

# ACTION TUTORING



Action Tutoring Ltd

## Annual Report and Financial Statements for the year ended 31st August 2025

Registered charity Number 1147175  
Company Number 08105978

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# Trustees' Report

## From the Chair

I am delighted to introduce our annual report for 2024-25, a year that was, in many ways, the start of a new chapter for Action Tutoring. It marked our first full twelve months operating beyond the National Tutoring Programme, and it has been a period defined by strategic focus and substantial impact.

In December we bid farewell to our inspirational founder, and former CEO, Susannah Hardyman. The end of her tenure also culminated in the fitting recognition of her MBE, awarded in HM The King's New Year's Honours, for her incredible dedication and impact as the founder and leader of Action Tutoring. Her legacy has set a solid foundation, which we have been fortunate to build upon with the appointment of our new CEO, and former Deputy CEO, **Jen Fox**. Jen has stepped into the role with impressive energy and vision, and we look forward to the journey ahead.

Our commitment to reaching underserved communities, often in rural and coastal locations, continued in 2024-25 with us expanding our delivery to **Blackpool, Cumbria, Devon and Dorset**. We will build on this progress significantly in 2025-26.

We ensured the highest-quality delivery with our school partnerships. You'll see the impact of this in our SATs and GCSE results analysis (page 11). We were able to reach over **3,700 pupils** with tutoring support and our inspiring volunteer tutors delivered over **20,300 sessions** in the year. Despite this reach, the end of government funding inevitably brought challenges and sadly we saw a number of our school partners leave due to the financial pressure of over-stretched budgets.

Partnerships were a clear strength this year. We were thrilled to partner with philanthropist and rugby captain, **Maro Itoje** and his organisation, The Pearl Fund, to help ensure that education remains a bridge, not a barrier, for young people in the UK today. We were also honoured to receive the **School Partnership Provider of the Year award**, at the National Tutoring Awards 2025, in recognition of the impactful collaborations we forge with schools across the country.

Furthermore, we continued our journey to embed [diversity, equity, and inclusion](#) throughout every aspect of our work. This is a core belief, and essential to our values, that underpins our mission to provide equitable access to high-quality tutoring, through fostering an inclusive environment for all of our stakeholders.

Our advocacy efforts in 2024-25 focused on continuing to build the evidence base for tutoring as a targeted intervention to close the attainment gap. This work included being part of a substantially influential report, [Past lessons, future visions: Evolving state-funded tutoring for the future](#), and developing a new advocacy strategy to ensure we remain a strong, evidence-based voice within the sector.

We are particularly grateful to all of our inspiring fundraisers and funders this year, with special thanks to QBE for a second successful and rewarding year of our partnership which includes strategic funding; employee volunteering and employee fundraising events, truly embodying the power of corporate philanthropy.

2025-26 is shaping up to be another milestone year for our charity, as we undertake a rigorous **randomised control trial** (RCT) of our secondary maths programmes, to better understand our impact, in partnership with the **Education Endowment Foundation** (EEF) and the **National Foundation for Educational Research** (NFER). This has involved establishing partnerships with over 56 new schools. Alongside this work we will begin to shape our new strategy (ready to launch in autumn 2027) and continue to work in partnership with our engaged and resilient schools and funders to tackle the challenging external environment, ensuring as many pupils facing disadvantage as possible can benefit from our work.

**Peter Baines**, *Chair of Trustees, October 2025*

## Charitable aims and objectives

Action Tutoring aims to support pupils facing disadvantaged to achieve a meaningful level of academic attainment, with a view to enabling them to progress to further education, employment or training. It does this by providing high-quality volunteer tutors to work with pupils, increasing their subject knowledge, confidence and study skills.

Action Tutoring seeks to tackle socio-economic disadvantage by making the benefits of tuition more widely accessible, and to enable more young people to reach their potential in life, regardless of their background.

The charity's aims are to support young people in education through:

- The provision of tutors to provide academic support to pupils preparing for exams or transitioning to secondary school;
- Partnerships with schools;
- The encouragement of pupils, raising aspirations and confidence in addition to academic support; and
- Advocating for continued support and funding for tutoring, for pupils facing disadvantage.

Action Tutoring works in partnership with non-selective state primary and secondary schools where a higher than average percentage of pupils are eligible for Pupil Premium funding.

Within those schools, Action Tutoring specifically supports the following groups:

Primary schools	Secondary schools
<ul style="list-style-type: none"><li>• Pupils eligible for Pupil Premium<sup>1</sup> funding or pupils who might otherwise be considered disadvantaged.</li><li>• Year 5 and Year 6 pupils preparing for their English and maths SATs.</li><li>• Pupils at risk of leaving school not reaching national standards in either or both subjects.</li></ul>	<ul style="list-style-type: none"><li>• Pupils eligible for Pupil Premium funding or pupils who might otherwise be considered disadvantaged.</li><li>• Year 10 and Year 11 pupils preparing for their English and maths GCSEs and Year 7 pupils transitioning from primary school.</li><li>• Pupils on the grade 4<sup>2</sup> borderline at GCSE who are at risk of leaving school without basic qualifications, especially in English and maths.</li></ul>

Through the provision of tutoring Action Tutoring aims to achieve the following:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Increase the number of pupils leaving primary school reaching national</li></ul> | <ul style="list-style-type: none"><li>• Increase the number of pupils leaving secondary school with a minimum of</li></ul> |
|--|--|

<sup>1</sup> This includes all pupils who have been eligible for Free School Meals (FSM) in the last six years.

<sup>2</sup> In 2016-17 the GCSE grading system changed to 9-1, with the new standard 'pass' grades set at a grade 4.

standards in English and maths.

- Increase pupils' confidence, study skills and aspirations.
- Ensure pupils start secondary school on a firm footing and with the best possible chance of going on to achieve in their GCSEs.

five strong GCSEs (grade 4 or 5), including English and maths.

- Increase the number of pupils going on to further education, employment or training as a result of leaving school with basic GCSE qualifications.
- Increase pupils' confidence, study skills and aspirations.

## Delivery of aims and objectives

Action Tutoring's programmes are delivered in partnership with schools. A 'block' of tutoring is composed of 10-20 sessions, usually an hour long, with a high-quality volunteer tutor. The schools are responsible for identifying the pupils to take part in the programme, and the selection is discussed with Action Tutoring to ensure the pupils fit within Action Tutoring's theory of change (i.e. the demographic the charity's model is optimised to support).

Action Tutoring recruits high-quality volunteer tutors, who volunteer for a minimum of an hour a week for a block, at one of the charity's partner schools or on an online programme. All volunteers attend an online training, prior to beginning their tutoring, and complete a DBS check. Tutors supporting online complete an additional training module. Volunteer tutors come from a wide range of backgrounds, including, but not limited to, university students, corporate employees and retired professionals.

All Action Tutoring volunteers must meet the organisation's minimum requirements for academic achievements and skills developed: educated to degree level or studying towards a degree, B or above at A Level in the subject they wish to tutor (or a close equivalent), evidence of strong communication skills and some experience of working with young people or a strong understanding of the skills needed to work with young people.

Action Tutoring provides carefully structured resources for volunteer tutors, tailored to the curriculum and the delivery medium, that can be adapted to the needs of individual pupils. Quality assuring the delivery of the tutoring sessions, resources, volunteer training and ongoing support is a key priority for the charity. Alongside this, robust impact measurement and evaluation are paramount. This is done in a number of ways: including carrying out baseline and progress assessments with pupils, which also help to inform key subject areas to focus tutoring on; and data sharing and analysis with partner schools including the grades pupils are currently working at and eventual SAT or GCSE results.

The Senior Leadership Team and Trustees review the aims and activities of the charity each year to ensure that every area of the work it carries out benefits those the charity seeks to help.



The Trustees confirm they have complied with the duty in Section 17 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

## How Action Tutoring's activity delivers public benefit

Action Tutoring provides the opportunity for young people who are facing disadvantage to benefit from small group tuition, with ideally three pupils or less, to increase their academic performance, study skills and confidence. It aims to equip pupils to leave school with the grades necessary to either excel at secondary school or to go on to further education, employment or training on leaving school, with the intention of breaking the cycle of poverty and enabling them to contribute to society through meaningful employment.

Action Tutoring partners with schools with a higher than average percentage of pupils eligible for Pupil Premium funding to ensure that the support is getting to the most disadvantaged young people. Schools are then asked to particularly prioritise giving places on the programme to their Pupil Premium pupils.

Action Tutoring supports pupils by providing them with a volunteer tutor who will work within Action Tutoring's resources framework to deliver personal tutorials relevant to their pupils' needs. Pupils referred to Action Tutoring will be at risk of leaving secondary school without basic GCSE qualifications or at risk of leaving primary school without reaching national standards in their SATs and would not otherwise have access to private tutoring to support them in their education.



*“ The pupil is only 50% of the equation and Conor [my tutor] was the other really good 50%. He got me onto the A Level content and this will help my transition to A Level maths. He made it a lot easier. ”*

Rupert, Year 11 pupil, Sheffield

Three stars are shown with lines pointing to the testimonial text.

## Summary of activity

In 2024–25, Action Tutoring's operations supported pupils located across nine main cities and areas. Tutoring was delivered in person and online by volunteer tutors located across England, Scotland and Wales.

In total 3,736 pupils received 42,487 tutoring sessions delivered by 1,401 volunteer tutors over the course of the academic year. 538 pupils, just over one in ten of those supported, received tutoring in both subjects.

Target area	Target set	Achievement
Growth	Deliver 4,750 courses	4,274 courses delivered*
Reach	15% of delivery in rural and coastal locations	16% of delivery in rural and coastal locations
Impact	To deliver 12 sessions (on average) to primary pupils	12 sessions (on average) delivered to primary pupils
	To deliver 10 sessions (on average) to secondary pupils	10 sessions (on average) delivered to secondary pupils
Advocacy	Continue advocating for value of state-funded tutoring	Two collaborative reports produced, launched in parliament in April 2025

\*Further pressure on school budgets following the end of government funding led to lower than expected take-up from schools.

