



LORD'S TAVERNERS
Empowering young people through cricket



THE LORD'S TAVERNERS LIMITED

(A company limited by guarantee and not having
a share capital)

Trustees' Annual Report and
Consolidated Financial Statements

For the year ended 30 September 2025

Registered Company No: 582579
Registered Charity No: 306054
OSCR Regulator No: SC046238



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REFERENCE AND ADMINISTRATIVE DETAILS

Patron

HRH The Duke of Edinburgh

President

David Gower

Trustees and Directors

Lucy Pearson
 Tim Luckhurst
 Suzy Farthing
 Rachel Kirby-Rider
 Jenn Barnett
 Abeer Janmohamed
 Gordon Kennedy
 Francis D'Souza
 Sukhjit Grewal
 Paul Walker
 Gordon Hollins
 Mike Gatting

Chair (from April 2025)
 Chair (to April 2025)
 Vice Chair

Appointed July 2025
 Term ended April 2025



Senior Leadership Team

Mark Curtin	Chief Executive
Will Gogerty	Director of Engagement and Partnerships
Mike Hartwell	Director of Marketing and Communications (to October 2025)
Gabby Shirley	Director of People and Programmes
Bernard Watts	Director of Finance and Operations

Registered Office

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Registration

Companies House
 Charity Commission
 Office of the Scottish Charities Regulator

582579 (registered in England and Wales)
 306054
 SC046238

Bankers

National Westminster Bank plc
 St James's and Piccadilly Branch
 208 Piccadilly
 London W1A 2DG

Legal Advisers

Brown Rudnick
 8 Clifford Street
 London W1S 2LQ

Auditor

HaysMac LLP
 10 Queen Street Place
 London EC4R 1AG

Investment Managers

Trinity Bridge
 10 Exchange Square
 Primrose Street
 London EC2A 2BY



CHAIR'S WELCOME

It is a genuine privilege to introduce this annual impact report for Lord's Taverners, a charity that has been creating life-changing opportunities for young people for 75 years. Reaching this milestone is a moment of shared pride for everyone who makes our work possible – the young people and families we support, our volunteers, members, supporters, partners and staff – and it is a powerful reminder of the difference that community-based cricket can make in young lives across the UK.

I am especially honoured to have taken on the role of Chair during this landmark anniversary year. Joining the charity at such an auspicious moment, surrounded by celebrations of its remarkable history and achievements, has reinforced just how impactful and relevant the Lord's Taverners continues to be. Every day, the charity delivers inclusive, life-changing experiences to thousands of young people, while bringing together a broad and passionate network of people who believe in the value of cricket as a force for good.

I would like to begin by offering my heartfelt thanks to my predecessor, Tim Luckhurst. Under Tim's compassionate and clear leadership, the charity successfully navigated the challenges of the Covid pandemic, launched an ambitious transformation strategy and strengthened its foundations for the future. Alongside the Board of Trustees, Tim leaves the Lord's Taverners in a position of renewed confidence, clarity and purpose. I am deeply grateful to Tim and all Trustees for their dedication and service.

The mission of the Lord's Taverners resonates strongly with my own values: learning, young people, inclusion and the power of sport to influence society. It is therefore with great pride that we can say that in 2024/25 we supported and empowered more children than ever before, with 33,323 young people accessing our programmes across the UK. Visiting programmes this year has been a constant source of inspiration. A visit to a Super 1s hub in Cheshire, for example, highlighted how cricket can help young people develop vital life skills – from teamwork and confidence to being active and socially connected – delivering benefits not only for individuals, but for families and communities too.

Equally inspiring is the extraordinary community that surrounds the charity. In a challenging fundraising environment for all charities, it is a testament to the commitment of our supporters, members, volunteers and staff that our income increased year on year. Every pound raised plays a vital role in sustaining and growing our programmes, and I want to extend my sincere thanks to everyone who contributed their time, energy or resources over the past year.

2024/25 also marks the final year of our current strategic cycle. Over the past three years we have significantly expanded our reach, modernised the organisation and strengthened our impact. As we move into a new five-year strategy, we do so with excitement and ambition, building on what we do best: delivering inclusive, community-based cricket programmes and ensuring young people remain at the heart of our decision-making.

For all the pleasure I have found in meeting volunteers, colleagues and supporters, it is the interactions with young people that inspire me most. During my interview process, I had the privilege of being interviewed by some of the charity's youth ambassadors. Their passion, insight and belief in the Lord's Taverners were truly energising. They spoke not only about what the charity provides, but about how it can continue to grow and reach even more young people in the future. As we enter our new strategic period, it feels absolutely right that these voices help shape our direction.

I am excited to continue this journey with the Taverners community and hope this report leaves you as inspired and optimistic as I am about the future of the charity and the young people at its heart.



Lucy Pearson
Chair, Lord's Taverners





LORD'S TAVERNERS

Empowering young people through cricket

WHAT WE DO

We are a community that provide innovative, inclusive, and impactful cricket programmes, empowering young people with disabilities and from disadvantaged communities to develop the knowledge, skills, capabilities, and confidence required to overcome the challenges of inequality, raise their aspirations and reach their potential.

Driven by a passion for equality, we strive to be a lead organisation at the heart of social change; maximising our knowledge, experience and insight gained through our work with young people and their communities experiencing inequality.

OUR PURPOSE

We exist to empower and positively impact the lives of young people facing the challenges of inequality.

OUR VISION

Every young person can overcome the challenges of inequality and achieve their potential.

OUR MISSION

Deliver high quality cricket programmes that will empower young people facing inequality to make positive choices, improve their health and wellbeing and achieve positive outcomes.

OUR VALUES

WE INCLUDE

We create a safe space in a community where everyone belongs. A happy place where friendships are made, where we are all respected.

WE EMPOWER

We encourage each other to be the best we can be. We support each other, building confidence through our personal and shared experiences.

WE INSPIRE

We create a positive place to thrive. We take pride in the part that we play, as individuals and role models.



LORD'S TAVERNERS

Empowering young people through cricket

WE EXIST TO POSITIVELY IMPACT THE LIVES OF YOUNG PEOPLE FACING THE CHALLENGES OF INEQUALITY

We work across the UK and beyond to provide inclusive and impactful programmes, empowering young people with disabilities and from disadvantaged communities to develop the knowledge, skills, capabilities and confidence required to overcome the challenges of inequality, raise their aspirations and reach their potential.

SUPER 1s gives young people with a disability aged 12-25 the chance to play regular, competitive cricket. By creating community cricket hubs we give participants the chance to compete against their peers and enjoy the benefits of playing sport.



WICKETZ is a cricket programme for young people aged 8-19, living in disadvantaged communities. We provide year-round weekly cricket sessions with a focus on breaking down barriers, developing life skills and creating stronger communities.

TABLE CRICKET is an adapted version of cricket, played on a table tennis table. The game is inclusive and specially designed to give young people with a disability the chance to play, understand tactics, be part of a team and develop social skills.



Our **Cricket Kit Recycling** programme collects usable cricket kit from across the UK, which is then sorted and redistributed to partner organisations within the UK and around the world, allowing young people with a lack of equipment to access the sport.

REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Programme Highlights 2024/2025

Super 1s

The Super 1s Disability Cricket programme continues to grow with weekly session now being delivered in 190 hubs - across every English county, Scotland and Wales. What started as scattered provision is now systematic national coverage. The programme delivered life-changing impact to 2,167 young people living with a disability. We are also delighted to share that we had a 18% increase in female participation this year, with nearly 600 young girls living with a disability engaged with the programme.



Wicketz

Active in 20 towns and cities across the UK and offering free cricket sessions at 83 different locations in 2024/2025. Wicketz engaged with more than 2,500 young people. Through Wicketz we delivered 262 life skills workshops - tackled real issues in their communities: conflict resolution, digital safety, employability skills, mental health awareness. Cricket was the hook. Life skills were the outcome.



Table Cricket

Last year, 62 schools progressed through their county competitions to reach our nine Regional Finals, with more than 500 young people taking part overall. The National Final was held as part of Disability Cricket Day at Lord's, which also featured the first ever disability international to be played at the ground.

Wirral Grammar School claimed the national title, while Crieff School made history as the first Scottish school to reach the National Final.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Programme Highlights 2024/2025 (continued)

Cricket in SEND Settings

On the back of a pilot programme launched three years ago to take cricket into schools to ensure young people with special educational needs and disabilities (SEND) can engage in the most appropriate form of cricket, in 2024/25 we worked with a record 984 SEND settings in the past year. This represents year-on-year growth from the 769 settings in 2023/24. This means 28,595 young people with a disability have had the opportunity to regularly enjoy the game and give them the chance to transition into cricket in a community setting.

Cricket Kit Recycling

As planned, our cricket kit recycling programme came to an end in 2025. In the last year of operation, we distributed more kit than ever before due to the programme closure. As was the plan, in the year we have worked with a number of other charity partners, such as Bat for Change, the MCC Foundation and local county cricket boards to ensure our knowledge and expertise of the programme was shared so its legacy can continue. We would like to take this opportunity to say a huge thank you to all the staff, volunteers and supporters of the programme over the years, we are very proud of the impact we had.



