make in the lives of young people and communities across the UK. The year 2024/25 marked an important period of reflection and renewal, during which we began laying the foundations for our refreshed organisational strategy, to be launched in 2026 and guiding us through to 2030. This bold and ambitious strategy is driven by our mission to ensure that every young person, regardless of ethnicity or background, has the opportunity to thrive. During this reporting year, Blueprint for All achieved powerful growth and impact across all our programmes, driving opportunity and inclusion for young people UK wide.

- 1,865 profiles created on My Blueprint for All
- 8,743 total engagements across My Blueprint for All and 4,943 platform users
- 21 Career Pathways offered, including Finance Services, Built Environment, Green Skills and Fitness & Health
- Delivered 9 targeted programmes across Careers, Community, and Society strands
- Engaged 1,361 young people (ages 10–18) in Career Pathway programmes
- Partnered with 29 schools across the UK
- Delivered 91 events and workshops, both in-person and online
- Collaborated with 28 corporate partners and 25 community organisations
- Awarded 53 bursaries to support young people's higher education across disciplines
- Delivered activities across 10 key locations: London, Midlands, South, and North England.

The latest national data shows that inequalities remain deeply entrenched across education, employment, and access to opportunity. Nearly 1 million young people are now NEET, with 13.4% of 16–24-year-olds, (around 987,000 individuals) are not in education, employment, or training. Under representation persists across high growth sectors: women make up only 21% of the UK tech workforce and 17% of engineering and technology roles, while ethnic minority young people face an unemployment rate of 8%, compared with 3.3% for their white peers. For young people from lower income households, these challenges are compounded by limited networks, financial constraints, and reduced access to digital tools and careers guidance.

These figures reflect what we know all too well: deep, structural inequalities continue to shape young people's life chances. This is why, in 2025, we will revisit our Life Chances Research, first carried out in 2021 in the aftermath of the pandemic. While the context has evolved, many of the barriers identified then still persist. Updating this research will allow us to build a clearer picture of how opportunities and obstacles are shifting for young people today. This work will not only help us strengthen our own programmes; it will also equip educators, policymakers and employers with the insight they need to shape meaningful change.



In 2025, we will also be celebrating a decade of the Building Futures programme. We reflect proudly on the programme's impact and reach:

- The original Trust for London application laid the foundation for a long term, transformational programme.
- The launch of our Architecture Advisory Board in 2017, which continues to shape sector wide change.
- Publication of the first Architecture Journal Race Survey (2019), spotlighting diversity gaps across the industry.
- Our consultancy supporting over 200 organisations on equality, equity, diversity, and inclusion.
- A thriving alumni network now exceeding 1,000 young people who are shaping the built environment sector across the UK.

These achievements are testament to the hard work and passion of our team, led with dedication and vision by our CEO, Sonia Watson OBE.

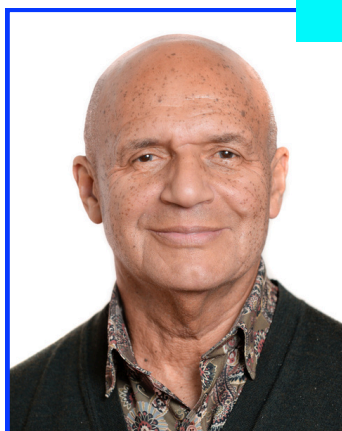
As we move into the next year, our focus is clear:

1. Reshaping our strategy to reflect the world young people live in today.
2. Scaling our digital platform, My Blueprint for All, ensuring it is accessible, personalised, and future facing.
3. Reaching more underserved regions across the UK, where opportunities are often limited.
4. Expanding our sector aligned career pathways, supporting young people into high growth and emerging industries.
5. Strengthening partnerships with organisations that share our commitment to equity, access, and systemic change.

On behalf of the Board of Trustees, thank you for your continued belief in our work. Whether you are a donor, partner or collaborator, your support ensures that thousands of young people can access the opportunities and networks they deserve to thrive in our society.

Yours sincerely,

Sir Keith Ajegbo  
Chair of Trustees



## Letter from the Chief Executive

Dear Supporters,

This past year has been both challenging and rewarding for Blueprint for All. I am proud of our dedicated and talented team led by the peerless Chelsea Way and the strength of our partnerships, which have enabled us to make a meaningful difference in the lives of young people across the UK.