Below is a summary of the total number of sessions delivered, pupils supported and tutors volunteering in 2024–25:

Hub*	Total active tutors**	Total pupils**	Sessions received by pupils	Sessions delivered by tutors
Birmingham	104	Primary school: 195 Secondary school: 112	Primary school: 2,506 Secondary school: 824	1,481
Bristol	77	Primary school: 100 Secondary school: 82	Primary school: 875 Secondary school: 426	861
Cheshire	17	Primary school: 192 Secondary school: 48	Primary school: 2,220 Secondary school: 276	1,323
London	548	Primary school: 1,065 Secondary school: 502	Primary school: 17,262 Secondary school: 4,956	9,831

Merseyside	22	Primary school: 0 Secondary school: 102	Primary school: 0 Secondary school: 482	281
Newcastle	67	Primary school: 174 Secondary school: 0	Primary school: 2,000 Secondary school: 0	1,066
Nottingham	43	Primary school: 44 Secondary school: 64	Primary school: 491 Secondary school: 701	525
Sheffield	68	Primary school: 40 Secondary school: 296	Primary school: 323 Secondary school: 2,541	1,447
Sussex	42	Primary school: 20 Secondary school: 150	Primary school: 203 Secondary school: 1,359	885
Outside these hubs	413	Primary school: 291 Secondary school: 260	Primary school: 3,117 Secondary school: 1,925	2,650
<b>Total</b>	<b>1,401</b>	Primary: 2,120 Secondary: 1,616 <b>Total: 3,736</b>	Primary: 28,997 Secondary: 13,490 <b>Total: 42,487</b>	<b>20,350</b>

\*according to location of tutor

\*\*attended/received at least one session this academic year.

Action Tutoring's programmes are delivered in 'blocks' in partnership with schools. A block of tutoring is composed of 10-20 sessions delivered at the same time every week, with each session usually one hour long.

Each block is supported by approximately 8-10 high-quality volunteer tutors working with up to 20 pupils. In 2024-25, most schools opted to run two blocks of tutoring over the course of the year. There have been high levels of pupil absence since the outbreak of the Covid-19 pandemic which has impacted schools and Action Tutoring's programmes, however there was a marginal but impactful improvement on this in 2024-25 compared to the year before.

Whilst attracting new volunteers will always need to be a priority, ultimately, the charity wants to encourage people to remain as volunteers, reducing the need for continued recruitment over time. In addition to doing more than one block of tutoring, some volunteers also tutored on more than one programme during the same term.

Of those pupils supported, 70% were eligible for Pupil Premium funding (have received Free School Meals in the last six years). This is from data returned for 100% of the pupils the charity supported. Action Tutoring works closely with schools to ensure that non-Pupil

Premium pupils taking part in the programme would not be benefitting from private tutoring elsewhere. For 2024-25, the charity continued to use this exceptions criterion, to more closely track the reasons pupils would be eligible for tutoring support beyond the Pupil Premium. For those pupils who were not eligible for Pupil Premium funding, in 97% of cases, the school confirmed that the pupil would not otherwise be able to access tuition if not for Action Tutoring.

Of the primary school pupils supported, 72% were working towards or much lower than the expected standard in their year group. Of the secondary school pupils supported, 72% began the programme working between grades 3 and 4, the charity's target demographic.

## Advocacy work

Action Tutoring engages politicians and policy leaders, advocating for cross-party support, to embed tutoring for pupils facing disadvantage, permanently in the education system. By making state-funded tutoring permanent and widely accessible, especially to pupils facing disadvantage, it has the potential to narrow the attainment gap in schools, which is now significantly wider than at almost any time in the last 12 years.

Following the ending of the National Tutoring Programme (NTP) in July 2024, Action Tutoring's advocacy efforts in 2024-25 focused on continuing to build the evidence base for tutoring as a targeted intervention to close the attainment gap.

In autumn 2024 the charity attended both the Labour and the Liberal Democrat party conferences, joining panel events hosted by the Education Policy Institute (EPI), alongside charity peers, to discuss the impact of learning loss from the pandemic, most notably for pupils who are facing disadvantage. The panels reflected on the most effective approaches to recover lost learning and what a continued education recovery strategy should look like for the incoming Government.

In November Action Tutoring submitted a comprehensive response to the Fair Education Alliance's (FEA) call for evidence to inform the Government's Curriculum and Assessment Review. The charity produced a 3000-word document outlining valuable insights into how to improve the maths and English curriculum, particularly for pupils who are facing disadvantage.

On 2nd April 2025, Action Tutoring jointly published a substantially influential report, '[Past lessons, future visions: Evolving state-funded tutoring for the future](#)', alongside other sector leaders including [Impetus](#), [Get Further](#) and [The Tutor Trust](#). The report came in two parts: the first provided a tangible policy analysis of the successes and shortcomings of the National Tutoring Programme (NTP) and the 16-19 Tuition Fund. The second outlined a set of recommendations for any future state funding tutoring schemes to enable the delivery of an improved and long-standing initiative that supports the education of children and young people who are unable to access the same support as their more affluent peers

The report found that the fundamentals of a provision should remain the same as those that were established in the NTP; maths and English tutoring should exist across all key stages, 1:1 or small groups, and in-person delivery (where possible) for a course duration of approximately 12 hours. However, future tutoring initiatives must provide greater clarity on the purpose of their programmes: a standard-raising intervention for all pupils, or, a specified intervention targeting the attainment gap to support those who need it most.

The report was launched at a special event held in Portcullis House, Westminster. It brought together a powerful group of charity sector colleagues and policy experts for insightful discussions about the future of state-funded tutoring and its critical role in ensuring all young people receive the support they need to thrive in education. There were personal contributions from Paul Waugh MP, alongside a thought-provoking panel conversation featuring leading figures in the tutoring field and a deep dive into the analysis from report author Jonathan Simons, Partner and Head of Education Practice at [Public First](#).

Advocacy has been central to Action Tutoring's strategy since 2022, when it was established as one of the charity's four strategic priorities. In line with Action Tutoring's values, the charity set itself an ambitious and aspirational goal: to advocate for the continuation of government-funded tuition through the National Tutoring Programme (NTP).

While the NTP was not extended in its previous form, Action Tutoring's campaign made a significant impact and its advocacy work significantly boosted the organisation's credibility and visibility with key policy makers and the wider external environment. The campaign helped to raise national awareness of the issues faced by the young people Action Tutoring supports and laid the groundwork for future influence in educational policy.

During the summer months of 2025, Action Tutoring began work on a new advocacy strategy to focus its efforts over the next 18 months and ensure it remains a strong, evidence-based voice within the sector. Central to this strategy are two key messages the charity will be amplifying through its channels:

- Tutoring is a proven solution to close the attainment gap.
- Action Tutoring is a trusted national voice on tutoring.

These messages will be conveyed through Action Tutoring's external communications, political engagement activities and wider sector collaborations, with peer organisations, to help gather support and create a future where state-funded tutoring is reinstated for young people facing disadvantage.

## Impact

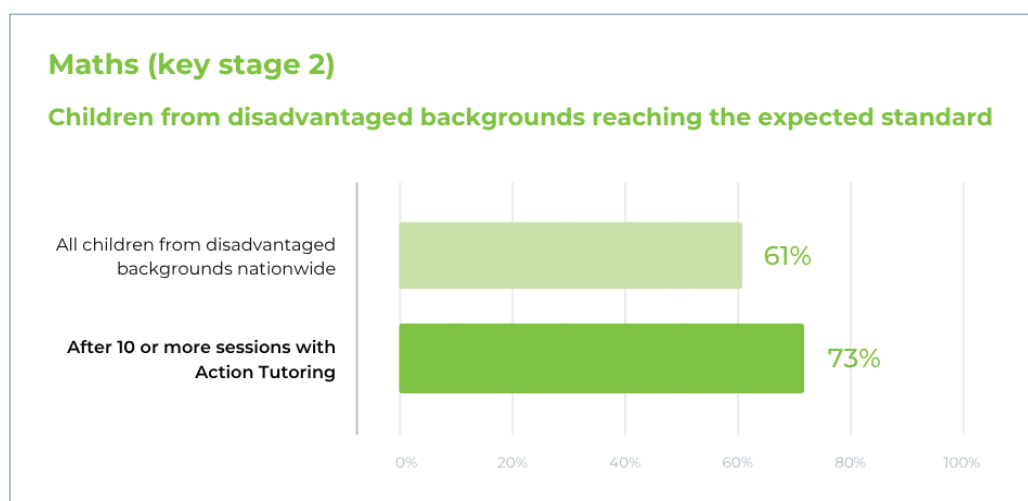
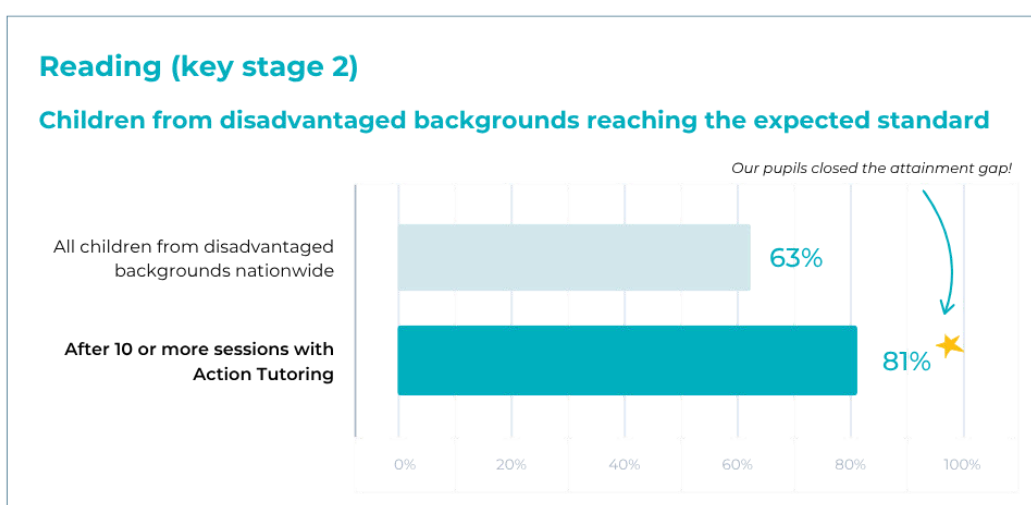
This is an initial analysis of Action Tutoring's activities in 2024-25. A more detailed

breakdown of the charity’s work will be available in its Impact Report, which will be released in early 2026.

## SAT results 2024–25

In 2025, Action Tutoring pupils were **more likely** than other pupils facing disadvantage nationally to achieve the expected standard at the end of primary school.

Children facing disadvantage who were supported by Action Tutoring in reading **closed the gap** with other children nationally who are not from disadvantaged backgrounds. Pupils selected for Action Tutoring’s support are identified by their school as being **at particular risk of not meeting this benchmark** in their Key Stage 2 SATs—making their attainment all the more impressive.