Programmes We Support

Johnners Trust

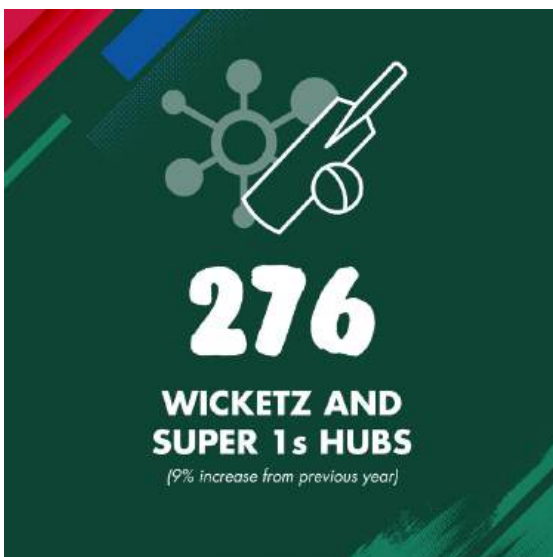
After 30 years, in 2025 the Johnners Trust, as planned by the trustees of the trust, was wound down. In that time the trust awarded cricket scholarships and grants worth more than £1 million over the 30 years, a fantastic achievement.

Moving forward the trust transferred the remaining income in their accounts, £100,000, to the Lord's Taverners to put in place a dedicated VI Cricket Programme for young people living with visual impairments from 2026 onwards. The funds sent over will look to be matched by the Taverners as well as other organisations to ensure many young visually impaired or blind people can participate in and enjoy cricket for many years to come. A huge thank you goes to Barry Johnson, the Johnson family and all the supporters of the trust over the years for making the charity such a success.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

2025 Impact Stats



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Our Outcomes

Our outcomes are underpinned by core themes that we seek to develop within each of our programmes:

Improve Activity Levels and Promote Healthy Lifestyles

Children and young people from less affluent families are less likely to engage in physical activity, putting them at greater risk of an unhealthy lifestyle. This issue is even more pronounced for those with disabilities, who face barriers to accessing sports and facilities. Regular physical and social activity is crucial for both mental and physical health. Our free, inclusive cricket programmes aim to tackle this, offering weekly sessions that promote exercise, competition, and the development of life skills among young people.

"Table Cricket has been a revelation for our pupils over the last four years. The sport has provided them an opportunity to represent their school at county and regional competition, their House in the summer through House Table Cricket and it has become a popular event in our annual sports festival." PE Teacher

Increase Confidence and Self-Esteem

Self-esteem and confidence are vital for the growth of young people with disabilities and from disadvantaged backgrounds. They help improve wellbeing and personal development within their communities. Studies show a strong link between sports and mental health, with young people in underserved areas benefiting from physical activity. Regular participation boosts self-worth, resilience, and mental health. Confidence also helps combat depression and loneliness, and our programmes provide a supportive environment for young people to thrive through consistent activity in local community hubs.

Super 1s participant, Matthew: *"I thought I could never play cricket again, my social life was non-existent, I'd just lost my eye, walking football as well. I got into a really depressive state. But now, Super 1s is the best thing I do for socialising, everyone makes you feel so welcome. It's helped give me another opportunity at playing a sport I really enjoy and it's really helpful they coach to your disability."*

Promote Social Inclusion

Community cricket programmes like Super 1s and Wicketz help break barriers to participation, including discrimination and exclusion. By fostering inclusivity, sport builds stronger communities and supports individuals facing social isolation. Our programmes ensure young people with disabilities and from deprived areas feel cricket is for them. Inclusive sessions bring together those facing inequality, offering a supportive space to be active. Young participants and their families gain opportunities to connect, overcoming challenges through shared experiences in a welcoming environment.

Wicketz participant at our girls only residential: *"I feel when I play in a boys' team I need to be on the lookout 24/7, I cannot mess up once because they will say 'oh you cant play cricket because you're a girl'. But in Wicketz when its all-girls I feel I can play as freely as I want and I won't be judged."*



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Inspiring Stories

ELLA

Ella, a participant in Middlesex in the Community's (MITC) Disability Super 1s programme, has experienced remarkable personal growth since joining in November 2024. Super 1s, run in partnership with and funded by Lord's Taverners, provides free weekly cricket sessions for young people with disabilities aged 8–25, combining sport with life skills to promote confidence, wellbeing, and social inclusion.

In less than a year, Ella has attended more than 20 sessions and has grown from a participant to a leader, often helping coaches with warm-ups and game preparation. Her father, Richard, has seen significant improvements in her hand-eye coordination, catching, and throwing, as well as a newfound passion for following England's cricket teams. Beyond technical skills, Ella has developed friendships and confidence, enriching her life outside of the sport.

The programme has also created unique opportunities for Ella. In 2025, she met two of her cricketing heroes — Callum Flynn and Nat Sciver-Brunt — and was honoured as the coin toss mascot at England Women's ODI against India at Lord's, live on Sky Sports.

Her coach, Daisy Meadowcroft, described Ella as "a shining example of everything that the Super 1s programme was set up to achieve," praising her enthusiasm and growth week by week. Ella's story demonstrates the transformative impact of Super 1s — using cricket not only to teach sporting skills, but to inspire confidence, independence, and lasting joy for young people with disabilities.



ABDUL

At 17, Abdul's life has already been shaped by extraordinary challenges and resilience. Born in Afghanistan, he grew up balancing school and extra classes with his true passion — cricket. Using a tennis ball, he developed a reputation in his neighbourhood as a talented all-rounder.

In 2021, the Taliban takeover forced Abdul to flee for his safety. His journey was long and dangerous, taking him through Pakistan, Iran, Turkey, Serbia, and beyond. Along the way, he endured treacherous terrain, brutal encounters at borders, illness, and the constant fear of being caught. One of the most perilous moments came while crossing the English Channel in an overcrowded boat. Despite these hardships, he never gave up, driven by the hope of a safer future.

Eventually, Abdul reached Scotland, where he began rebuilding his life. Through his sports worker, he was introduced to the Wicketz programme and encountered hardball cricket for the first time. At first, the protective gear and rules felt unfamiliar, but under the mentorship of Coach Mohammad Afzal, he adapted quickly.

Within two months, Abdul was ready for his first match. He bowled three overs, taking one wicket, and went on to score an impressive 44 runs with one six and six fours. His debut performance earned him the title of man of the match, a milestone that confirmed both his potential and determination. Abdul credits his progress to his coach's guidance and the opportunities provided by Wicketz. Beyond the sport itself, he has gained confidence, skills, and a sense of belonging.

Looking ahead, Abdul dreams of representing Scottish cricket. His journey from Afghanistan to Scotland has been marked by danger and loss, but also resilience and hope. With hard work and support, he is determined to turn his passion into a lasting contribution to the game he loves.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Our Strategic Objectives

2024/2025 was the last year of our current three-year strategic period. Over this time the charity's mission has been to empower young people facing the challenges of inequality. We have put this at the heart of everything we do. The three-year strategic period had seven strategic objectives that focus on improving our impact and our reach, and also prioritised our need to transform our culture, structures and approaches to meet the expectations of our stakeholders as well as the requirements of regulators and legislators with the drive to significantly improve the capability and performance of the organisation.

We have made significant progress in the final year the strategy as demonstrated below. In a challenging time for the sector, we are extremely proud of the work we undertook in the last three years, from developing and launching a new set of values, growing our reach from circa 8,000 participants to over 33,000 participants per year, we had three years of continuous income growth and developing and launching the charities first ever decided supporter CRM system, we achieved a huge amount.

However, we still have much more to do. At the end of this section, you can see the framework for our new five-year strategy, taking us to 2030. This strategy looks to continue the strong foundations we built over the last three years, acknowledging that the charity is on the right path, but we want to achieve more for our participants and put our participants at the heart of our decision making.

Progress against our current three-year strategy and objectives can be viewed below:

What did we achieve in 2024/25

1. Become a values-led organisation

What have we achieved?

- We worked on the third year of our People Plan building on the foundations established in years one and two. We in-housed HR functionality moving away from a third party support service in a fully integrated model with in house Subject Matter Expertise. In order to manage resource and capacity alongside capability, we grew the team, onboarding a People and Operations Assistant to provide cross organisational support to both people and operations functions.
- We recruited the first ever Lord's Taverners Volunteer Manager to ensure that messaging around our values becomes a wider part of our community. A volunteer management roadmap was established to be implemented in 25/26 which integrates the existing values further afield than within our employee base or at programme delivery level.
- We worked towards the actions as laid out in the EDI: A Plan for Action. Internal work areas took ownership for their work, continually considering how EDI and our Values can be integrated into day to day activity.
- We aligned our values to the participant awards creating a long lasting link between participant reward and recognition and our values.
- We continued our EDI quarterly employee training, accessing support and guidance for best practice from organisations including Out for Cricket. This has ensured we continue our professional development programme in line with our ambitions.
- We integrated our values into our performance management framework supporting employees to make connections between their business objectives and behaviours.
- We gave more opportunities for young people to lead, speak, influence and support our work. Young people are seen as the leaders of integrated voice aligned with our values.

2. Be impactful

What have we achieved?