The charity sector is facing unprecedented challenges. We are deeply saddened to see so many organisations forced to close or reduce their vital work due to sustained economic pressures. These losses create real gaps in support at a time when young people need opportunities, stability, and guidance more than ever. In this context, our mission and the commitment of those who stand with us has never been more important. Without the generosity of our donors, partners, and the individuals who give to us, none of our work would be possible.

At Blueprint for All, we believe that talent is everywhere, but opportunity is not. Our mission is to ensure that every young person's potential is recognised, nurtured, and realised regardless of background or circumstance. Our programmes tackle systemic inequalities, supporting young people from underrepresented, lower socioeconomic, and diverse heritage backgrounds to access the networks, skills, and opportunities that allow them to thrive.

With your support, we have reached over 10,000 young people this year through both online and in-person delivery. In our latest reporting period, 80% of participants expressed increased confidence in their employability skills and aspirations, and 72% successfully improved their skills or secured new career opportunities. Looking ahead to 2026 and beyond, we are developing refreshed strategic themes for 2026–2030. This new strategy will sharpen our focus and ambition, providing a clear roadmap to deepen our impact and extend our reach even further.

We remain committed to delivering impactful programmes, building strong partnerships, and driving systemic change to create lasting, equitable opportunity for young people across the UK. Thank you for your continued support.

Yours sincerely,

Sonia Watson OBE, Hon.FRIBA, Hon.FRIAS, MBAdist  
Chief Executive



## About Blueprint for All

Blueprint for All works with young people, communities and organisations to create an inclusive society in which everyone, regardless of their race, ethnicity or background are provided with opportunities to thrive, whilst also seeking to drive systemic change.

We believe in a future where talent is respected and nurtured irrespective of where it comes from, where organisations recognise and realise the benefits of a diverse workforce and where our communities can come together and thrive.

This is our blueprint, to set the foundations for a more inclusive society to grow.

### Our Mission, Vision & Values

#### Our Mission

We work with young people and communities to create an inclusive society in which everyone, regardless of their race, ethnicity or background can thrive.

#### Our Vision

Every person, regardless of their background, has the opportunity and support to flourish in a society that recognises and values them.

**Talent is everywhere, opportunity is not.**

#### Our Values

- 1) We hold ourselves to high account – acting with bravery, honesty and integrity
- 2) We foster a culture of mutual respect, where difference is valued and people feel empowered
- 3) We are passionate about what we do and have the courage to challenge with positive intent
- 4) We build rich collaborative relationships to enable long-lasting change
- 5) We show unwavering determination to make inclusion outcomes a reality



## Our Strategy (2021-2026)

Our strategy outlines the priorities and goals for Blueprint for All up to 2026, grounded in the values that define us as an organisation. It provides a clear framework for how we will drive meaningful, long term change and ensure our work continues to support young people across the UK.

We are focused on expanding and strengthening our programmes nationwide, creating sustainable impact at a national level. Our strategic themes give us structure and clarity, helping us focus on what matters most and how we will achieve it.

As we approach 2026, we are also developing refreshed strategic themes for 2026–2030. Our refreshed strategy will bring sharper focus and greater ambition, providing a clear roadmap to deepen our impact and scale our reach.

### Strategic Themes (2021- 2026)

#### 1. Support Higher Numbers of Under-represented and Disadvantaged Young People

We will work with young people from disadvantaged and under-represented backgrounds, aged 13 to 30, to inspire and enable them to succeed in their choice of education and career.

#### 2. Strengthen and Empower Community Groups

We will enable community groups; to facilitate their development into sustainable and thriving organisations better able to support, within their communities, disadvantaged and under-represented young people.

#### 3. Influence Societal Change and Social Policy

We will challenge organisations to create more inclusive cultures, through the way they work and the services they provide, to achieve lasting social impact. We will seek to influence policy makers to enable systemic change.

#### 4. Establish National Reach for Our Programmes and Our Purpose

We will deliver our programmes across the four UK Nations by designing locally relevant content to support under-represented and disadvantaged young people. Blueprint for All will become known, across the UK, as a result of its reach and impact.