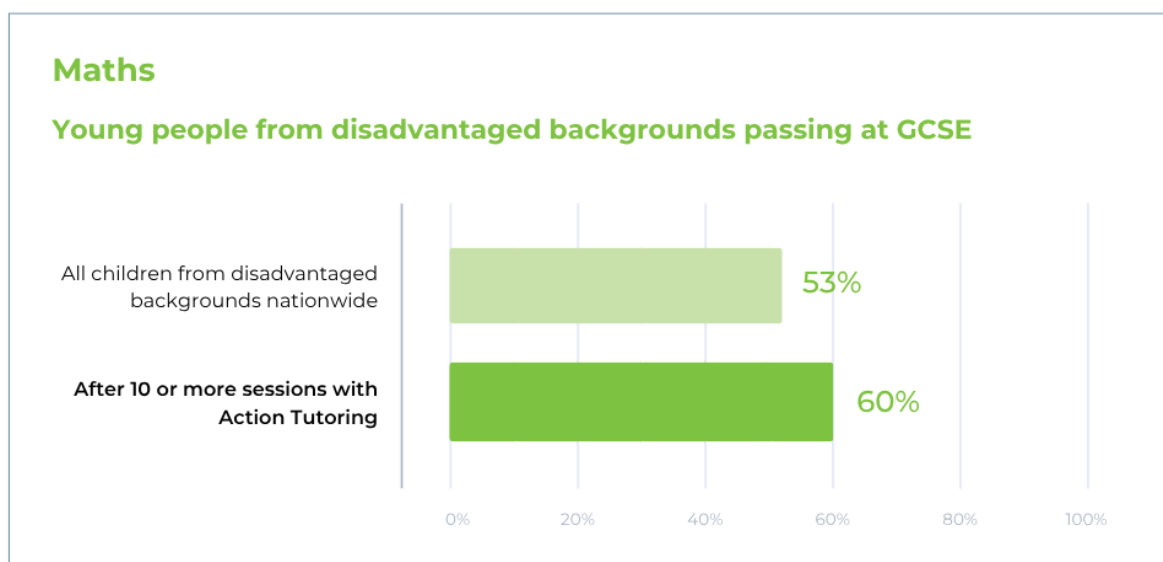
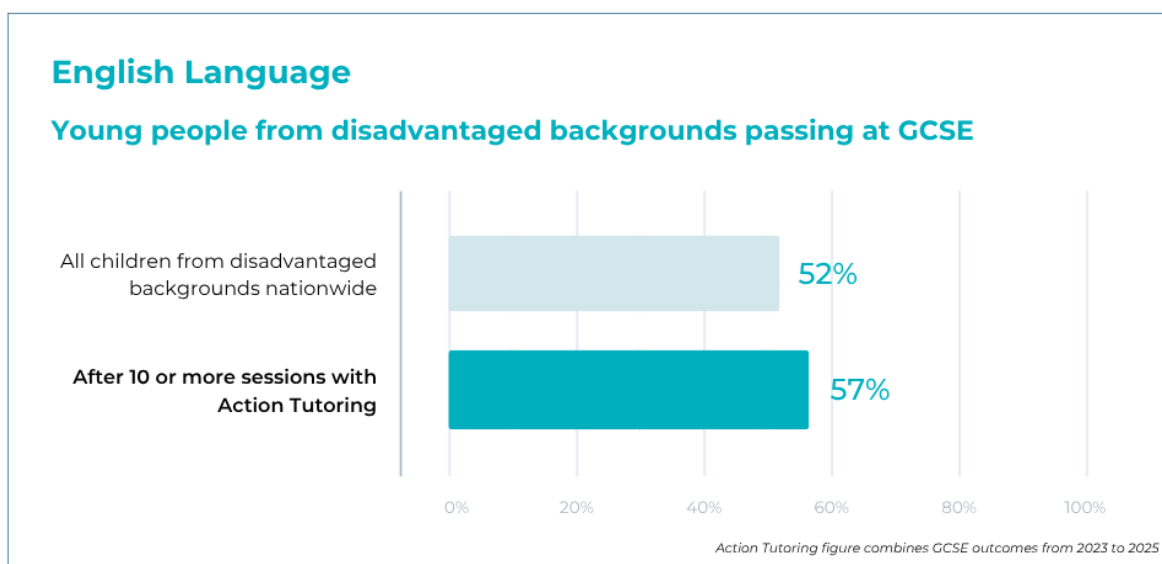
*These results are provisional. Action Tutoring pass rates are calculated using a sample of 186 SATs results in reading and 352 SATs results in maths. Action Tutoring did not receive SATs results for all the children it supported; SATs data was available for 83% of pupils for maths and for 82% for reading.*

*Disadvantaged defined as children in receipt of the Pupil Premium grant. National comparison data from gov.uk: Key Stage 2 attainment.*

## GCSE results in 2024–25

Young people taking part in Action Tutoring programmes are considered by their school to be **at particular risk of missing out on a pass** at GCSE.

After ten or more sessions with an Action Tutoring volunteer, young people facing disadvantage were 10% more likely to pass their English Language GCSE, and 13% more likely to pass in maths.



*These figures are provisional. Action Tutoring pass rates calculated using GCSE results data from 2025 for maths (105 results), and GCSE results from 2023 to 2025 for English (175 results). Action Tutoring did not receive GCSE results for all the young people it supported; data was available for 92% of pupils for maths and for 86% for English.*

*Disadvantaged defined as children in receipt of the Pupil Premium grant. National comparison data from gov.uk: Key Stage 4 performance.*

## Volunteer, pupil and teacher feedback

### Pupils

At the end of their tutoring blocks, pupils were asked to answer the statements below with a number where 1 is 'Definitely not' and 10 is 'Yes, definitely'. The average scores, based on 1,452 survey responses across 79 schools, are shown below. Responses came from pupils across all year groups supported (Year 5, Year 6, Year 7, Year 10 and Year 11). Younger pupils usually give higher ratings:

- 'My tutor(s) are able to explain the subject to me clearly.' Average score of 7.8
- 'Would you recommend the tutoring sessions to a friend who needs help in English or maths?' Average score of 7.6

A graphic with a purple background. On the left, the text 'ACTION TUTORING' is written in white, with 'ACTION' above 'TUTORING'. Below this is a quote in white text: "I think having someone there to like talk you through it is really helpful. Obviously in class the teacher's busy and might not have the time to do a 1:1, so it's really useful for that kind of thing." Below the quote is another line of white text: "It makes it extra nice that they're [the volunteers] doing it just like out of the kindness of their heart." To the right of the text is a circular photo of a young woman with long brown hair, wearing a dark blue jacket, sitting at a desk. Above the photo are three white stars with curved lines pointing towards them. At the bottom of the graphic, the name 'Robyn, Year 11 pupil, Bristol' is written in white.

**ACTION TUTORING**

*I think having someone there to like talk you through it is really helpful. Obviously in class the teacher's busy and might not have the time to do a 1:1, so it's really useful for that kind of thing.*

*It makes it extra nice that they're [the volunteers] doing it just like out of the kindness of their heart.*

**Robyn, Year 11 pupil, Bristol**

### Tutors

After delivering 10 tutoring sessions, tutors were asked to answer the statements below with a number where 1 is 'Definitely not' and 10 is 'Yes, definitely'. From a small sample of 92 responses, recorded between 1st August 2024 and 1st August 2025 (which is approximately 27% of tutors that received the survey), the average scores were:

- 'The Action Tutoring workbooks/online tutoring resources are helping me deliver effective sessions.' Average score of 8.7
- 'Action Tutoring's ongoing training and support is helping me develop my tutoring.' Average score of 8.4
- 'Action Tutoring communicates information and updates clearly.' Average score of 9.1
- 'Would you recommend volunteering with Action Tutoring to a friend, family member or colleague?' Average score of 9.4

- 'Volunteering with Action Tutoring is helping me develop new skills or improve existing ones.' Average score of 9.0
- 'By volunteering with Action Tutoring I feel like I'm making a difference.' Average score of 8.9
- 'Volunteering with Action Tutoring is having a positive impact on my mental health.' Average score of 8.6

## Teachers

Teachers were asked to answer the statements below with a number where 1 is 'Definitely not' and 10 is 'Yes, definitely'. The average scores, based on 58 survey responses (53% of participating schools in 2024-25), are shown below:

- 'The Action Tutoring staff leading the delivery of the programme are well organised.' Average score of 9.7
- 'Based on your experience, would you recommend Action Tutoring to another school?' Average score of 9.0
- 'Action Tutoring's programme offers good value for money.' Average score of 8.8
- 'Action Tutoring has an overall positive impact on our pupils.' Average score of 8.9
- 'Most of the volunteer tutors communicate effectively with pupils during sessions.' Average score of 8.8
- 'Most of the pupils are increasing in confidence from taking part in the tutoring programme.' Average score of 8.5
- 'The Action Tutoring curriculum resources are effective in helping prepare the pupils for exams.' Average score of 8.7

## Volunteer tutor demographics

In 2024-25, volunteer tutors were recruited from a wide range of sources. All tutors are expected to:

- Have achieved a grade B or above at A Level (or equivalent qualification) in the subject they wished to tutor or demonstrate sufficient knowledge in the subject.
- Be studying for or have earned a degree.
- Demonstrate strong communication skills.
- Demonstrate experience or interest in working with young people.

Action Tutoring's active volunteer tutors who delivered one or more sessions in 2024-25 came from the following main groups:

- 40% employed (working full or part-time).
- 25% university students (postgrad or undergrad).
- 16% retired professionals.
- 19% not currently in employment or selected 'other' under occupation.



“

*What I enjoy most is seeing how eager the pupils are to learn. It's really rewarding to teach pupils who are motivated and curious; it makes the whole experience feel meaningful and worthwhile.*

”

CJ Yuan, retired, Sheffield

## Funders and supporters

### Grants

Action Tutoring is incredibly grateful to all its fantastic funders who provided grants in 2024-25. All grant funding, whether unrestricted or restricted, enables and empowers Action Tutoring to reach and support more children and young people facing disadvantage. The charity simply couldn't achieve its mission without the support of fantastic trusts, foundations and corporations.

Action Tutoring would like to thank the following funders who provided grants in 2024-25:

- Allan & Gill Gray Philanthropies
- The Clifford Chance Foundation
- The Considered Ask
- DAC Beachcroft
- The Drapers' Charitable Fund
- Education Endowment Foundation
- Fidelity Foundation
- Garfield Weston Foundation
- The Hargreaves Foundation
- The Hibbert Family Foundation
- The Hiscox Foundation
- Impetus
- Inflexion Foundation
- Julia Rausing Trust
- J&H Peters Fund (Managed by King Baudouin Foundation)
- Progress Foundation
- Rigby Foundation
- The Schroder Foundation

- Sellafield Ltd
- QBE Foundation
- The Westminster Foundation
- The Worshipful Company of Insurers

## Donations

Action Tutoring would like to thank the following organisations and individuals who provided substantial and valuable donations to the organisation in 2024-25, strengthening the charity's ability to reduce the academic attainment gap in England:

- Diana Osagie
- Guy Butler Ltd.
- The Harbour Foundation
- KPMG

In addition to the support provided by these organisations and businesses, Action Tutoring would also like to thank all of its wonderful individual donors for their support in 2024-25. Their generosity enables and empowers the charity to support more children and young people to open the doors to their futures. In 2024-25 Action Tutoring continued to offer cryptocurrency donations as a route to support the charity.