- You can read more about what we have achieved in our [2025 Impact Report](#).
- We commissioned Trust Impact to work with us during the 25/26 financial year to build our Theory of Change and an Impact Measurement Framework. This work starts in earnest in January 2026.
- We reached more young people than ever before with over 33,000 individuals facing inequality using cricket as an opportunity to access sport and physical activity within their local communities.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Our Strategic Objectives (continued)

- We increased our engagement of women and girls in the game through the growth in the number of girls only hubs across our network of delivery partners.
- We provided unique often once in a lifetime residential to children and young people who for many have not stayed away from home ever before. These unique experiences have impacted the lives of over 200 participants this year. Residential are an opportunity to build resilience, determination and teamwork skills.

3. Grow our reach to those who need us most

What have we achieved?

- We reached 33,323 young people across our programmes, compared to 28,669 last year.
- We reached over 28,595 young people in 984 SEND (special educational needs and disabilities) settings. That is well over 50% of all UK SEND settings with the long-term aim of being able to deliver cricket in all 1,500 UK SEND settings.
- We launched and delivered out SEND and Wicketz programmes in Northern Ireland for the first time.
- Delivered our first girls only Super 1s residential.

4. Positively influence and lead social change

What have we achieved?

- We partnered with the MCC and the ECB to deliver largest ever showcase of disability cricket at Lord's in June. From a breakfast roundtable event focused on children and young people, to the Table Cricket Finals Day hosted at the Lord's pavilion, Super 1s demonstrations and culminating in an IT20 England v India Men's Mixed Disability game on the pitch at Lord's, the event uniquely brought together key stakeholders to celebrate the impact of disability cricket.
- Further developed our Youth Ambassador programme, with the ambassadors attending and speaking at a record number of events, including speaking at the House of Lords in conjunction with the Speakers Trust and feeding into the development of our new strategy.
- Continued to focus on greater collaboration with sector partners such as Chance to Shine, Take Her Lead and ACE Programme.
- Working closer with key partners such as ECB, Sport England and People's Postcode Lottery, has given a great platform to share our work, raise awareness of its impact and have a voice and input into how cricket and sport for social development a critical means to improve and develop people and their communities.

5. Be driven by insight

What have we achieved?

- Our digital campaigns and online activity continue to build awareness and drive returns with particular successes in targeting recruitment of challenge event fundraisers – which included a record 63 runners taking part in the London Marathon.
- We continued to develop the charity's first dedicated customer relationship management system (CRM). We have developed the system to incorporate a new Microsoft communication platform and started to build a dedicated membership platform. These areas of development will enable us to have a better view of our supporters and send more targeted regional communication and help digitalise our supporter journeys.

6. Create a more sustainable income model

What have we achieved?

- Delivered a wide range of event to celebrate our 75th anniversary and ensured our youth ambassadors shared their voice and experiences at these events to bring our impact to life.
- Continued our focus of securing long term multiyear income partnerships, including a new three-year partnership with the ECB which means that over 50% of our annual income is now secured as part of long-term partnerships.
- We saw a significant increase in challenge event income – which including raising a record £190,000 in the London Marathon.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Our Strategic Objectives (continued)

- A Trusts and Foundations focus led to significant wins throughout the year for new funding – both regionally and nationally.
- Further developed our CRM platform to better understand our supporter's data and giving patterns.

7. Become a high performing organisation

What have we achieved?

- Our three-year transformation programme came to a conclusion, and we started the process of moving from transformation into continuous improvement. To do this we were supported by our Head of Transformation and a volunteer transformation committee who helped the organisation create processes around continuous improvement based on our organisational structure.
- Successfully undertook the recruitment of a new chair, with our Youth Ambassadors involved in the recruitment process.
- Put in place a new organisation design to place our regions at the heart of what we do, with a clear focus on event support and volunteer management with the hire of a dedicated volunteer manager.
- Instigated a whole org approach to developing our new strategy, involving key stakeholders and our youth ambassadors to develop the new strategic vision.

Our New Strategy

Throughout 2024/2025 we brought together a selection of key stakeholders to develop our new strategy. From supporters, members, partners and our youth ambassadors, we looked to engage with all our key stakeholders to help us better understand the direction we wanted to take the charity over the next five years.

We are delighted to share our new strategy document below. As we have outlined above, we are very proud of the impact we have had in our last strategic period, and this strategy looks to build on the progress we have made in the last three years. We look forward to reporting back on our progress over the next five years.

See overleaf our 2026-2030 Strategy Plan.





LORD'S TAVERNERS
Empowering young people through cricket

OUR STRATEGY: 2026-2030



UNLOCKING POTENTIAL THROUGH CRICKET

OUR AMBITION: Every young person can unlock and achieve their potential through cricket

OUR MISSION: Be a leader in making cricket the most inclusive sport by delivering high-quality, inclusive opportunities for young people living with a disability and for those facing socio-economic disadvantage

OUR STRATEGIC OBJECTIVES

Inclusive cricket programmes for young people living with a disability

Inclusive cricket programmes for young people facing socio-economic disadvantage

Empowering young people to shape their future, have a voice and demonstrate their capabilities

Young people achieve positive and personal outcomes to inspire others

WE INCLUDE

WE EMPOWER

WE INSPIRE



UNLOCKING POTENTIAL THROUGH CRICKET

OUR COMMITMENTS

We will place our inclusive values at the heart of all that we do

We will be an inclusive thriving community of members and supporters raising funds

We will ensure inclusive, strong, effective leadership

We will develop skilled, passionate and committed people

We will adopt a place-based approach to programme design and delivery

We will have inclusive, meaningful, successful partnerships and collaborations

We will ensure robust impact measurement and reporting, governance and financial management

We will champion and celebrate our impact, influence and shape attitudes

We will integrate technology and enhance our organisational capabilities



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Our 75th Anniversary



The charity's 75th year has been a memorable one.

The support has been incredible, from attending events, donating to appeals, cheering on (or getting involved) in our challenge events... every bit of effort and generosity given by our members strengthens our community and ensures we can continue making a real difference to the lives of the young people.

Our 75th celebrations were supported by a volunteer events committee chaired by David Robinson who helped drive the charities 75th celebrations forward. We've had events with A-listers such as Stephen Fry, returned to the scene of our very first Taverners XI game at Bishops Stortford in 1950 and enjoyed so much more as part of our 75th year of fun and fundraising.

Highlights of our 75th year include:

Celebration of our history hosted at the Lord's Tavern after our AGM



Cricket matches against Bishops Stortford, the MCC at Lord's and the Honourable Artillery Company

Super 1s Award Evening with HRH Duke of Edinburgh



An Afternoon with Stephen Fry, with Youth Ambassadors speaking



35th annual Long Room Concert with Alexander Armstrong

Thank you to everyone who contributed to our 75th anniversary year, to read more about our history and see more images and impact from 2025, visit t75.lordstaverners.org

REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

How do we fundraise

Strategic Relationships

We are thankful to be supported by a number of strategic and long-term partnerships with governing bodies, statutory funders, trusts, foundations and corporate organisations who share our mission and vision to support young people. Collectively all the partners we work with have enabled the charity to reach more participants across our programmes than we have ever done before.

People's Postcode Lottery (PPL)



PPL, through the Postcode Active Trust, have been a key partner and supporter for a number of years. PPL's approach is different from other organisations in that it provides unrestricted funds. These funds enable us to invest in our charitable programmes in the areas of most need as defined by the charity, but we also have the option to invest in infrastructure, including fundraising capacity, systems and aspects of governance that restricted funds may not support. We are proud to be part of the PPL family of charities. Thank you to the players of the People's Postcode Lottery.

England and Wales Cricket Board (ECB)



Over a number of years, we have been delivering a multi-year partnership with the England and Wales Cricket Board to help tackle inequality and provide opportunities for young people living with a disability to access cricket within their local communities. This has supported the growth of our inclusive, accessible Super 1s programme and this year we further consolidated delivery within all 39 county cricket boards through a network of 190 community cricket hubs; to provide more than 2100 young people living with a disability the chance to play regular and competitive cricket. Additionally, thanks to funding from the ECB we are delivering work in Special Educational Needs and Disability settings across the country, to provide further opportunities to engage in cricket. This year we grew our reach from 769 to 984 SEND settings. We also partnered with the ECB and MCC to deliver the Disability Day event in June 2025 at Lord's.

Sport England



We have been working with Sport England across our disability cricket activity for a number of years and we are delighted that they have continued to support our Super 1s and Cricket in SEND Schools activity alongside the ECB and Berkeley Foundation; allowing us to extend the reach of our programmes as outlined.

Corporate Partnerships



Particular thanks go to Berkeley Foundation. Berkeley came on board more than ten years ago as a partner in our disability cricket programme and without their valuable financial and professional support, Super 1s would not be where it is today – a programme with a truly national reach. We have continued to work together as part of our current three-year partnership. This year we also received fantastic support from ICE Futures Europe, who provided financial support to help deliver summer residentials across our programmes and committed to a three-year Wicketz programme partnership. We would also like to thank Wavestone, Brown Rudnick, The P&M Group, Ortus Energy, Hiscox, Hays Travel, Clearwater, and Equitix, for their financial and professional support to the charity.