#### 5. Develop Sustainable Relationships with Sponsors and Partners

We will nurture viable and engaging relationships with all of our sponsors and partners, prioritising those who share our mission and are committed to implementing holistic change within their organisations.

#### 6. Challenge Ourselves to Be the Best Charity that We Can Be

We will adhere to good governance practices and organise ourselves and the way we work to demonstrate best in class operating disciplines and outcomes. We will develop our internal capability and increase resource capacity.





## BLUEPRINT FOR ALL (A company limited by guarantee)

# Our Programmes

Our high-impact programmes inspire and equip talented young people to overcome barriers and succeed, while working alongside innovative organisations and businesses to tackle inequality and ensure that all skills, talents, and perspectives are valued.

By partnering with schools, universities, community groups, and employers across the UK, we build strong support networks, open up new opportunities, and provide essential resources tailored to the evolving career aspirations of young people. We continuously adapt our programmes to reflect emerging career pathways and monitor participant progress closely to deliver transparent, accountable, and meaningful outcomes. Significant underrepresentation of individuals from diverse ethnic and less privileged socio-economic backgrounds remains a challenge across nearly every industry. Our programmes are specifically designed to address these disparities by empowering young people aged 10 to 30 from diverse heritage backgrounds, providing them with long-term, multi-layered support that meets their unique needs.

### Participant focus areas:

- Over 70% of participants come from diverse ethnic backgrounds.
- We operate nationwide, supporting young people throughout the UK.
- We deliver online early career programmes for ages 18–30 and in-person educational programmes for ages 10–18.
- We support those who are Not in Education, Employment, or Training (NEET), or at risk of disengagement.
- We assist young people facing financial pressures that put their higher education at risk.
- Many participants live in economically deprived areas, come from low-income or single-parent households, and have eligibility for free school meals, or have special educational needs or disabilities.

**We strive to create lasting change for young people and the industries they will one day lead.**

### Our delivery strands:

**Building Careers:** We work with schools, universities, community groups, and employers to inspire and enable young people from disadvantaged backgrounds, aged 13–30, to pursue the career of their choice. Our support ranges from career advice to helping them gain the skills, qualifications, and critical foundations needed for professional success.

**Supporting Communities:** Our national programmes support community groups working primarily with individuals from diverse ethnic backgrounds and challenging socio-economic situations. We aim to maximise their impact and drive positive changes for local communities.

**Enriching Society:** We strive to create a society where talent is respected and nurtured, regardless of origin. We encourage organisations to recognise and embrace the benefits of a diverse workforce, helping communities thrive. Our bespoke consultancy aims to drive systemic change in organisations and society as a whole.

**Digital Transformation - My Blueprint for All:** Our award winning digital platform, My Blueprint for All connects talented and ambitious young people with opportunities, employers, and industries typically beyond their reach. This platform offers mentoring, work placements, internships, and employment opportunities. Organisations can access a diverse pool of talent, while young people from disadvantaged and under-represented backgrounds receive the support and experience they need to enter their chosen careers.

1. Bursary Programme To provide bursaries for Diverse Ethnic Heritage and/or underprivileged students (Pan-Discipline Bursaries).

2. Pathways to Professions Programme: To provide careers support and resources in all professional pathways for primary, secondary and 6th form students.

3. Community Leadership Academy: To develop the skills for leadership for micro charities and community organisations

4. Built Environment Programme: To provide career opportunities for Diverse Ethnic Heritage and underrepresented architecture and Built Environment students and to increase diversity and representation in the Built Environment sector.

5. Architecture Advisory Board (AAB): To share insights and learnings with our AAB to inform the delivery of our Built Environment Programme.

Our programmes are delivered both in person and online via My Blueprint for All. By offering flexible, digital pathways alongside face-to-face sessions, we make sure that those who cannot physically attend are still fully included.

In-person sessions are delivered in partnership with educational institutions across the UK—from primary schools to universities, providing continuous support throughout young people's educational and career journeys. These sessions are enriched by interactions with professionals who act as role models, mentors, and sources of inspiration, helping young people build confidence, networks, and aspiration.