## Individual giving (campaigns and events)

In 2024-25 Action Tutoring secured a variety of charity spaces on various sporting events which, alongside participating in the annual Big Give Christmas Challenge, contributed over £13,900. The charity is especially grateful to QBE and WSP who matched the efforts of their employees' fundraising to help them raise more vital funds. Total income from individual donors, events and wider supporters totalled £119,557.

Action Tutoring is grateful to all of its fundraisers and supporters who took part in these challenges, or supported the charity through its festive fundraising campaign.

## Partnerships and awards

Action Tutoring was delighted to continue working in partnership with the QBE Foundation in 2024-25. The QBE Foundation generously committed at least £1.5 million of funding to Action Tutoring over a three-year period, starting in 2023-24.

The Foundation provided strategic funding and volunteer tutors for the charity's programmes and also raised additional funding to support Action Tutoring's cause. In June 2025 Action Tutoring and QBE were shortlisted for the 2025 Charity Times Corporate National Partnership of the Year with a Financial Institution in recognition of the success of the partnership so far.

Action Tutoring would like to thank the QBE Foundation for all of its support over 2024-25 and the charity looks forward to continuing to work alongside them in 2025-26.

## Financial review

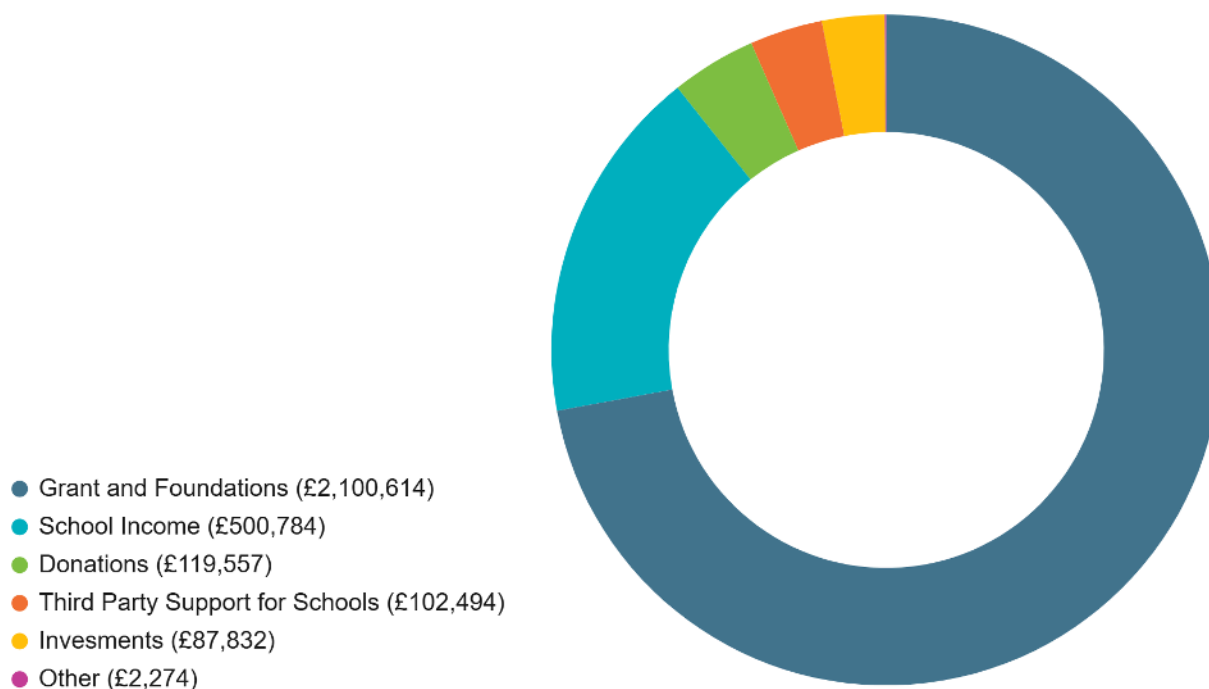
### Income

The total income for the year was £2.9m (2024: £3.4m). This represents a decrease in income from 2023-24 by 14%, as it is the first year of delivering without government funding from the National Tutoring Programme.

Schools were asked to pay a contribution per 'block' of tutoring, with Action Tutoring covering the remaining cost of running the tuition from funding it received from other sources, such as grants and donations. The total direct school contribution for the year came to £603,278, of which £102,494 was received from third parties supporting specific schools. This compares to 2024 when schools contributed £1,403,715, of which £928,822 was funding given to schools by the Government from the National Tutoring Programme.

Additionally, grant and foundation income for 2024-25 came to £2,100,614, an increase of £274,263 on the previous year (2024: £1,826,351). New funders included the Julia Rausing Trust, who awarded the charity a three year grant, with £245,537 granted in 2024-25, as well as Education Endowment Foundation, The Hiscox Foundation, The Hargreaves Foundation, The Schroder Foundation, the Rigby Foundation, the Garfield Weston Foundation, Progress Foundation and The Clifford Chance Foundation. £119,557 was received in individual smaller donations, including through participation in mass fundraising events. Additional income totalling £87,832 (2024: £81,321) was generated by investing reserves in short-term, interest-bearing deposits.

### Breakdown of income (2024-25):



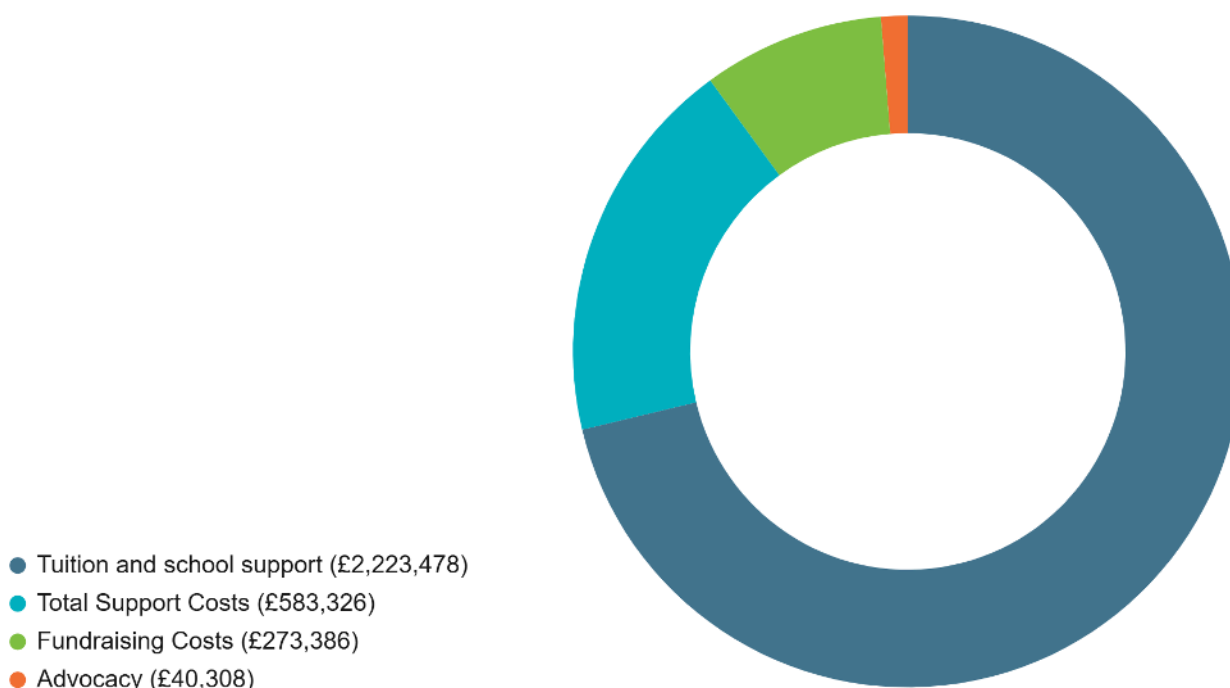
No third party (external) professional fundraisers were used in 2024-25, and Action Tutoring has not received any complaints regarding its fundraising activities. All fundraising is carried out by the Chief Executive Officer, the Head of Philanthropy, a Fundraising Manager, Corporate Partnerships Manager and three Fundraising Coordinators, supported by other staff across the organisation. The charity is not registered with the Fundraising Regulator but follows the Code of Fundraising Practice, as individuals giving donations represented only 3% of income in 2024-25. The question of registering with the Fundraising Regulator is reviewed regularly, especially if the income mix of the charity changes significantly. Action Tutoring takes its responsibility as a fundraiser seriously and upholds a high level of professional conduct in terms of safeguarding, data protection and marketing regulations: it does not send unsolicited mail, electronic or otherwise, to individuals. All fundraising takes place through its existing volunteers, contacts and social media campaigns.

### Expenditure and overall performance

The total expenditure for the year was £3.1m (2024: £3.3m), leading to a planned loss of £206,943. This is part of a carefully planned approach to reduced school pricing and investment by the Board of Trustees following the end of the National Tutoring Programme. The loss is covered by the designated funds set aside previously and does not impact the underlying reserves of Action Tutoring.

Of the total expenditure, £2,223,478 (2024: £2,512,627) represented expenditure allocated directly to tuition and school support, £40,308 (2024: £51,457) represented expenditure on advocacy activities. Costs of fundraising was £273,386 (2024: £158,409). Total support costs for Action Tutoring were therefore £583,326 (2024: £596,631); for the purposes of SORP these were proportionality allocated within the charity's financial statements in support of tuition and school support, advocacy activities and fundraising.

### Breakdown of costs (2024-25):



## Investment policy

Action Tutoring's cash management approach aims to ensure that the charity has access to cash funds as needed to finance its operations while optimising the blend of credit risk and interest rate returns. The charity has no UK-based assets against which to secure a loan or overdraft, and hence, any short-term facility, if available at all, is likely to be expensive, rapidly wiping out any benefit from interest income; the risk appetite for liquidity issues is therefore very low. Action Tutoring seeks to produce the best financial return within an acceptable level of risk.

Action Tutoring's assets are held in cash or near-cash investments (denominated in sterling) to facilitate quick and easy access and ensure its cash flow is not constrained. The charity holds a minimum of three months of gross expenditure in instant access accounts. This guards against the risk of secured income receipts being delayed. Additionally, cash above this level is held in a mix of short-term or notice deposits with a maturity profile such that (subject to total cash levels) the charity has access to funds to cover its forecast gross expenditure.