Trusts and Foundations

In 2024/2025 the Lord's Taverners benefited from significant contributions from the following funders, for which we remain hugely grateful: The Christopher Laing Foundation, City Bridge Foundation, The Elizabeth and Prince Zaiger Charitable Trust, The Eveson Trust, Garfield Weston Foundation, The Hargreaves Foundation, The Johnners Trust, The Loppylugs and Barbara Morrison Charitable Trust, The Moondance Foundation, The Steel Charitable Trust, The Waterloo Foundation, The Westminster Foundation.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

How do we fundraise (continued)

Events

Our central office team and volunteers across the country organise a wide range of events to fundraise for our charitable activity. This year saw the introduction of our 75th Committee, which will go on to be an ongoing events committee, chaired by long-time supporter David Robinson. David and his committee both led and supported on several events this year, including our flagship 'An Afternoon with Stephen Fry'. Our regional committees play a key role in linking our programme activity to local supporters while engaging regional partners. These events include dinners, lunches, concerts, cricket matches, golf days and a variety of sponsored challenge events.

A huge thanks must go to all the volunteers, members, supporters, sponsors, and organisers across the country who enable the charity to continue to raise much needed funds and have continued to retain and build our network across the UK.

Members

Our members and regions are a very special part of the Taverners community. As well as playing a major role in supporting our events on a regular basis across the UK, they also provide us with a significant bank of volunteers who work with us on our fundraising activities.

Individual Supporters and Sponsors

Individuals support our work in many ways either through one-off donations, ongoing activity, making us a beneficiary of their estate or raising money through a sponsored event.

We also received support from a number of grant-making organisations who are supporting our work all across the UK and we would like to give special thanks to: The Arnold Clark Community Fund, Birmingham Community Recovery Small Grants Fund, The Give for Good Russell Family Charitable Trust, Cardiff Educational Endowment Trust, The Chetwode Foundation, The Gannochy Trust, The Give for Good Russell Family Charitable Trust, The Hawthorne Charitable Trust, The High Lee House Trust, The Houghton Dunn Charitable Trust, The Hugo Halkes Charitable Trust, The Ian Askew Charitable Trust, The James Edward Harris Charitable Trust, The P F Charitable Trust, The Permira Foundation, The POM Charitable Trust, Redditch Borough Council, Worcestershire Council.

We would also like to thank everyone who has fundraised and made general donations to the charity, including:

- Legacy gifts totalling £160,000 from Allan Wilkins, Sheriden Thomas, Ian Robertson and Margaret Ann Read.
- Our London Marathon team, who raised a record-breaking £190,000 and The Final Word team who ran the Edinburgh Marathon.
- Members of our giving club.
- And to all the other individuals who: attended our events, donated to us, supported our winter appeal, pledged a gift through our Free Will Writing service, or otherwise helped the charity throughout the year.

The charity undertakes fundraising in line with the Fundraising Code of Practice set by the Fundraising Regulator. We have not received any complaints in the last twelve months in relation to our fundraising practices.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Financial review

Introduction

The year was shaped by a challenging external environment for the voluntary and fundraising sector, with continued pressure on discretionary giving, rising costs, and increased competition for charitable funding. Sector-wide analysis, including the latest research from the Charities Aid Foundation, shows that charity giving fell by 10% reflecting affordability pressures and changing donor behaviour even though the number of UK adults that give remained static, they are giving less. These conditions affected both income generation and cost management across the sector and were also experienced by the charity, particularly within event-based fundraising where returns became more volatile. Against this backdrop, the Trustees remained focused on maintaining financial discipline, increasing programme delivery and spend to empower, include and inspire more young people than ever before, whilst taking timely decisions to align expenditure with income as conditions evolved.

Over the course of the current multi-year strategic period, the organisation has been working hard to grow our income through existing and new sources working toward achieving a break-even position on unrestricted reserves, with the aim of reducing reliance on reserve drawdown and strengthening long-term sustainability. This has been approached in a stepped and controlled way, investments in fundraising has driven income growth over the strategy period from £5.8m to £6.4m along with through tighter cost management and a clear focus on affordability. Throughout the period, priority was given to maintaining delivery and impact, with no reduction in frontline programme activity. Instead, cost control efforts were focused on overheads and the wider cost base, ensuring that financial discipline was achieved without compromising the scale or quality of charitable delivery.

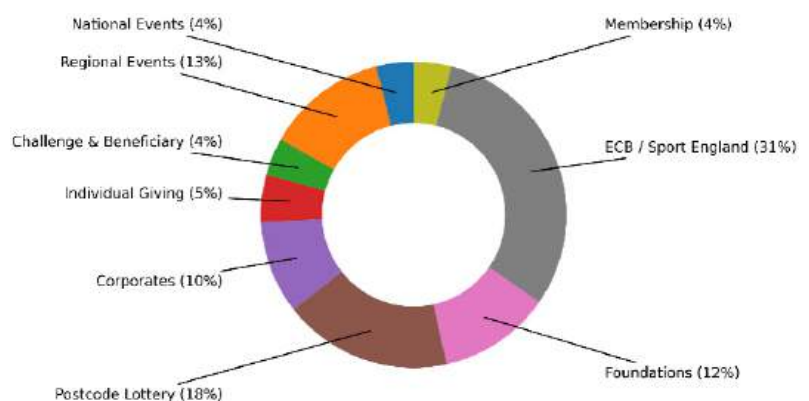
Before setting out the financial performance in detail, the Trustees wish to recognise the continued commitment of the charity's partners, funders, members, volunteers, and regional committees. We are fortunate to have a number of long term, multi-year funding partners that contribute greatly to the charity. Their contribution alongside locally led fundraising and events activity, remains a vital and consistent part of the organisation's income base. The Trustees are grateful for the time, expertise, and dedication of all those involved, whose efforts provide both a dependable source of income and a strong connection between the charity and the communities it serves.

Within this context, we are pleased to share that total income for the year was £6.4m a 5% increase on the previous year (2024: £6.1m), led by growth in income from trusts and foundations and events, with continued strong performance across the rest of the portfolio.

Income Profile and Performance

Overall income mix

Income continued to be generated across a diversified portfolio, including events, individuals and membership, trusts and foundations, corporates and national bodies, legacies, and investment income. Performance across these streams varied during the year, reflecting differing levels of exposure to market conditions, donor behaviour, and funding structures.



Major funders

The charity's two largest funders during the year continued to be the England and Wales Cricket Board (ECB) and the People's Postcode Lottery (PPL).

Funding from the ECB totalled £1.6m (2024: £1.6m), including £500,000 of funds distributed via Sport England. This funding is restricted and supports the delivery of agreed programmes aligned to national participation and inclusion priorities.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Major funders (continued)

Funding from the People's Postcode Lottery totalled £950,000 (2024: £1m). This funding is unrestricted and provides vital flexibility, supporting core activities.

Growth in trusts and foundations

Trusts and foundations income totalled £613,839 (2024: £346,402), representing a significant increase year on year. This growth reflects the organisation's continued focus on this income stream, the strength of establishing new relationships, and the increasing importance of multi-year commitments in providing greater income certainty and improved forward visibility. The charity's largest foundation funder during the year was the Berkeley Foundation, which provided £250,000 (2024: £250,000) of restricted funding.

Membership

Membership income remained stable at £187,000 (2024: £195,000). While this represents a relatively small proportion of total income, membership provides a dependable and recurring contribution, supported by a geographically distributed network of members and volunteers. Beyond its direct financial contribution, the membership network provides additional value through advocacy, professional connections, and access to wider networks, including trusts, foundations, and corporate partners. Members also support the events and regional fundraising. Membership plays an important role in strengthening the charity's income pipeline, profile, and longer-term fundraising opportunities.

As noted at the Annual General Meeting, work is underway to strengthen the membership proposition through the development of an improved digital membership platform and the removal of the need to be proposed to be a member these changes are intended to make it easier for new members to discover the organisation and join through a more self-service online offering.

Events and regional fundraising

Income from events totalled £2.3m (2024: £2.1m) an increase of c9%. While attendance remained very strong at over 100 events, an increase in event costs combined with a decline in forecasted on-the-day giving, including raffles and auctions, resulted in lower returns across the portfolio.

These results were particularly disappointing given the year marked the charity's 75th anniversary; however, this reflects the referenced wider market conditions, including reduced discretionary spend and increased delivery costs, both of which have impacted the effectiveness of event-based fundraising as highlighted in the introduction.

Income generated through regional and volunteer-led events remained stable and showed modest growth. Of the total events income, £1.6m (2024: £1.4m) was generated through regional activity. This reflects strong local engagement, a diverse range of smaller-scale activities, established regional networks, and a lower reliance on high-cost delivery models. Together, these factors provided an important degree of resilience within the overall income mix.



Expenditure and Impact

Total expenditure for the year was just over £7.0m (2024: £7.1m). A disciplined and proactive approach to cost control was maintained throughout the year, with expenditure decisions closely aligned to strategic priorities, affordability, and income performance.

Staff costs were tightly controlled throughout the year. The only material variance arose from a one-off, unbudgeted cost associated with the restructuring of the senior leadership team, which reduced the number of director roles from five to four. This restructuring was undertaken not only to reduce overheads, but also to strengthen strategic focus, streamline decision-making, and ensure leadership capacity was aligned to organisational priorities.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Expenditure and Impact (continued)

Spending on charitable programmes remained stable overall, expenditure on the Wicketz programme reduced slightly to £1.27m (2024: £1.32m), while investment in disability cricket increased to £2.7m (2024: £2.3m). This increase reflects the charity's continued position as the largest provider of disability cricket programmes in the country.