## My Blueprint for All

My Blueprint for All is our digital platform designed to give young people direct access to career opportunities, high-quality resources, and the full breadth of support offered by Blueprint for All and our partner organisations. It provides a single, accessible space where young people can explore pathways, connect with industry professionals, and build the skills and confidence they need to thrive.

We recognise that many of the young people we support face persistent and preventable inequalities. Individuals from diverse ethnic heritage and lower socio-economic backgrounds continue to be disproportionately represented in unemployment, underemployment, and low-wage statistics. These systemic barriers limit access to networks, work experience, and the guidance required to progress.

My Blueprint for All has been intentionally designed to help address these inequalities. Informed by insights from our most successful programmes, the platform removes common barriers to access such as geography, cost, and limited local opportunities and provides personalised tools and content that open doors to new possibilities. My Blueprint for All acts as a vital bridge, connecting thousands of young people who are underrepresented in key sectors with meaningful career opportunities, mentors, and industry networks.

My Blueprint for All Impact Video here: [My Blueprint for All | Media Trust | 2024](#)

### Digital Roadmap:

We completed a comprehensive internal digital strategy review to ensure our technology continues to evolve in line with our ambitions and the needs of the young people we support. This review included:

- Assessing our strategic goals and aligning them with the platform's current performance and future direction
- Identifying and prioritising digital opportunities based on user feedback and platform data
- Highlighting areas where external expertise will accelerate delivery and enhance user experience
- Mapping high-priority opportunities onto a clear two-year roadmap aligned with key organisational milestones

Our refreshed digital roadmap positions us to deliver even more impactful, user-focused solutions and ensures My Blueprint for All continues to grow as a powerful tool for opportunity, access, and inclusion.

### Inclusive Careers Fair

In October, we hosted our very first in-person Careers Fair, connecting talented and ambitious young people aged 16-30 with sixteen employers, across industries that would normally be out of their reach. Participants received professional CV critiques, networked with industry experts, and grew their understanding of the various career options available to them. The event was an incredible success, inspiring almost 200 young people that attended.

Impact Video here: [Blueprint for All Careers Fair 2024](#)

#### Partner Feedback:

"It was an absolute pleasure for our team to be part of yesterday's career fair. The opportunity to be present and show students what BDP is about in person and to showcase the different professions that exists within the built environment, it was a great way for the students/ people to ask specific questions, careers advice, CV help, and we were able to show the students what it was like to work here at BDP. The event was really well organised and we felt that the students and people were genuinely interested and engaged on the day." - BDP

#### Participant Feedback:

"When it came to funding my education, I was finally able to push myself academically knowing I didn't have to worry about money" – Blueprint for All Participant

"What's been so great about My Blueprint for All is that they don't just focus on education. I've been able to really work on bettering myself by looking at the big picture and life outside my studies, too, with the charities support" – Blueprint for All Participant

"With the help of Blueprint for All, I was able to connect with the architecture firm of my dreams! I was kindly welcomed and introduced to so many new people. These opportunities to network were invaluable" – Blueprint for All Participant

"I've had three encounters with Blueprint for All across my professional career and it has been career changing at every point" – Blueprint for All Participant

"Blueprint for All's programmes are so valuable for young people because they give you the connections that you would not otherwise find. I was able to go from finding out about apprenticeships to getting an interview in a matter of weeks" – Blueprint for All Participant

#### Our Partnerships & Funding

Our funding primarily comes from corporate sponsorships, unrestricted donations, and support from trusts and foundations. We are actively pursuing long-term funding bids and exploring new income streams through Your Space, our regular donor scheme, and Blueprint for All Consulting.

We extend our gratitude to all the organisations that supported Blueprint for All during the 2024-25 financial year through funding and programme engagement.



## Income Generation Strategy (2024–2026)

Our Income Generation Strategy sets out a focused plan to build financial sustainability, diversify income streams, and strengthen long-term support for our programmes. Between 2024 and 2026, we are committed to:

- Deepening donor and partner engagement by increasing our presence across online channels digital platforms, ensuring supporters have clear, compelling ways to connect with and contribute to our mission.
- Developing high-quality fundraising materials and a steady pipeline of mixed-media content including stories, videos, impact reports, and case studies to inspire and motivate new and existing donors.
- Securing sustainable programme funding while expanding our Consultancy offer and growing Your Space to increase unrestricted income, ensuring greater flexibility and resilience across the organisation.