## Reserves policy

Action Tutoring's reserves policy focuses on free reserves, as these are the available reserves held at the Trustees' discretion. The policy is designed to ensure that the charity's work is protected from the risk of disruption at short notice due to a lack of funds while at the same time ensuring it does not retain income for longer than required. The reserves policy is kept under regular review, and target levels are adjusted as assessments of risk and other factors develop or change. Key areas considered by the Trustees in determining target reserve levels include the financial impact of risks, inflationary pressures on the charity's cost base and required levels of working capital.

The current target range for free reserves is between four and six months of expenditure - equivalent to between £1.3m and £2.0m based on planned expenditure in the next financial year. Action Tutoring's free reserves at the year-end were £1.3m, equivalent to four months of expenditure. The charity's free reserves were, therefore, within the target range.

The Trustees have also set aside designated funds. These funds are being held to mitigate the ongoing impact of increased pressure on school budgets, which is adversely affecting schools' ability to allocate funding for tutoring and to enable the strategic investment into new technology within tutoring, such as artificial intelligence. Action Tutoring used £245,000 of designated funds in 2024-25 to enable schools to continue accessing its tutoring programmes. Trustees acknowledge that, in holding these funds, they must balance prudent financial planning with the responsibility to use them to further charitable aims.

## Going concern

The trustees have reviewed the reserves position, the income pipeline and planned expenditure. Based on this, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.



## Structure, governance and management

### Structure

Action Tutoring is a charitable company limited by guarantee, incorporated in May 2012 and registered as a charity in the same month. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. The charity is governed by a Board of Trustees which has legal, financial, and managerial responsibility for the charity. The Trustees constitute directors of the charitable company for the purposes of the Companies Act 2006 and Trustees of the charity for the purposes of the Charities Act 2011.

## Governance

The Trustee Board meets at least five times a year, with four formal board meetings and an annual away day to discuss wider aspects of the charity's overall strategy. In addition, the Board has two formal sub-committees, each of which meets twice a year. The first is the Audit, Finance and Risk Committee which has particular responsibilities for monitoring the annual audit, scrutinising the risk register in depth and supporting the Senior Leadership Team in setting and scrutinising the charity's budget. The second is the Human Resources Committee, which assists the Board in matters relating to remuneration policy, talent management and HR policies. It also sets the CEO's remuneration and assists with board nominations and governance.

Trustees keep up-to-date with charity regulation through reports from the Senior Leadership Team, which are presented as part of the main agenda in the quarterly board meetings, as well as attending relevant training, and are expected to share knowledge and best practice at trustee meetings.

## Board profiles

### **Peter Baines (Chair)**

Peter Baines is Chair of Action Tutoring and has over 25 years' experience in venture capital, including as a General Partner at Advent Venture Partners. He divides his time between education and investment, serving as Vice-Chair of TKAT, a large multi-academy trust, alongside his ongoing work in venture capital. Earlier in his career, Peter worked as a consultant at PwC and as a software developer on MRI scanner systems. He holds a BSc in Physics from Imperial College London and an MBA from INSEAD. Peter has volunteered with Action Tutoring since 2012 and became Chair of Trustees in 2015.

### **Mark Shadrack (Treasurer)**

Mark has extensive experience in finance, governance, and operations across the commercial and charity sectors. Since 2020 he has worked as Chief Operating Officer for the international charity Hope and Homes for Children. Prior to this, Mark enjoyed an international career in finance at Unilever which included leadership roles spanning operations, strategy, and change management. Mark is a Chartered Management Accountant, holds the ICAEW diploma in Charity Accounting, and has a Masters in Charity Accounting and Financial Management from Bayes Business School in London. He also holds a degree in Mathematics from Cambridge University.

### **Abbie Hayes**

Abbie began her career at the V&A, before setting up her own successful consultancy, HayesKenyon Ltd. Between 2018 and 2024 she was Head of Trusts and Foundations at University of the Arts London, where her team secured philanthropic grants for a world-leader in creative education. Abbie is currently Head of Philanthropy and Partnerships at the Education Endowment Foundation, a charity dedicated to breaking the link between family income and educational achievement by improving teaching and learning through the better use of evidence.

**Andy Ratcliffe (resigned September 2025)**

Andy works for the Tony Blair Institute for Global Change. He has spent his career working on how poverty and deprivation affect people's chances in life in the UK and abroad. He started out as a poverty researcher at Oxford University before moving into government, including time as a senior education adviser in the Prime Minister's Strategy Unit. After that, Andy moved into the third sector as Deputy Chief Executive of the Tony Blair Africa Governance Initiative and then Chief Executive of Impetus, a venture philanthropy charity focused on social mobility.

**Anna Paige**

Anna is Director of Strategy and Performance at United Learning, a large national schools group comprising both academies and independent schools. Her role includes oversight of organisational strategy and its delivery, Board and local governance, marketing and communications, and strategy and implementation relating to new joining schools. She is also responsible for United Learning's commitment to sustainability and for senior oversight of United Communities, a new community development charity that has been established as part of the United Learning group. Prior to joining United Learning in 2017 Anna had worked for 16 years as a civil servant, mostly in the Department for Education, where her responsibilities included leading the reforms of GCSEs and A levels, policy relating to careers education, information, advice and guidance for young people, and managing the legislation to raise the participation age to 18. She is a governor of a secondary school in Lewisham.

**Jo Conduit-Smith (resigned June 2025)**

Jo is currently an Executive Leader at a Multi-Academy Trust. Previously she has held many senior leadership positions in education including COO and Interim CEO at two Multi-Academy Trusts and held headships at two primary academies. Jo has also worked as an education consultant and holds a BA in Applied Social Science from Sheffield Hallam University and a Primary PGCE from the University of Roehampton.

**Paul Ward (appointed July 2025)**

Paul is Executive Chairman and a member of Pantheon's Partnership Board, Executive and Risk Committees. Paul served as Pantheon's Managing Partner from 2013 to 2025. He joined Pantheon from Lehman Brothers Private Equity Group, where he was Investment Director. Previously, Paul worked for Lehman Brothers Investment Bank in both New York and London on M&A and corporate finance advisory services and, prior to that, was a management consultant for PA Consulting. Paul received a BSc from the University of Leeds and an MBA from London Business School.

**Sara Selvarajah**

Sara is currently a specialist mentor for the King's Trust and has spent over eight years helping young entrepreneurs to navigate the tax and accounting landscape of their business ventures. As a chartered accountant and chartered tax advisor Sara worked for over 30 years in the financial services sector. However, she is now focussed on working with organisations which support disadvantaged young people into work and education.

### **Susannah Hardyman MBE (resigned December 2024)**

Susannah founded Action Tutoring in 2011 and remained as its CEO until December 2024. She was inspired to start the organisation following experiences working in the charity sector and as a private tutor, recognising the potential to make the benefits of tutoring available to those that might not otherwise afford it. Susannah holds an MA in Theology from the University of Cambridge and an MA in Politics, Theology and NGOs from King's College London. She is a fellow of the RSA, a Leaders Plus alumni and in 2024 she was awarded an MBE in recognition of her services to Education. Susannah is the Vice Chair of Governors at a primary school in South London, having previously also been a secondary school governor. Susannah stepped down from her role at Action Tutoring in December 2024 to take up the post of Chief Executive at Impetus, an impact-funder which has supported Action Tutoring since 2014.

## **Management**

Responsibility for day-to-day operations and the leadership of the staff and volunteer teams is delegated to the Senior Leadership Team, led by the Chief Executive Officer, and supported by a wider Senior Management Team. The Senior Leadership Team is responsible for all day-to-day decisions affecting the charity. Decisions of a strategic or directional nature, including the employment of the Senior Leadership Team, remain the Trustees' responsibility.

The charity has no subsidiaries, and there were no related party transactions during the year as disclosed in notes 10 and 11. The Trustees give their time voluntarily.

In 2024-25, the work of Action Tutoring was carried out by 78 paid staff and 1,401 volunteer tutors.

## **Senior Leadership Team profiles**

### **Jen Fox (Chief Executive Officer)**

Jen has been CEO of Action Tutoring since January 2025. Prior to this, Jen held several leadership roles across the organisation, including as Deputy CEO and Director of Impact and Quality. Jen joined Action Tutoring in 2015, having previously spent a number of years in education as a secondary school teacher, KS4 coordinator and as part of the school leadership team. Jen holds a BA from Trinity College Dublin in Genetics and a Masters in Leadership from UCL Institute of Education. Jen has also held the Chair of Governors position for a secondary school in London.

### **Nicholas Bull (Director of Finance and Operations)**

Nich joined Action Tutoring in July 2023, having previously held senior positions in operations, strategy and governance in a number of other charities including the RSA and The Queen's Nursing Institute. Nich is a qualified practising barrister and holds a Masters in Law from UCL and an MSC in Charity Accounting and Financial Management from Bayes Business School.

### **Alice Nelson (Director of Programmes)**

Alice joined Action Tutoring in 2019, progressing through various positions within the

programme department, from frontline delivery to her current leadership role. Alice has held a number of other roles in education, at Sheffield City Council, and in community outreach. She is also a school governor at a primary school, where she plays a link role in safeguarding, behaviour and attendance. Alice holds a BSc in Geography from Sheffield University.

### **Fleur Peel (Director of Marketing and Communications)**

Fleur joined Action Tutoring in 2016, overseeing the marketing and communications activities of the charity, including volunteer management, progressing to her current leadership position. Prior to that Fleur spent five years at The Duke of Edinburgh's Award, where she held a variety of roles which involved coordinating the digital marketing activities, engaging the volunteer network and project managing the development of a new careers website. Fleur holds a BA in French and Business from Swansea University.

## **Remuneration Policy**

Action Tutoring has a pay policy which sets out how it adopts a fair salary structure which is applied consistently to all its employees. The Trustees are ultimately responsible for setting and approving staff remuneration. Trustees have direct oversight of the Senior Leadership Team's pay and, through the approval of the annual budget, the pay policy and any overall increases in the total pay envelope for the rest of the staff team.

The salary level for all posts in the organisation is calculated based on:

- The accountabilities set out in the relevant role profile, including any specific responsibilities and sector benchmarking.
- The required knowledge, skills/abilities and qualifications as described in the person specification.

Action Tutoring aims to maintain fair and comparable remuneration levels in the market with other similar organisations in terms of size and operation.

The charity's decisions around pay are based on the following principles:

- Ensuring that the charity maximises its impact by recruiting the best people.
- Demonstrate integrity through evidence-based decision-making.
- Benchmarking against similar organisations within the sector and making sure the charity's salaries are fair in comparison.

That charity does not operate a performance-based pay system and does not make bonus payments.