The cost of fundraising reduced to £3.0m (2024: £3.2m). Achieving this reduction was particularly challenging given inflationary pressures, which increased the cost of fundraising activities such as venue hire and event production costs, placing ongoing pressure on event profitability.

During the year, a more robust framework for managing delivery partner expenditure was introduced, improving forecasting accuracy and enabling planned in-year adjustments to align expenditure with income.

As part of a wider strategic and financial review, the Cricket Kit Recycling Programme was closed in September following unsuccessful attempts to secure sustainable external funding and a decision to focus resources on core community cricket programmes.

Financial Position, Reserves and Outlook

The year concluded with a net deficit on unrestricted reserves for the charity of approximately £400,000 (2024: £496,000), compared with an original ambition to achieve a break-even position. This deficit was driven primarily by income underperformance against targets but also higher than budgeted events costs and one-off costs of £120,000 relating to redundancy payments and closing an onerous lease contract both of which will reduce costs for the charity going forward.

In setting budgets, the organisation operates with a defined level of income risk which is set at the start of each year. For 2025 this was £639,000 (2024: £900,000) and has been reduced to £337,000 in the forthcoming year. This demonstrates a deliberate, stepped approach to reducing income risk appetite over time, and the reliance to drawn on reserves when targets are missed.

At year end, the balance sheet remains stable and is predominantly represented by the organisation's investment portfolio. No designated funds were held at year end. Unrestricted reserves stood at £1.39m (2024: £1.7m), marginally below the Board's approved reserve range of £1.4m to £2.0m.

For the year ahead, the Board reconfirmed its reserves policy, maintaining a target range of £1.4m to £2.0m. Further detail is provided in the notes to the accounts (page 38). The organisation has budgeted for a break-even position in the forthcoming year.

Conclusion

The year represented a period of good growth in income and programme impact. There was a strong performance from over 100 fundraising events around the country, however the return was not as much as budgeted due to the very challenging environment for the whole sector. This combined, with two significant one-off unbudgeted payments that reduced longer term liabilities, resulted in our overall deficit.

While the financial outcome fell short of the break-even budget, the organisation continued to deliver against its strategic objectives and plan with over 33,000 (2024: 27,000) young people benefiting from our programmes our highest output ever.

The Trustees extend their thanks to members, volunteers, regional committees, partners, and supporters. With improved income visibility, clearer cost structures, and a sustained focus on impact, the organisation remains well positioned to continue delivering meaningful outcomes for young people.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Financial results

The consolidated financial results of the charity are shown in on page 4 in Appendix A under Statement of Financial Activities. Below is a summary of the overall activity for the last four years.

	Year ended 30 September			
	2025	2024	2023	2022
	£000	£000	£000	£000
Income				
Fundraising events	2,322	2,169	2,592	2,346
Donations	3,627	3,614	3,110	2,584
Legacies	162	78	27	587
Subscriptions	189	196	254	266
Investment and other income	79	105	119	112
	6,379	6,162	6,102	5,895
Cost of events	(1,262)	(1,249)	(1,386)	(1,206)
Contribution from fundraising activity	5,117	4,913	4,716	4,689
Operating and fundraising costs	(1,826)	(2,016)	(1,893)	(1,537)
Surplus of income over expenditure	3,291	2,897	2,823	3,152
Less: Charitable expenditure				
Cricket Programmes – Disability	2,733	2,377	2,485	1,808
Cricket Programmes - Disadvantage	1,281	1,322	1,567	1,546
Minibuses and other grants	-	107	201	161
Johnners Trust	-	33	34	42
	4,014	3,839	4,287	3,557
Net expenditure before profits on investments	(723)	(942)	(1,464)	(405)
Net (losses) gains on investments	113	113	(57)	(249)
Net (expenditure) income for the year	(610)	(829)	(1,521)	(654)
Funded by (from) to				
Unrestricted reserves	(531)	(535)	(937)	(343)
Restricted reserves	266	45	(140)	110
Reserves designated for specific projects	(345)	(339)	(444)	(421)
	(610)	(829)	(1,521)	(654)

Results for the Year

The year to September 2025 showed a deficit of £531,000 on unrestricted reserves across the group. £400,000 for the charity. This included a net investment gain during the year of £113,000

In addition, the Charity utilised £345,000 of its designated reserves, for charitable programmes and Transformation projects.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Operating and fundraising costs

All the operational costs of the Charity are related, either directly or indirectly, to our charitable purposes. In looking at these, it is important to appreciate the judgments involved in how they are reflected in the annual financial statements.

The Charity's structure falls into broad functional headings and the following gives an indication of how operational costs incurred in each of those areas are treated:

Charitable Programmes	<p>These individuals are responsible for the delivery and management of the charity's programmes, ensuring that activities are effectively implemented and aligned with the organisation's purpose. In addition, they gather and analyse data to enable the charity to assess and report on the impact of its programmes to supporters and the wider public.</p> <p>By combining programme delivery with impact measurement, the team supports continuous improvement and helps to demonstrate the difference the charity's work makes to the lives of young people and those around them.</p>
Fundraising and communications	<p>Their role is to deliver a coordinated approach to fundraising and communications, with a primary focus on generating income to support the charity's work. This includes raising awareness of the charity's activities and their impact on the lives of young people, ensuring that all messaging and storytelling are aligned to support and enhance fundraising outcomes.</p> <p>The team is responsible for developing and managing a range of fundraising activities and long-term partnerships, including corporate partnerships, trusts and foundations, events, and membership, as well as supporting regional activity. By integrating communications with fundraising, the department aims to strengthen supporter engagement, maximise income generation, and improve overall cost efficiency.</p>

Supporting all of these activities are the central, pan-charity functions, including Finance, People, and executive leadership. These teams provide essential governance, operational oversight, and administrative support to enable the effective delivery of both charitable programmes and fundraising activities.

Having regard to the level of activity and the volume of transactions, their costs are apportioned between charitable programme costs and fundraising and governance costs on a reasonable and consistent basis.

Office and other related costs are generally allocated in line with payroll apportionment, unless there is a clear and justifiable reason for direct allocation to either fundraising (for example, investment management fees) or charitable programmes.

Investments

The Charity's investments are managed by Trinity Bridge (previously Close Brothers). The investment criteria comprise the following broad investment parameters:

- Preservation of value in real terms;
- Achieve capital growth overall (a targeted average annual total return of 4% above RPI was considered an appropriate target over the investment life of the portfolio); and
- Currently considered to be a medium-term portfolio – i.e., 5 – 7 years.

The risk profile was seen as low-medium and the return is evaluated on a total return (not distinguishing between capital and income) basis. As at 30 September 2025 the investment portfolio was valued at £1,967,000. The portfolio opened the year with a valuation of £2,799,000 and during the financial year £1,000,000 was drawn down. Adjusting for this drawdown indicates a total return during the period of approximately 6%.

The portfolio comprises a mixture of equities and bonds and further analysis is provided in the financial statements. The Investment manager has confirmed that if there was a requirement to access cash, that at least 90% of the portfolio could be realised with a negligible impact on value.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Reserves

The reserves can therefore be summarised as follows:

	£000	
Unrestricted reserves (undesignated)		General reserves to ensure continuity
The Charity	1,392	
Subsidiaries	-	
	<u>1,392</u>	
Designated Funds	-	
Restricted reserves	<u>581</u>	Funds donated for specific purposes
	<u><u>1,973</u></u>	

Unrestricted Reserves

The Trustees have considered budgeted total expenditure, including charitable expenditure, fundraising costs and operating costs (staff/office costs) and, to the extent that is not covered by contracted restricted income, and detailed risk assessment. The assessment looks at five key areas that could be impacted on reserve levels. These are in no order, cessation, Income risk levels, Working capital, Opportunity or Strategic and adverse events. Using all this insight to assess the level of the general reserves appropriate for the charity to maintain. They then have determined that a range for reserves of £1,400,000 to £2,000,000 is appropriate.

The unrestricted reserves of the Charity as of 30 September 2025 were £1,392,000

The charity's reserves closed the year at £1,392,000 which is £8,000 below the policy range due to a small number of unplanned budgeted items; the trustees are confident that, with a balanced budget set for next year, reserves will return to within policy range with the required surplus.

Designated Reserves

The Trustees have created the following designated funds.

Table Cricket Development Fund £40,000 expended in the year.

This fund was held for our newly designed table cricket equipment, that is stored and then distributed. This balance was used in year to cover this and other costed related to the delivery of our table cricket programme.

National Cricket Centre, Worcester - £100,000 expended in the year.

The Trustees originally set aside a sum of £500,000 nearly 10 years ago for a potential investment alongside ECB and the University of Worcester in a new dedicated inclusive cricket center, designed with the needs of people with a disability at its heart, owned and operated by the University of Worcester, and to complement the New Road cricket ground which is to be the main venue for major disability cricket fixtures.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Designated Reserves (continued)

Given that this project has not progressed for many years, members and other stakeholders raised concerns that our funds designated for this continued to remain unspent at a time when we were increasing our investments into community cricket programmes and the strategic transformation of the charity. Therefore, following a review the Trustees took the decision to spend the balance on core programmes. Our policy is that we remain committed to the Worcester Project but will require some clarity and certainties from the University before we can make a fully informed decision as to whether we can continue to plan to invest funds in this project. We remain in discussions with Worcester University.