## Blueprint for All Consulting

Blueprint for All Consulting is committed to promoting inclusion in workplaces and beyond. We aim to support organisations in achieving their business objectives while creating a positive, healthy and inclusive work environment.

At the heart of everything we do lies a commitment to inclusion, social impact, and systemic change. Our expertise enables organisations to build the necessary capacity and competencies to embed these goals effectively.

We offer a bespoke range of training, coaching and workshops to help businesses, leadership teams and employees create purposeful change within their organisation; enabling us to help transform workplaces around the UK to become places where, one day, our participants can thrive.

### Since 2020:

- We have provided over 4000 hours of expert consultation addressing the unique needs of our clients, ensuring tailored and effective services.
- Our lead consultants have a combined experience of over 4 decades, positioning us as a trusted leader in inclusion.
- Our expert-led advisory services and consultations have educated, engaged, and empowered over 200 organisations to embrace equity, equality, diversity, and inclusion, resulting in more engaged and collaborative workforces.
- We have strengthened race equality and inclusion strategies into over 50 organisations, leading to sustainable and impactful change.
- Our experience working across over 10 different industries demonstrates our versatility and ability to adapt EDI solutions to various business contexts.
- We have delivered over 60 webinars & workshops on EDI & intersectionality to help our clients navigate the ever-evolving workplace landscape.
- Our innovative publications 'The Terminology Report' and 'Life Chances Survey' provided valuable research findings and best inclusive employer practice for organisations.