## **Recruitment and training of trustees**

The recruitment of trustees is carried out primarily through external recruitment, including advertising on external sites and using recruitment agencies; nominations from within the current Board and wider recommendations from other stakeholders, including schools and funders. In order to assess their personal competence and independence, a skills audit is conducted to measure their suitability for any vacancies on the Board.

Appointments are made with the approval of the existing members, following an interview process and recommendation from the interview panel.

## Risk assessment

The Trustees of Action Tutoring have ultimate responsibility for overseeing risk management for the organisation as a whole but recognise that staff are crucial in implementing the risk management process, so consideration of risk is delegated to the Senior Leadership Team. The charity maintains a Strategic Risk Register, which is reviewed monthly by the Senior Leadership Team and is a standing item for review by both the Trustee Board and Audit, Finance and Risk Committee when they meet.

There are currently 11 Strategic Risks identified; these and the outline of the mitigation plans are:

Risk	Mitigation
<b>Safeguarding</b> (The safeguarding of those pupils that Action Tutoring serves is rightly regarded as a critical priority, with the need to have the appropriate systems and procedures in place)	Mandatory training, established code of conduct, policies and procedures reviewed annually, strong pre-employment checks, regular reminders, full annual review of all policies, safer recruitment policy, ensuring a culture of safeguarding across the organisation and a willingness to report and take action.
<b>School budgets and funding</b> (School budgets are increasingly stretched)	Controlled budget to ensure no overspend, capacity building in fundraising team, building a school discount model, advocacy work with others in the sector, strong credit control and building a clear marketing proposition to schools.
<b>Philanthropy</b> (Government funding having ended, there is increased reliance on non-school/government funding sources to ensure the viability of tutoring offerings to schools)	The development of a detailed and wide-ranging philanthropy strategy, researching and cultivating relationships with new funder leads, investment in developing the philanthropy team, ensuring tight control of programmes, establishing a broader Philanthropy strategy and multiple sources of income to build Action Tutoring's financial base.
<b>Volunteer recruitment</b> (External environment leads to a reduction in volunteer sign-ups that cannot meet 2025-26 targets.)	Analysis of volunteer sign-ups, cross-organisational approach to volunteer recruitment, making use of targeted recruitment avenues, increased digital marketing.
<b>Staffing</b> (Salary costs are Action Tutoring's biggest single cost and therefore investment; Action Tutoring's performance is directly correlated to the quality of its staff)	Detailed metrics gathered, including staff turnover, regular benchmarking of employee proposition, fundraising strategy, building out a Learning and Development strategy, increased use of apprenticeship opportunities.
<b>Financial fraud</b> (Strong financial controls are key to ensuring appropriate management of charitable funds)	Robust financial procedures, access to systems carefully controlled, dual payment authorisation, clear levels of authorisation, steps in place to clearly identify external emails.
<b>Government policy</b> (Education policy is a rapidly changing environment which impacts both tutoring and, specifically, Action Tutoring)	Advocacy work continues to raise the profile of Action Tutoring and tutoring in general; the Senior Leadership Team and wider Senior Management Team monitor education policy and liaise with key external organisations.

<p><b>Generative Large Language Model Artificial Intelligence (AI) Systems (Tutoring)</b> (Competitors and schools increase their use of AI, resulting in lost business or missing out on greater impact.)</p>	<p>Engage with technological advances in generative AI; explore testing of potential options for increased impact, potential efficiency, and scaling.</p>
<p><b>Generative Large Language Model Artificial Intelligence (AI) Systems (Internal Operations)</b> (Action Tutoring does not make use of AI in its business processes.)</p>	<p>Engage and keep up with technological advances in generative AI, begin the process of investing in generative AI for increasing internal efficiencies (e.g. marking of assessments, generating marketing content).</p>
<p><b>Cyber security</b> (Malware, phishing and other cyber attacks are an increasingly significant threat to all organisations.)</p>	<p>Use of managed hardware for Action Tutoring phones and computers, password management system, malware and anti-virus software on all computers, mandatory data protection training, breach reporting, two-step authentication introduced on key systems.</p>
<p><b>EEF randomised control trial</b> (recognising EEF is a significant, high-profile opportunity for Action Tutoring)</p>	<p>Active risk management through the lifecycle of the EEF trial, anticipating potential problems, ensuring the highest quality learning takes place from the results of the RCT.</p>

**ACTION TUTORING**

*“ I enjoy building relationships with the pupils, working out what works best for them and seeing their confidence grow through learning together.*

*The growth mindset that underpins the ethos of Action Tutoring is reflective of my beliefs and I always feel well supported by the wonderful coordinators, the accessible training and the technical assistance when needed.* ”



**Helen, working part-time, London**

## Future plans and aims

In 2025-26, Action Tutoring's 13th year of delivery, the charity will begin to develop the building blocks for a new five year strategy and strive to support more young people facing disadvantage than ever, despite the persistently challenging external environment. The charity will continue to experiment and investigate different ways to further its reach goal, including its understanding of the potential impact of AI on its delivery model.

Whilst keeping an eye on the future, Action Tutoring remains committed to its current strategy which focuses on four key areas: reach, growth, impact and advocacy. This strategy enables the charity to maintain a laser focus on its mission, ensuring it is having a meaningful impact on the young people it supports, and continually striving to reach more.

### Reach

In the year ahead Action Tutoring will continue to expand the locations it works in, especially to reach more rural and coastal areas to support pupils who are often facing hidden disadvantages. Particular geographical areas of focus for 2025-26 include Blackpool, Hull, Dorset, County Durham, Sussex, Kent, Hampshire and Cumbria, but the charity also remains responsive to opportunities that arise in other locations.

The charity will aim to increase its delivery in rural and coastal areas in 2025-26, targeting for **over 20%** of its total delivery to be in these locations.

### Growth

2025-26 will be a year of significant growth for Action Tutoring, as it scales its secondary maths delivery to facilitate the evaluation of its secondary maths programme through the external randomised control trial (RCT). Alongside this the charity will continue to deliver its primary maths and English programmes and secondary English programme in partner schools across the country. The charity remains committed to its ambition for growth beyond 2025-26 and will be working hard to ensure that its future targets can be reached sustainably and it can overcome the external barriers it faces.

Action Tutoring will aim to deliver **between 6,500 and 7,000** tutoring courses in the 2025-26 academic year.

### Impact

Action Tutoring is proud of the record impact it's demonstrated over its 13 years of operation. The charity has built up a significant body of evidence, over this time, to support its work. In 2025-26 it will undertake a rigorous external randomised control trial (RCT) of its secondary maths programmes, to better understand their impact, in partnership with the **Education Endowment Foundation** (EEF) and the **National Foundation for Educational Research** (NFER). This gold-standard evaluation will hold Action Tutoring's work to the highest standards, allowing the charity to learn from the process and contribute to the wider field of education.

Ultimately Action Tutoring hopes this study will demonstrate the power of its tutoring model to address educational inequality. Pupils from disadvantaged backgrounds deserve the best support possible, and this evaluation is an important step towards achieving that goal at greater scale. Much of the charity's recent impact focus has been on its maths development, to prepare for the evaluation. In 2025-26 the charity intends to pivot its attention to its English delivery and continue to refine and improve its impact in this subject area.

The charity's overarching impact target will be to **successfully deliver a randomised controlled trial** of its secondary maths tutoring programme in 2025-26.

### **Advocacy**

The year ahead will see Action Tutoring deliver its new advocacy strategy, amplifying its two newly defined key messages through its external communications and political engagement activities, to help gather support and create a future where state-funded tutoring is reinstated for young people facing disadvantage. It will continue to grow its influence and contribution to policy-making with partners in the sector to shape young people's futures positively.

Action Tutoring aims to **build new connections** with MPs, ministers and policy advisors over 2025-26, to continue to raise awareness of the charity's impact and its potential to reduce the academic attainment gap.

To achieve all the outlined medium to long-term strategies, collaboration, one of Action Tutoring's core values, will continue to be critical to the charity's success. Internally, the team will work together to optimise its unique talents and drive efficiencies to improve the operational and managerial performance and impact of programme delivery. Beyond its workforce, the charity will work hand in hand with sector partners, funders, schools, volunteer tutors and the wider network for the collective growth of the education sector.

## Legal and administrative details as of 31st August 2025

### Registered name

Action Tutoring Ltd

### Registered Charity Number

1147175

### Registered Company Number

08105978

### Registered Address

Action Tutoring  
Fivefields  
8-10 Grosvenor Gardens  
Victoria  
SW1W 0DH

### Trustee Board

For the purposes of the Companies Act 2006, the Board of Trustees is regarded as the Board of Directors of the company. The Trustees of the company, throughout the year and to the date of signing this report, are as follows:

Peter Baines (Chair)  
Mark Shadrack (Treasurer)  
Abbie Hayes  
Andy Ratcliffe (resigned September 2025)  
Anna Paige  
Jo Conduit-Smith (resigned June 2025)  
Paul Ward (appointed July 2025)  
Sara Selvarajah  
Susannah Hardyman (resigned December 2024)

### Senior Leadership Team

Susannah Hardyman – Chief Executive Officer (resigned December 2024)  
Jen Fox - Chief Executive Officer (appointed from Deputy CEO in December 2024)  
Alice Nelson - Director of Programmes (appointed February 2025)  
Fleur Peel – Director of Marketing and Communications  
Nicholas Bull - Director of Finance and Operations

### Bankers

HSBC, 8 Victoria Street, London, SW1 0ND

### Independent Auditors

Goodman Jones LLP, 1st Floor, Arthur Stanley House, 40-50 Tottenham Street, London, W1T 4RN

## Statement of Trustees' responsibilities

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

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

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

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

### Disclosure of information to auditors

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

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

### Auditors

The auditors, Goodman Jones LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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

  
.....

Peter Baines (Chair)

Date: 20-12-25

# Independent Auditors' Report to the Members of Action Tutoring LTD

## Opinion

We have audited the financial statements of Action Tutoring Ltd (the 'charitable company') for the year ended 31 August 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2025 and of its
- incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011 and Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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 other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

## **Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, 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.

## **Auditors' responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of

assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below. Based on our understanding of the charity and sector, we identified that the principal risks of non-compliance with laws and regulations related to sector regulations and unethical and prohibited business practices, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the Charities Act 2011, Charity Commission and sector regulations, and UK Tax Legislation. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Appropriate audit procedures in response to these risks were carried out.