Transformation Project - £205,000 expended in the year.

The trustees have set aside for the investment in systems and infrastructure across the Charity, this is part of the current Strategy and Business Plan developed by the Executive Team and approved by the Trustees setting out the Charity's ambition. This projects ended in 2025.



Our Governance Structure

Our primary purposes and public benefit

We carry out a range of activities with the main purpose of empowering young people from disadvantaged backgrounds and those with a disability through cricket. We believe that sport, and particularly cricket, can help young people gain confidence as well as build social skills, leadership, and also engage with their communities. We believe that this enhances their prospects in later life.

We therefore believe that we meet the public benefit requirements as set out within the Charity Commission's guidance. Furthermore, public benefit guidance plays a central role in developing our future strategy.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Board of Trustees

The Trustees, who are also directors of the Company under Company Law, as at the date of this report are set out on page 2.

The Trustees who served during the financial year are as follows:

The Trustees who served during the financial year are as follows:

Lucy Pearson	Chair	From April 2025
Tim Luckhurst	Chair	To April 2025
Suzy Farthing	Vice Chair	
Jenn Barnett		
Francis D'Souza		
Mike Gatting		Term ended April 2025
Sukhjot Grewal		
Gordon Hollins		Appointed July 2025
Abeed Janmohamed		
Gordon Kennedy		
Rachel Kirby-Rider		
Paul Walker		

The Board would like to thank Caj and Mike for their contribution to both the Board and the charity during their term of office and look forward to their future support of the charity.

How does an individual become a Trustee?

The Board comprises up to twelve Trustees of whom:

- Three are elected by the Members; and
- Up to Nine are Appointed by the Board, based on recommendations from the Nominations Committee.

Elected Trustees

Elected Trustees are voted on whenever an Elected vacancy arises by the Members of the Lord's Taverners, normally prior to the Annual General Meeting, for a term of three years. When an elected Trustee comes to the end of their three-year term, a vacancy is created and Members are invited to put themselves forward for consideration as a candidate in the elections. Nominations Committee consider the application based on current Board requirements and then, if appropriate, put the candidate forward to Members for Election. No Elected Trustee is allowed to serve more than nine consecutive years in office.

Appointed Trustees

If the Trustees, in discussion with the Nominations Committee, do not consider that there are the requisite skills on the Board, then they have the right to appoint up to Nine additional Trustees to provide those skills. The Nominations Committee is then asked to oversee the process whereby individuals can apply to become a Trustee, be interviewed, and then be recommended to the Board. Appointed Trustees are for terms of up to three years, after which their re-appointment would be reviewed. No Appointed Trustees is allowed to serve more than nine consecutive years.

The **Nominations Committee** has specific responsibility for the management of the election or ballot process for the election of Elected Trustees, including the provision of guidance to the Trustees and to the Members on the strengths and weaknesses of candidates in those elections. In addition, it also provides guidance (and if appropriate will make recommendations) to the Trustees on candidates for Appointed Trustee positions. To ensure its independence, the majority of the Committee's members are not Trustees.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Trustee delegation and conduct

The Trustees have overall responsibility for the organisation including its strategy. Day-to-day responsibility for the operation of the organisation is delegated to the Chief Executive and their team.

Trustees receive details of the responsibilities of a charity trustee on nomination for election. Following the election or appointment of Trustees, they receive additional information on the organisation, together with the opportunity to meet with the Chair and members of the Senior Leadership Team to discuss aspects of the strategy, operation and governance of the business, and are also encouraged to attend an external course on trustee duties should they request it. They also have an induction session which would normally be led by the Director of People or others on the Senior leadership team.

The following activities support the Trustees in fulfilling their responsibilities:

- The Trustee Board meets at least four times a year, normally with the Senior Leadership Team, to review the activity of the charity;
- Outside of the Trustee meetings there are regular meetings between the Chair of the Board and the Chief Executive, between the Finance Trustee and the Head of Finance, and between various other Trustees and members of the management team;
- The delegation of certain elements of the organisation's responsibilities to sub-committees, each of which comprises at least one Trustee, Members with particular skills in the relevant area, and members of the executive team responsible for that activity; and
- The preparation of regular reports covering all significant aspects of the organisation, circulated to relevant committees and to Trustees.

Remuneration of key management personnel

The remuneration of the Chief Executive Officer is determined by the Remuneration Committee, which is comprised of committee members and trustees, and is subject to trustee oversight. The remuneration of other key management personnel is set by the Chief Executive Officer, within an agreed framework.

Overall attitude to Governance

The Trustees are committed to a continued strengthening of our governance, and continue to benchmark policies, attitudes, and culture against the Charity Commission's Code of Governance for Large Charities, and the Sport England Tier 3 Governance guidance, the highest standards set out in the Code for Sports Governance.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Our Committees

The Trustees have established a number of committees in order to have oversight of various aspects of the Charity. Each committee has its own terms of reference, is chaired by a Trustee and each meets at least four times a year. The principal Committees are as follows:

Governance and Finance

Focuses on the Charity's governance and compliance matters, as well as oversight over financial matters across the Charity. It will also consider the audit and auditor independence, oversee Investment Management, and consider the Charity's internal controls. It also works with the executive team to ensure that there is a framework in place for transparency, accountability and risk management.

It is chaired by Trustee Francis D'Souza.

Programmes

Oversees all of the activity of the programmes team, including approval of new initiatives, and consideration of issues arising out of the programmes. It also works closely with the executive team in considering areas of impact, and the processes in place for monitoring and evaluation of the effectiveness of programmes.

It is chaired by Trustee Paul Walker.

Fundraising and Marketing

Works with the executive team on the areas of marketing and fundraising, debating new initiatives and current trends. It will consider areas of brand, external communication, partnerships, statutory funding and fundraising campaigns, as well as considering ways to enhance existing activity.

It is chaired by Trustee Rachel Kirby-Ryder.

People and Culture

Responsible for all aspects of Member admission, recruitment, and engagement. The committee also has oversight of the activities of staff, supporters, and members of the regional committees. The committee also focusses on Equality Diversity and Inclusion, and Values, and would address issues around Code of Conduct where necessary.

It is chaired by Trustee Jenn Barnett. Suzy Farthing is the Safeguarding Trustee.

Transformation

This committee was set up to support with the delivery of the transformation programme. Its main purpose is to agree high-level aims/strategy of the projects. Check and challenge on the budgeting and planning of projects and monitor risks and mitigations. Approve projects and report to the board like the other committees. The committee was dissolved with Transformation ending in 2025.

It is chaired by Trustee Abeed Janmohamed.

As well as Members with appropriate expertise and members of the Executive team, the Chair of a Committee can also invite individuals who are outside of the Charity to sit on Committees where their expertise is considered appropriate.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Risks

The Trustees, with the senior leadership team, review the risk register on a regular basis. This is to ensure that there is a clear recognition of the significant risks for the Charity and that there are plans in place, as far as is reasonably practical, to mitigate those risks.

The Trustees, advised by the Governance and Finance Committee, have identified the key risks and have put in place a number of procedures in order to, as far as possible, safeguard the Charity from those risks. The principle risks are:

Fundraising Income and financial stability

Diversification and strengthening the income streams for the Charity remain a core part of our fundraising Strategy and Business Plan. In a challenging fundraising environment, we are constantly looking to adjust and adapt to ensure we continue to grow and secure income, we recently merged our fundraising and communications function together under one directorate, as a direct response to making sure we are doing as much as possible to secure funds for the charity through our communications. We continue to invest in staff to enhance their skills and experience and improve systems and pipeline management to better predict our income and risks associated with it.

Safeguarding

Safeguarding is overseen by an internal Safeguarding Team led by the Designated Safeguarding Lead (DSL) and up to 5 Deputy Designated Safeguarding Leads (DDSL). The DDSLs are representative from across the charities functions. The safeguarding team implement the safeguarding action plan and ensure that the charity is compliant with safeguarding regulation and best practice. Externally, the Cricket Regulator supports and advises the charity on safeguarding matters. Through governance, the charity has a lead safeguarding trustee who works closely with the DSL to ensure the charity is compliant and implements any learnings from safeguarding cases. All safeguarding training is up to date with differing levels of training for the safeguarding team, employees and trustees.

Governance

The Lord's Taverners is a company limited by guarantee, with Members acting as "shareholders" for Companies Act purposes, reflecting its heritage as a membership charity since its founding in 1950. The Trustees remain committed to maintaining high standards of governance and aligning with the updated Charity Governance Code released in 2025. During the year, the Board has continued to strengthen its composition to ensure an appropriate balance of skills, diversity and lived experience, and has enhanced the role of the Nominations Committee to support effective succession planning and ongoing Board development.

Cyber / Information Technology

Over the current strategy period, the Charity has made significant investment in modernising its technology infrastructure as part of wider transformation programs. The majority of core systems, including the CRM platform hosted by Microsoft, and other third party application hosted on Amazon Web Services are cloud-based and benefit from established security and compliance frameworks provided by those suppliers, removing all locally hosted infrastructure. The Charity processes personal data relating to members, supporters and programme participants, and recognises the importance of protecting this sensitive information. Appropriate technical and organisational safeguards are in place, supported by external expertise where required. Trustees continue to monitor this area as part of their ongoing oversight of risk.



REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Risks (continued)

Organisational culture

The Charity recognises that, as part of its governance and operational activities, there is an inherent risk relating to grievances and whistleblowing matters. Such risks may arise from employee, volunteer, beneficiary, or stakeholder concerns regarding conduct, compliance, safeguarding, financial management, or organisational practices. Failure to appropriately manage these matters could result in reputational damage, regulatory scrutiny, financial loss, or legal liability. To mitigate this risk, the Trustees have established formal grievance and whistleblowing policies, confidential reporting procedures, and clear investigation protocols to ensure concerns are addressed promptly, fairly, and in accordance with applicable laws and best practice. The Trustees regularly review these procedures as part of the Charity's wider risk management framework.



Statement of Trustee Responsibilities

The Trustees, who are also directors of the charitable company, are responsible for preparing their report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of the affairs of the charitable company and the group and of the surplus or deficit for that period. In preparing these financial statements the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements

REPORT OF THE TRUSTEES (INCORPORATING THE REPORT OF THE DIRECTORS)

Statement of Trustee Responsibilities (continued)

- Prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charitable company will continue in operation

The Trustees are also responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to the auditors

So far as the Trustees are aware:

- (a) there is no relevant audit information of which the Company's auditors are unaware, and
- (b) they have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Going Concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The Trustees have made this assessment in respect of a period of one year from the date of approval of these financial statements.

The Trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees have given consideration to projected forecasts of future donations against underlying costs and are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

Auditors

In accordance with Section 485 of the Companies Act 2006 a resolution proposing that HaysMac LLP be re-appointed as auditors will be put to the Annual General Meeting.

Approved by the Trustees on 8 May 2026 signed on their behalf by:

L C Pearson

Lucy Pearson, Chair of Trustees



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE LORD'S TAVERNERS LIMITED

Opinion

We have audited the financial statements of the Lord's Taverners Limited for the year ended 30 September 2025 which comprise Consolidated and Charity Statement of Financial Activities, the Group and Charity Balance Sheets, the Consolidated Statement of Cash Flow and the notes to the financial statements, 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 group's and of the parent charitable company's affairs as at 30 September 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report and the Chair's Introduction. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE LORD'S TAVERNERS LIMITED

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 29 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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



INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE LORD'S TAVERNERS LIMITED

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to Charity Law and Company Law 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 and the Charities Act 2011, and consider other factors such as payroll tax and sales tax.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls). Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Thomas Wilson (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor

10 Queen Street Place
London
EC4R 1AG

Date: 13/05/2026



CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating the income and expenditure account)

For the year ended 30 September 2025

		Unrestricted Funds		Restricted Funds	Total 2025	Total 2024
	Note	General £'000	Designated £'000	£'000	£'000	£'000
Income						
Income and endowments from:						
Fundraising events	2	2,297	-	25	2,322	2,169
Voluntary income						
Donations	3	1,123	-	2,504	3,627	3,614
Legacies		162	-	-	162	78
Subscriptions and entrance fees		189	-	-	189	196
Investment and other income	4	79	-	-	79	105
Total income		3,849	-	2,529	6,379	6,162
Expenditure						
Raising funds						
Fundraising activities	5	2,755	205	128	3,088	3,265
Charitable activities						
Cricket programmes – Disability		581	140	2,012	2,733	2,377
Cricket programmes - Disadvantage		1,032	-	249	1,281	1,322
Minibuses and other grants		-	-	-	-	107
Johnners Trust		-	-	-	-	33
	6	1,613	140	2,261	4,014	3,839
Total expenditure		4,368	345	2,389	7,102	7,104
Net income (expenditure) before profits on investments		(518)	(345)	140	(723)	(942)
Net realised and unrealised (losses) gains on investments		113	-	-	113	113
Net income (expenditure) for the year		(405)	(345)	140	(610)	(829)
Inter fund transfer		(126)	-	126	-	-
Net movement in funds for the year		(531)	(345)	266	(610)	(829)
Balances brought forward at 1 October		1,923	345	315	2,583	3,412
Balances carried forward at 30 September	16	1,392	-	581	1,973	2,583

The consolidated accounts reflect the activities of the Charity and its subsidiaries. All amounts relate to continuing activities.

There are no recognised gains and losses for the current financial year and the preceding financial period other than as shown above. The notes on pages 37 - 50 form part of these financial statements.



STATEMENT OF FINANCIAL ACTIVITIES FOR THE CHARITY ONLY

(incorporating the income and expenditure account)

For the year ended 30 September 2025

	Unrestricted Funds		Restricted Funds	Total 2025	Total 2024
	General £'000	Designated £'000	£'000	£'000	£'000
Income					
Income and endowments from:					
Fundraising events	2,276	-	25	2,301	2,154
Voluntary income					
Donations	1,120	-	2,630	3,750	3,614
Legacies	161	-	-	161	78
Subscriptions and entrance fees	188	-	-	188	194
Investment and other income	78	-	-	78	104
Total income	3,823	-	2,655	6,478	6,144
Expenditure					
Raising funds					
Fundraising activities	2,723	205	128	3,056	3,240
Charitable activities					
Cricket programmes – Disability	581	140	2,012	2,733	2,378
Cricket programmes - Disadvantage	1,032	-	249	1,281	1,322
Minibuses and other grants	-	-	-	-	107
	1,613	140	2,261	4,014	3,807
Total expenditure	4,336	345	2,389	7,070	7,047
Net income (expenditure) before profits on investments	(513)	(345)	266	(592)	(903)
Net realised and unrealised (losses) gains on investments	113	-	-	113	113
Net income (expenditure) for the year	(400)	(345)	266	(479)	(790)
Inter fund transfer	-	-	-	-	-
Net movement in funds for the year	(400)	(345)	266	(479)	(790)
Balances brought forward at 1 October	1,792	345	315	2,452	3,242
Balances carried forward at 30 September	1,392	-	581	1,973	2,452

All amounts relate to continuing activities. There are no recognised gains and losses for the current financial year and the preceding financial period other than as shown above.



BALANCE SHEETS

Company Number: 582579

At 30 September 2025

	Notes	Group		Charity	
		2025 £'000	2024 £'000	2025 £'000	2024 £'000
FIXED ASSETS					
Tangible fixed assets	10	28	40	28	40
Intangible fixed assets	11	12	16	12	16
Investments - in subsidiary	12	-	-	-	-
- other investments	12	1,967	2,799	1,967	2,799
		<u>2,007</u>	<u>2,855</u>	<u>2,007</u>	<u>2,855</u>
CURRENT ASSETS					
Stock	13	6	3	6	3
Debtors	14	464	253	464	253
Cash at bank and in hand		666	630	666	540
		<u>1,136</u>	<u>886</u>	<u>1,136</u>	<u>796</u>
CREDITORS: amounts falling due within one year	15	(1,170)	(1,158)	(1,170)	(1,199)
NET CURRENT ASSETS (LIABILITIES)		<u>(34)</u>	<u>(272)</u>	<u>(34)</u>	<u>(403)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES BEING NET ASSETS		<u>1,973</u>	<u>2,583</u>	<u>1,973</u>	<u>2,452</u>
Represented by:					
Unrestricted funds:					
- General funds		1,392	1,792	1,392	1,792
- Designated funds	18	-	345	-	345
- Johnners Trust		-	131	-	-
		<u>1,392</u>	<u>2,268</u>	<u>1,392</u>	<u>2,137</u>
Restricted funds		581	315	581	315
	16	<u>1,973</u>	<u>2,583</u>	<u>1,973</u>	<u>2,452</u>

The financial statements were approved and authorised for issue on 8 May 2026 and were signed below on its behalf by:

L C Pearson

Lucy Pearson
Chair of Trustees

Francis D'Souza

Francis D'Souza
Finance Trustee

The notes on pages 37 - 50 form part of these financial statements.



CONSOLIDATED STATEMENT OF CASH FLOWS AND NOTES**For the year ended 30 September 2025**

	2025 £'000	2024 £'000
Cash flows from operating activities		
<i>Net cash used in operating activities – see below.</i>	(981)	(1,151)
Cash flows from investing activities		
Dividends and interest from investments	79	105
Purchase of tangible and intangible assets	(7)	(8)
Net change in investment cash	139	75
Proceeds from sale of investments	1,479	1,403
Purchase of investments	(673)	(805)
<i>Net cash provided by investing activities</i>	1,017	770
Change in cash and cash equivalents in the financial year	36	(381)
Cash and cash equivalents at beginning of financial year	630	1,011
Cash and cash equivalents at the end of the financial year	666	630

NOTES TO THE CASH FLOW STATEMENT**Reconciliation of net income to net cash flow from operating activities**

Net expenditure for the year (as reported in the Consolidated Statement of Financial Activities)	(610)	(829)
Depreciation charges	23	39
Net (gains)/losses on investments	(113)	(113)
Dividends and interest from investments	(79)	(105)
Increase / (Decrease) in stock	(3)	6
Increase / (Decrease) in debtors	(211)	392
Increase / (Decrease) in creditors	12	(541)
Net cash used in operating activities	(981)	(1,151)

Analysis of net debt

Opening cash balances	630	1,011
Net cash (outflows)/inflows for the year	36	(381)
Closing cash balances	666	630



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 September 2025

1. ACCOUNTING POLICIES

The Lord's Taverners Limited is a private charitable company limited by guarantee (no 582579), registered in England and Wales at the registered office shown on page 2, and also registered as a charity with the Charity Commission in England and Wales (no 306054), and the Office of the Scottish Charity Regulator (OSCR) (no SCO46238). The charitable company is a public benefit entity as defined in Financial Reporting Standard 102 ("FRS102").

a) Basis of accounting

The financial statements are prepared in accordance with Companies Act 2006 and the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities (the "SORP") preparing their accounts in accordance with FRS102, the Financial Reporting Standard applicable in the UK and Ireland. A going concern basis has been adopted and the trustees consider that no material uncertainties exist about the charity's ability to continue for the foreseeable future.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The Trustees consider that there are no areas of estimation uncertainty in preparing these accounts which give rise to a significant risk of an adjustment being required in a subsequent period to the carrying value of the assets or liabilities.