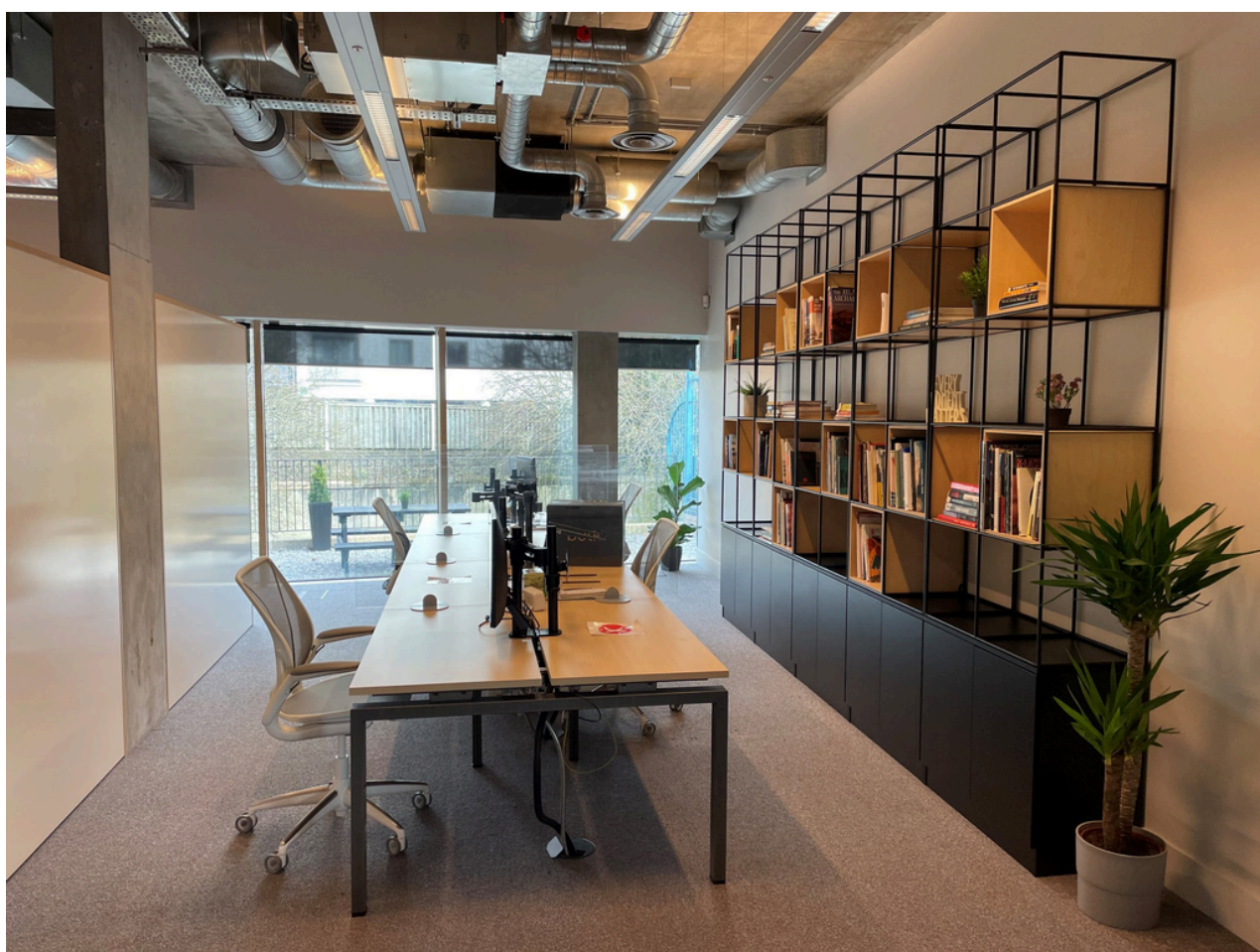




## Your Space

We continue to maximise the use of our co-working space and will be increasing the capacity of both tenants and co-workers next year. The event space continues to be popular with the local community and we will continue to market its availability.

"After my office closed, I was lonely working from home, I found it hard to concentrate, and unable to relax in the evening. Coming to Your Space every day gives me a routine and makes me feel more purposeful and productive. I also enjoy meeting the other co-workers, who all have really interesting backgrounds" – Your Space Co-Worker



# Trustees' report for the year ended 31st March 2025

The Trustees present their annual report, together with the financial statements, for Blueprint for All for the year 1st April 2024 - 31st March 2025. The annual report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2019).

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

## Governing document

The organisation is a charitable company limited by guarantee. The company was incorporated on 17th February 2004. On 1st April 2004, the company took on the activities of the Charitable Trust of the same name whose charity number was 1070860. The company was set up under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The Charity's results for the year are set out in the Statement of Financial Activities. The Trustees have considered the Charity Commission's general guidance on public benefit in relation to the objectives of the Charity, including the guidance 'Public benefit: running a charity (PB2)'. This report sets out those objectives and describes how they have been met in the current year.

## Recruitment and Appointment of Board of Trustees

The directors of the company are also charity Trustees for the purposes of charity law and under the Company's Articles are known as members of the Board of Trustees. Under the requirements of the Articles of Association one-third of trustees must retire by rotation at the annual general meeting and, being eligible, offer themselves for re-election.

Blueprint for All's work focuses on equality and diversity, access to education and learning and career opportunities. The Board of Trustees seeks to ensure that this focus is appropriately reflected through the diversity of Blueprint for All body. To enhance the potential pool of Trustees, maintain a broad skill mix and in the event of skills being lost due to retirements, the charity has approached individuals to offer themselves for election to the Board of Trustees.

The existing Board of Trustees is drawn from a mix of professionals and educators. They recognise the need to refresh the Board to incorporate the skills and competencies necessary to move the Board forward. The Secretary also sits on the Board but has no voting rights. A scheme of delegation is in place and day-to-day responsibility for the provision of the services and operational management rest with the Chief Executive Officer.

### **Trustee Induction and Training**

The Trustees are appointed in accordance with the Articles of Association of the company, being by election at annual general meeting by members. The company was not under the control of any one person or corporation. Most Trustees are already familiar with the work of the Charity and their training involves briefings on their duties and liabilities from professional advisors and Board of Trustees workshops/away-days focusing on policy development and governance.

Trustee Induction:

- Blueprint for All Memorandum and Articles of Association
- Business plan
- The latest published annual report and accounts
- Financial projections and budgets Project and programme plans and publications
- Trustee details and staff structure
- The Essential Trustee: What you need to know (Charity Commission)
- Minutes and reports submitted to previous meetings of the Board of Trustees

### **Key Management Remuneration**

The Trustees convene an annual remuneration sub-committee who determine the salary increases (if appropriate) for senior members of staff.