These procedures included:

- Discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reading minutes of meetings of those charged with governance;
- Obtaining and reading correspondence from legal and regulatory bodies including HMRC;
- Identifying and testing journal entries;
- Challenging assumptions and judgements made by management in their significant accounting estimates.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members; and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

## Use of our report

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

Goodman Jones LLP  
Chartered Accountants  
Statutory Auditors  
1st Floor, Arthur Stanley House 40-50 Tottenham Street London  
W1T 4RN

*Goodman Jones LLP*

Date: 22-12-25

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

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

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
<b>Income from:</b>					
Donations and legacies	4	1,323,057	897,114	2,220,171	1,932,172
Charitable activities	5	605,552	-	605,552	1,403,715
Investments	6	87,832	-	87,832	81,321
<b>Total income</b>		<b>2,016,441</b>	<b>897,114</b>	<b>2,913,555</b>	<b>3,417,208</b>
<b>Expenditure on:</b>					
Raising funds	7	336,241	-	336,241	193,125
Charitable activities	8	1,926,910	857,347	2,784,257	3,125,994
<b>Total expenditure</b>		<b>2,263,151</b>	<b>857,347</b>	<b>3,120,498</b>	<b>3,319,119</b>
<b>Net movement in funds</b>		<b>(246,710)</b>	<b>39,767</b>	<b>(206,943)</b>	<b>98,089</b>
<b>Reconciliation of Funds:</b>					
Total funds brought forward		2,421,054	-	2,421,054	2,322,965
Net movement in funds		(246,710)	39,767	(206,943)	98,089
<b>Total funds carried forward</b>		<b>2,174,343</b>	<b>39,767</b>	<b>2,214,111</b>	<b>2,421,054</b>

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

The notes on pages 40 to 57 form part of these financial statements.

## BALANCE SHEET AS AT 31 AUGUST 2025

	Note	2025 £	2024 £
<b>Fixed assets</b>			
Tangible assets	12	<b>6,217</b>	8,822
<b>Current assets</b>			
Debtors	13	<b>84,773</b>	150,167
Cash at bank and in hand		<b>2,493,871</b>	2,594,286
		<b>2,578,644</b>	2,744,453
<b>Current liabilities</b>			
Creditors: amounts falling due within one year	14	<b>(370,750)</b>	(332,221)
<b>Net current assets</b>		<b>2,207,894</b>	2,412,232
<b>Total assets less current liabilities</b>		<b>2,214,111</b>	2,421,054
<b>Total net assets</b>		<b>2,214,111</b>	2,421,054
<b>Charity funds</b>			
Restricted funds	15	<b>39,767</b>	-
Unrestricted funds			
Designated funds	15	<b>855,000</b>	1,100,000
General funds	15	<b>1,319,344</b>	1,321,054
Total unrestricted funds	15	<b>2,174,344</b>	2,421,054
<b>Total funds</b>		<b>2,214,111</b>	2,421,054


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

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

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

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements. The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

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



Peter Baines  
Chair

20-12-25



Mark Shadrack  
Treasurer

The notes on pages 40 to 57 form part of these financial statements.

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

	2025 £	2024 £
<b>Cash flows from operating activities</b>		
Net cash used in operating activities	<b>(183,087)</b>	147,563
<b>Cash flows from investing activities</b>		
Dividends, interests and rents from investments	<b>87,832</b>	92,991
Purchase of tangible fixed assets	<b>(5,160)</b>	(11,207)
<b>Net cash provided by investing activities</b>	<b>82,672</b>	81,784
<b>Cash flows from financing activities</b>		
<b>Net cash provided by financing activities</b>	-	-
<b>Change in cash and cash equivalents in the year</b>	(100,415)	229,347
Cash and cash equivalents at the beginning of the year	2,594,286	2,364,939
<b>Cash and cash equivalents at the end of the year</b>	<b>2,493,871</b>	<b>2,594,286</b>

The notes on pages 40 to 57 form part of these financial statements.

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

## 1. General information

Action Tutoring Ltd is a charitable company, limited by guarantee, registered in England and Wales, and whose registered office address is Fivefields, 8-10 Grosvenor Gardens, London, SW1W 0DH. The Charity's objects are to support the education of pupils from disadvantaged backgrounds as stated in the Trustees' Report.

## 2. Accounting policies

### 2.1 Basis of preparation of financial statements

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

Action Tutoring Ltd meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in sterling, the functional currency of the Charity, and rounded to the nearest £.

### 2.2 Company status

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

### 2.3 Going concern

The Charity receives income by way of both contracts for services and voluntary income (in the form of grants from funders and donations from individuals). Having considered the future plans of the Charity, expected future income and expenditure, and available reserves, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

### 2.4 Fund accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

## **2.5 Income**

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

Grant income is recognised to the extent that the above criteria have been met together with any performance conditions attached to the grants. Grant income is deferred only to the extent that the Charity has yet to fulfil the related performance conditions.

School income is receivable under contracts and is recognised to the extent that the services have been provided. Where income is received in advance, this is deferred until the services are performed.

Donated services or facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the Charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), the contributions of volunteers is not recognised.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

## **2.6 Interest receivable**

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

## **2.7 Expenditure**

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity.

Expenditure on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Support costs are those costs incurred directly in support of expenditure on the objects of the Charity and overall governance and management of the Charity.

All expenditure is inclusive of irrecoverable VAT.

## **2.8 Pensions**

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

## **2.9 Tangible fixed assets and depreciation**

Tangible fixed assets costing £200 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

- Office equipment - 2 year straight-line

## **2.10 Debtors**

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

## **2.11 Cash at bank and in hand**

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

## **2.12 Liabilities and provisions**

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

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

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

## **2.13 Financial instruments**

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

## **3. Critical accounting estimates and areas of judgement**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The Charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that are considered to have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

Income Recognition - The Charity receives income from contracts and performance grants. These agreements can include various qualitative and quantitative milestones and performance conditions to be met in order for the Charity to have entitlement to the funds. The Charity makes various assumptions in determining the stage of completion of these contracts and performance grants.

#### 4. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	119,557	-	<b>119,557</b>	105,821
Grants	1,203,500	897,114	<b>2,100,614</b>	1,826,351
	<u>1,323,057</u>	<u>897,114</u>	<u><b>2,220,171</b></u>	<u>1,932,172</u>
<b>Total 2024</b>	<u>1,522,100</u>	<u>410,072</u>	<u>1,932,172</u>	

#### 5. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Tuition and school support	603,278	<b>603,278</b>	474,893
National Tutoring Programme	-	-	928,822
Consultancy income	2,274	<b>2,274</b>	-
	<u>605,552</u>	<u><b>605,552</b></u>	<u>1,403,715</u>
<b>Total 2024</b>	<u>1,403,715</u>	<u>1,403,715</u>	

In 2022/23 and 2023/24, NTP funding was provided directly to schools that use the funding to access the Charity's services. For 2032/24, this funding relates to income from schools using NTP funds.

## 6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Interest income	87,832	<b>87,832</b>	81,321
<b>Total 2024</b>	<b>81,321</b>	<b>81,321</b>	

## 7. Fundraising expenses

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Costs of raising funds	17,713	<b>17,713</b>	5,715
Costs of raising funds - wages and salaries	255,673	<b>255,673</b>	152,694
Allocated centrally incurred fundraising and governance costs	62,855	<b>62,855</b>	34,716
	<b>336,241</b>	<b>336,241</b>	<b>193,125</b>
<b>Total 2024</b>	<b>193,125</b>	<b>193,125</b>	

## 8. Analysis of expenditure on charitable activities

### Summary by fund type

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>	Total funds 2024 £
Tuition and school support	1,877,336	857,347	<b>2,734,683</b>	3,063,265
Advocacy	49,574	-	<b>49,574</b>	62,729
	<u>1,926,910</u>	<u>857,347</u>	<u><b>2,784,257</b></u>	<u>3,125,994</u>
<b>Total 2024</b>	<u>2,705,892</u>	<u>420,102</u>	<u>3,125,994</u>	

## 9. Analysis of expenditure by activities

	<b>Activities undertaken directly 2025 £</b>	<b>Support costs 2025 £</b>	<b>Total funds 2025 £</b>	Total funds 2024 £
Tuition and school support	2,223,478	511,205	<b>2,734,683</b>	3,063,265
Advocacy	40,308	9,266	<b>49,574</b>	62,729
	<u>2,263,786</u>	<u>520,471</u>	<u><b>2,784,257</b></u>	<u>3,125,994</u>
<b>Total 2024</b>	<u>2,564,079</u>	<u>561,915</u>	<u>3,125,994</u>	

## 9. Analysis of expenditure by activities (continued)

### Analysis of direct costs

	Tuition and school support 2025 £	Advocacy 2025 £	Total funds 2025 £	Total funds 2024 £
Staff Costs	1,993,290	15,954	<b>2,009,244</b>	2,250,808
Volunteer Marketing	25,821	-	<b>25,821</b>	81,195
School Marketing	11,201	-	<b>11,201</b>	-
Programme travel and accommodation	27,723	-	<b>27,723</b>	43,732
Training	1,601	-	<b>1,601</b>	-
Repairs and maintenance	4,324	-	<b>4,324</b>	12,895
Office costs	5,909	-	<b>5,909</b>	-
Sundry expenses	1,124	-	<b>1,124</b>	-
Tutor resources	34,231	-	<b>34,231</b>	42,641
Volunteer expenses and training	4,462	-	<b>4,462</b>	5,092
DBS checks	17,531	-	<b>17,531</b>	18,412
Online tutoring	55,559	-	<b>55,559</b>	57,905
Consultancy fees	40,612	-	<b>40,612</b>	17,234
Advocacy consultancy and travel	-	24,354	<b>24,354</b>	34,165
	<u>2,223,478</u>	<u>40,308</u>	<u><b>2,263,786</b></u>	<u>2,564,079</u>
<b>Total 2024</b>	<u>2,512,627</u>	<u>51,452</u>	<u>2,564,079</u>	

## 9. Analysis of expenditure by activities (continued)

### Analysis of support costs

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Staff Costs	228,702	4,031	<b>232,733</b>	245,229
Depreciation	6,797	123	<b>6,920</b>	6,015
Recruitment	25,900	470	<b>26,370</b>	4,082
Core Marketing	2,007	36	<b>2,043</b>	1,837
Rent	135,651	2,459	<b>138,110</b>	135,425
Travel and accommodation	9,489	172	<b>9,661</b>	4,324
Training	8,165	147	<b>8,312</b>	5,868
Welfare	18,940	344	<b>19,284</b>	32,378
Insurance	6,727	122	<b>6,849</b>	6,716
Accountancy fees	5,591	102	<b>5,693</b>	5,486
Audit fees	11,805	214	<b>12,019</b>	9,013
Office costs	8,795	145	<b>8,940</b>	27,905
Sundry expenses	1,785	147	<b>1,932</b>	2,073
Bad debt	16	-	<b>16</b>	-
IT Costs	28,030	522	<b>28,552</b>	54,078
Legal and professional fees	11,968	217	<b>12,185</b>	20,345
Bank charges	837	15	<b>852</b>	1,141
	<u>511,205</u>	<u>9,266</u>	<u><b>510,471</b></u>	<u>561,915</u>
<b>Total 2024</b>	<u>550,638</u>	<u>11,277</u>	<u>561,915</u>	

## 10. Staff Costs

	2025 £	2024 £
Wages and salaries	<b>2,181,714</b>	2,387,329
Social security costs	<b>232,315</b>	216,715
Other pension costs	<b>83,621</b>	59,839
	<b><u>2,497,650</u></b>	<b><u>2,663,883</u></b>

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

	2025 No.	2024 £
Employees	<b><u>68</u></b>	<u>78</u>

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

	2025 No.	2024 No.
In the band £60,001 - £70,000	-	1
In the band £70,001 - £80,000	1	1
In the band £80,001 - £90,000	1	1

During the year, total remuneration and benefits paid to key management personnel totalled £343,105 (2024: £308,904).