### **Financial Results**

During the year, the group had incoming resources of £1,423,061, of which £498,178 represented restricted income and the remainder being unrestricted.

The UK charity sector is currently operating in a particularly challenging fundraising environment. Four million fewer people donate to charities compared to four years ago, and a significant number of Trusts & Foundations have either paused or ceased funding, causing the most competitive funding environment in over a decade. Although Blueprint for All income has been impacted by these factors (a 35% fall in income compared to the previous year), we are pleased to report we continue to outperform the sector both in terms of donor attrition and by successfully securing new and continued funding from major corporates and Trusts & Foundations during 2025.

Total expenditure on a group level amounted to £2,588,105, with £620,594 representing restricted expenditure and the remainder being unrestricted.

This resulted in net restricted expenditure of £122,416. Net unrestricted expenditure is £1,017,187.

Total restricted funds carried forward at the year end amounted to £1,767,071 and net unrestricted funds carried forward amounts to £5,826,333.





### Reserves Policy

The Trustees look at the high level financial projections over a 10 year planning horizon, based upon the charity's strategy, to build our Reserves Strategy Model. The Trustees have set a level equivalent to 12 months of operating costs for the organisation as a minimum level of reserves that must be maintained at all times. Currently, the charity holds surplus reserves i.e. actual free reserves are significantly in excess of this minimum level. By the later years in the 10 year model the actual reserves are projected to be more modestly in excess of the minimum.

The Trustees have then reviewed expected drawdowns of the surplus free reserves over the next 10 years, caused by running annual deficits. In the earlier years of this planning horizon the charity is continuing the development and running of 'My Blueprint for All' and for the expansion of our current programmes. It is not expected that these planned commitments can be met by anticipated future income alone, and so deficits are projected. In the later years of the planning horizon, it is anticipated that as the charity matures further its income growth will be sufficient such that general costs can be covered, and so modest annual surpluses are projected.

After making appropriate enquiries with management, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

### Investment Policy

The Trustees have agreed a framework for the ongoing management of the charity's investments. The framework seeks to earn a competitive financial return on the charity's investments, whilst also addressing:

- concentration risk, so that reserves are held across more than a single counterparty
- credit risk, so reserves are not placed at high-risk counterparties
- liquidity risk, so that sufficient reserves can be accessed when they are expected to be required

Cash is held at Lloyds Bank for day-to-day working capital requirements. The charity also holds cash at Flagstone, which is a platform widely used across the charity sector offering access to a range of underlying bank deposit accounts.

The charity's Reserves Strategy Model shows that in the next 5 years, reserves are not expected to be below £2m. Therefore the charity has placed £2m in the Sustainable Multi-Asset Fund managed by Cazenove, to manage this portion of the overall reserves over a longer time horizon. The fund is a multi-asset fund with investments across a range of equities, bonds, and infrastructure assets.

### Principal Risks and Uncertainties

The charity has developed an extensive Risk Register, which the leadership team use to record and monitor risks, and to develop action plans for the management of these risks where necessary. Trustees are alerted to any risks which are reportable and mitigating actions planned or implemented. The Trustees review the register each year, as part of their oversight of the charity's governance, to ensure appropriate attention is being devoted to the principal risks.

The principal risks identified in the register are: Sustainability of funding pipeline and Employee recruitment and retention.



### Key Performance Indicators

Blueprint for All adheres to key performance and outcome indicators set out by funders and contained within signed funding agreement.

### Risk Management

The Trustees consider risks to which the Charity Trust is exposed at Quarterly Board Meetings.

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

K. O. Ajegbo

**Sir K O Ajegbo**

Chair of Trustees



## Statement of Trustees' Responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Group and the Parent Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material
- departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the
- group will continue in business.

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

## Disclosure of Information to Auditor

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

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

## Auditor

The auditor, RPG Crouch Chapman LLP, has indicated his willingness to continue in office. The designated Trustees will propose a motion reappointing the auditor at a meeting of the Trustees.



### Small Companies Note

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

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

K. O. Ajegbo


**Sir K O Ajegbo**

Chair of Trustees





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