During the year, S Hardyman, a trustee, received remuneration (including retirement benefits accruing in respect of defined contribution pension schemes) from the Charity for her role as Chief Executive and is included in the amounts payable to key management personnel.

## 11. Staff Costs

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

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

## 12. Tangible fixed assets

2024  
£

### Cost or valuation

At 1 September 2024	<b>104,700</b>
Additions	<b>5,160</b>
Disposals	<b>(8,411)</b>
At 31 August 2025	<b>101,449</b>

### Depreciation

At 1 September 2024	<b>95,878</b>
Charge for the year	<b>7,756</b>
On disposals	<b>(8,402)</b>
At 31 August 2025	<b>95,232</b>

### Net book value

At 31 August 2025	<b>6,217</b>
At 31 August 2024	<b>8,822</b>

## 13. Debtors

2025  
£

2024  
£

### Due within one year

Trade debtors	<b>1,479</b>	10,667
Other debtors	-	6,871
Prepayments and accrued income	<b>83,294</b>	132,629
	<b>84,773</b>	150,167

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

	2025 £	2024 £
Trade creditors	<b>12,684</b>	17,080
Other creditors	<b>15,934</b>	16,099
Accruals and deferred income	<b>342,132</b>	299,042
	<b>370,750</b>	332,221

	2025 £	2024 £
Deferred income at 1 September	<b>260,000</b>	50,000
Resources deferred during the year	<b>304,630</b>	260,000
Amounts released from previous periods	<b>(260,000)</b>	(50,000)
	<b>304,630</b>	260,000

Deferred income brought forward and carried forward represents grant income received in advance of performance conditions being met, and sales in relation to the school year starting September 2025.

## 14. Statement of funds

### Statement of funds - current year

	Balance at 1 September 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 August 2025 £
<b>Unrestricted funds</b>					
<b>Designated funds</b>					
Future Programme Fund	<u>1,100,000</u>	-	-	(245,000)	<u>855,000</u>
<b>General funds</b>					
General Funds	<u>1,321,054</u>	<u>2,016,441</u>	<u>(2,263,151)</u>	<u>245,000</u>	<u>1,319,344</u>
<b>Total Unrestricted funds</b>	<u><b>2,421,054</b></u>	<u><b>2,016,441</b></u>	<u><b>(2,263,151)</b></u>	<u>-</u>	<u><b>2,174,344</b></u>
<b>Restricted funds</b>					
The Schroder Foundation	-	50,000	(50,000)	-	-
The Julia Rausing Trust	-	245,537	(245,537)	-	-
The Progress Foundation	-	10,000	(10,000)	-	-
Hiscox Foundation	-	20,000	(20,000)	-	-
Westminster Foundation	-	50,000	(50,000)	-	-
The Hargreaves Foundation	-	23,970	(23,970)	-	-
Impetus	-	20,000	(5,736)	-	14,265
J & H Peters Fund (Managed by King Baudouin Foundation)	-	79,975	(79,975)	-	-
Education Endowment Foundation	-	132,311	(132,311)	-	-
Clifford Chance	-	1,906	(1,906)	-	-
Fidelity Foundation	-	42,567	(42,567)	-	-
Considered Ask	-	30,000	(30,000)	-	-
DAC Beachcroft	-	58,233	(58,233)	-	-
Westminster Foundation (Office Grant)	-	77,112	(77,112)	-	-
Pearl Fund	-	25,503	-	-	25,503
Drapers Charitable Trust	-	30,000	(30,000)	-	-
	<u>-</u>	<u>897,114</u>	<u>(857,347)</u>	<u>-</u>	<u>39,767</u>
<b>Total funds</b>	<u><b>2,421,054</b></u>	<u><b>2,913,555</b></u>	<u><b>(3,120,498)</b></u>	<u>-</u>	<u><b>2,214,111</b></u>

## 14. Statement of funds (continued)

### Statement of funds - prior year

	Balance at 1 September 2023 £	Income £	Expenditure £	Balance at 31 August 2024 £
<b>Unrestricted funds</b>				
<b>Designated funds</b>				
Future Programme Fund	1,100,000	-	-	855,000
<b>General funds</b>				
General Funds	1,212,935	3,007,136	(2,899,017)	1,321,054
<b>Total Unrestricted funds</b>	<b>2,312,935</b>	<b>3,007,136</b>	<b>(2,899,017)</b>	<b>2,421,054</b>
<b>Restricted funds</b>				
EY Foundation	10,030	-	(10,030)	-
J & H Peters Fund (Managed by King Baudouin Foundation)	-	78,000	(78,000)	-
Westminster Foundation	-	125,600	(125,600)	-
Tesco Stronger Starts	-	4,000	(4,000)	-
Fidelity Foundation	-	20,400	(20,400)	-
Swire Charitable Trust	-	40,000	(40,000)	-
DAC Beachcroft	-	52,072	(52,072)	-
Dulverton Trust	-	35,000	(35,000)	-
Drapers Charitable Trust	-	30,000	(30,000)	-
Considered Ask (formally the Big Ask)	-	25,000	(25,000)	-
	10,030	410,072	(420,102)	-
<b>Total funds</b>	<b>2,322,965</b>	<b>3,417,208</b>	<b>(3,319,119)</b>	<b>2,421,054</b>

## 14. Statement of funds (continued)

The designated funds, consolidated in 2021 as the Future Programme Fund, represent funds designated by the Trustees towards Action Tutoring's long-term development and organisational sustainability, notably the ending of funding in its current format for the National Tutoring Programme at the end of the academic year 2023-24.

The restricted funds are held for the following purposes:

**Allan & Gill Gray Philanthropies**- restricted specifically to cover the Charity's core costs.

**Allen and Overy Foundation** - funding restricted to online tutoring.

**The Clifford Chance** Foundation - restricted to tutoring programme delivery.

**The Considered Ask (formally the Big Ask)** - funding programmes in the North West in 2024-25, and programmes in Newcastle and Durham 2023-24.

**DAC Beachcroft** - funding restricted to delivery in the north of England.

**Drapers Charitable Fund**- restricted to the provision of programmes in London schools.

**Dulverton Trust** - funding restricted to core funding.

**Education Endowment Foundation** - Grant to support the start of the randomised control trial of Action Tutoring' maths programmes in secondary schools.

**Eveson Trust** - restricted to the provision of programmes in Birmingham schools.

**EY Foundation** - funding received towards the provision of IT equipment for the needs of young people; funding agreed for the provision of headphones.

**Fidelity Foundation** - restricted to organisational and technology development to increase access to online tuition.

**The Hargreaves Foundation** - funding restricted to programme delivery in Bristol.

**The Hiscox Foundation** - funding restricted to core costs associated with delivery in London and Birmingham.

**Impetus** - Grant support for our quasi-experimental-design evaluation, conducted by the NFER.

**J & H Peters Fund (managed by King Baudouin Foundation)** - funding restricted to delivery of virtual tutoring across England, particularly supporting pupils in rural and coastal areas.

**The Julia Rausing Trust** - funding restricted to delivery in the South West, North West and North.

**The Pearl Fund** - restricted to programme delivery in London in 25/26

**The Progress Foundation** - restricted to the provision of programmes in London schools

**Mishcon De Reya** - restricted to supporting programmes generally, utilised specifically for the provision of tutoring in Newcastle.

**The Schroder Foundation** - funding restricted to Charity's core costs.

**The Swire Charitable Trust** - restricted to core funding of maths and English programmes.

**Tesco Stronger Starts** - funding restricted to programmes in London.

**Westminster Foundation** - funding restricted to programmes in Westminster and Chester, as well as a separate grant supporting Action Tutoring's London Office rent.

## 16. Analysis of net assets between funds

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

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2024 £</b>
Tangible fixed assets	6,217	-	<b>6,217</b>
Current assets	2,538,877	39,767	<b>2,578,644</b>
Creditors due within one year	(370,750)	-	<b>(370,750)</b>
	<u>2,174,344</u>	<u>39,767</u>	<u><b>2,214,111</b></u>

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

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2024 £</b>
Tangible fixed assets	8,822	<b>8,822</b>
Current assets	2,744,453	<b>2,744,453</b>
Creditors due within one year	(332,221)	<b>(332,221)</b>
	<u>2,421,054</u>	<u><b>2,421,054</b></u>

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

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	<b>(206,943)</b>	98,089
<b>Adjustments for:</b>		
Depreciation charges	<b>7,756</b>	6,387
Dividends, interests and rents from investments	<b>(87,832)</b>	(92,991)
Loss on the sale of fixed assets	<b>9</b>	-
(Increase)/decrease in debtors	<b>58,523</b>	(78,702)
Increase in creditors	<b>45,400</b>	(214,780)
<b>Net cash provided by/(used in) operating activities</b>	<b>(183,087)</b>	147,563

## 18. Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	<b>2,493,871</b>	2,594,286
<b>Total cash and cash equivalents</b>	<b>2,493,871</b>	2,594,286

## 19. Analysis of changes in net debt

	At 1 September 2024 £	Cash flows £	At 31 August 2025 £
Creditors due within one year	2,594,286	(100,415)	<b>2,493,871</b>
	<u>2,594,286</u>	<u>(100,415)</u>	<u><b>2,493,871</b></u>

## 20. Operating lease commitments

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Not later than 1 year	<b>130,968</b>	130,968
Later than 1 year and not later than 5 years	<b>16,376</b>	147,344
	<b>147,344</b>	278,312

## 21. Related party transactions

Yes that disclosure is fine bar one minor tweak in red: Trustees made a total of £475 in donations, without restrictions, during 2024-25.

Apart from as disclosed above or elsewhere in the financial statements, there are no other transactions with related parties in either the current and/or prior years that require disclosure.

## 22. Controlling party

The Charity is controlled by the Board of Trustees as a whole and there is no one individual with overall control.



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Action Tutoring is proud to be a member of the Fair Education Alliance ([faireducation.org.uk](http://faireducation.org.uk)).