The consolidated financial statements comprise the financial statements of the Charity and its subsidiary undertakings, Lord's Taverners Enterprises Limited, Lady Taverners Limited, Lord's Taverners Kit Recycling Limited and the Johnners Trust, on a line-by-line basis. The Lord's Taverners is a corporate trustee of Johnners Trust and exercises control over the appointment of the other trustees. The Johnners Trust was closed in year.

b) Charity Statement of Financial Activities

The Charity had total incoming resources in the year of £6,478,000 (2024: £6,144,000) including net realised and unrealised gains on investments) and total resources expended of £7,070,000 including net realised and unrealised losses on investments (2024: £7,047,000). Net expenditure for the year was £479,000 (2024: net expenditure of £790,000).

c) 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. They include the unrestricted reserves of Lord's Taverners Kit Recycling Limited.

Designated fund. The designated funds are unrestricted funds earmarked for specific purposes by the Trustees. The Designated funds cover the activities that are set out in the Trustees Annual Report on page 18.

Johnners Trust. Unrestricted funds which are available for use at the discretion of the Trustees of the Johnners Trust in furtherance of the general objectives of that Trust. Johnners Trust closed in year remaining funds being transferred to Lords Taverners restricted to VI cricket.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for specific purposes.



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****1. ACCOUNTING POLICIES (continued)****d) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income has been met, it is probable that the income will be received and the value of that income can be measured reliably. Specifically:

Income from grants to the charity are recognised on the above basis. Where grants are restricted to specific activities and the expenditure relating to those activities is expected to occur in a future period then the grant (or a proportion thereof) is carried forward to next year as part of Restricted Reserves

Legacies are recognised as income where the charity has been notified of an entitlement, the value of that entitlement can be established with reasonable certainty, and its distribution has been confirmed, usually by way of confirmation from the executor.

Donations are recognised when the charity is notified of them, conditions associated with the donations have been met, and their receipt is certain.

Income and expenditure connected to fundraising events are reported separately and recognised in the period to which the fundraising event related.

Annual subscriptions are treated on a cash basis. Related gift aid is recognised when a claim is made to Her Majesty's Revenue & Customs.

Investment income is accounted for when receivable and includes the related tax recoverable.

e) Donations of gifts, services, and facilities

The charity receives donations of auction items and raffle prizes, many of which are unique or not available on the open market. In addition, our event organisers, both nationally and regionally, negotiate supply agreements on the basis of the charity's status and receive use of exclusive facilities not available to the general public. Similarly, our Charitable Programmes team will negotiate venues to host our activities at reduced charity rates or on a free-use basis. As such the Trustees consider it impractical to be able to ascribe a value to the various donated gifts, services and facilities.

f) Expenditure

Expenditure is recognised on an accruals basis and excludes recoverable VAT.

Costs of fundraising events comprise direct costs of the events, the costs of fundraising staff and a proportion of attributable overhead costs.

Expenditure on charitable activities comprises all expenditure directly related to the objects of the Charity and includes grants payable, which are recognised when the grant becomes unconditional and has been fully funded by income. Charitable activities also include the costs of staff directly involved with charitable activities as well as a proportion of attributable overhead costs

Governance costs comprise expenditure relating to the governance and strategic management of the Charity and its subsidiaries and include the costs of statutory compliance, audit fees, Trustees' expenses, legal fees where these are related to strategic issues and a proportion of overhead costs where these can be attributed to the governance arrangements of the group. Governance costs also include the costs of the meetings of Trustees and other committee meetings. Governance costs are allocated between Fundraising and Charitable activities pro-rata to other non-charitable direct overheads.



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****1. ACCOUNTING POLICIES (continued)**

Direct payroll and other costs that relate to charitable activities have been included in charitable giving. Staff and support costs relating to more than one activity have been allocated to activities on a basis consistent with the use of the resources, including an estimate of the proportion of time that is spent on those activities. That apportionment is then used as a basis for allocating office overheads. Costs incurred in connection with the end of an employment relationship, outside of those contained in the contract, are recognised at the date employment ceases.

g) Tangible and intangible fixed assets and heritage assets

Gifted Art, regarded as heritage assets, is held at valuation where such valuations are available. They were last valued in 1997.

Depreciation has been provided to write off tangible fixed assets evenly over their expected useful lives. Depreciation is also charged on heritage assets as these are believed to have finite lives. The rates of depreciation applied to assets are:

Gifted art	-	2% per annum
Office equipment	-	33.3% per annum
Trademarks	-	10% per annum

h) Investments

Investments in subsidiary undertakings are held at cost less any impairment in value. Quoted investments are valued at fair-value at the balance sheet date. Realised and unrealised gains and losses are included in the Statement of Financial Activities.

i) Stock

Stock is stated at the lower of cost and net realisable value.

j) Leases

Rental costs on operating leases are charged to the statement of financial activities over the period of the lease, with the benefit of any payment-free periods being spread over the term of the lease.

k) Pensions

The Lord's Taverners contributes to a defined contribution pension scheme for all its employees. The charge in the year represents contributions paid during the year.

l) Judgments and estimates

The key judgments and estimates used in the preparation of these financial statements are as follows:

- The depreciation of tangible fixed assets and amortisation of trademarks;
- The split of support costs between charitable and fundraising activities;
- Recoverability of debtors;

There are no other key assumptions covering the future and other key sources of estimation or uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025**

2. FUNDRAISING EVENT INCOME	2025 £'000	2024 £'000	
Ticket sales to events	136	203	
Auctions	53	97	
External support (includes restricted income of £25,000 (2024: £69,000))	41	69	
Other fundraising activities	468	304	
	<u>698</u>	<u>673</u>	
Central fundraising			
Regional fundraising	1,603	1,481	
Johnners Trust	21	15	
	<u>2,322</u>	<u>2,169</u>	
	<u><u>2,322</u></u>	<u><u>2,169</u></u>	
3. DONATIONS – 2025	Unrestricted £'000	Restricted £'000	Total 2025 £'000
Cricket programmes – Disability	-	2,050	2,050
Cricket programmes – Disadvantage	-	298	298
Minibus and other grants	-	-	-
Other	1,123	156	1,279
	<u>1,123</u>	<u>156</u>	<u>1,279</u>
	<u>1,123</u>	<u>2,504</u>	<u>3,627</u>
	<u><u>1,123</u></u>	<u><u>2,504</u></u>	<u><u>3,627</u></u>
Donations – 2024	Unrestricted £'000	Restricted £'000	Total 2024 £'000
Cricket programmes – Disability	-	2,001	2,001
Cricket programmes – Disadvantage	-	193	193
Minibus and other grants	-	41	41
Other	1,293	86	1,379
	<u>1,293</u>	<u>86</u>	<u>1,379</u>
	<u>1,293</u>	<u>2,321</u>	<u>3,614</u>
	<u><u>1,293</u></u>	<u><u>2,321</u></u>	<u><u>3,614</u></u>
4. INVESTMENT AND OTHER INCOME	2025 £'000	2024 £'000	
Bank interest and investment income	79	105	
	<u>79</u>	<u>105</u>	
	<u><u>79</u></u>	<u><u>105</u></u>	



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****5. COSTS OF FUNDRAISING ACTIVITIES – 2025**

	Central £'000	Regional £'000	Total 2025 £'000
Direct costs of events	349	913	1,262
Fundraising staff costs	1,123	-	1,123
Premises costs	82	-	82
Depreciation	12	-	12
Investment management fees	13	-	13
Other overhead costs	596	-	596
	<u>2,175</u>	<u>913</u>	<u>3,088</u>

Costs of Fundraising Activities – 2024

	Central £'000	Regional £'000	2024 £'000
<i>Direct costs of events</i>	399	850	1,249
<i>Fundraising staff costs</i>	1,076	-	1,076
<i>Premises costs</i>	92	-	92
<i>Depreciation</i>	21	-	21
<i>Investment management fees</i>	17	-	17
<i>Other overhead costs</i>	810	-	810
	<u>2,415</u>	<u>850</u>	<u>3,265</u>

6. CHARITABLE ACTIVITIES – 2025

	Direct charitable expenditure £'000	Staff and support costs £'000	Total 2025 £'000
Cricket programmes – Disability	1,634	1,076	2,710
Cricket Programmes – Disadvantage	862	418	1,280
Minibus and Other grants	24	-	24
Johnners Trust	-	-	-
	<u>2,520</u>	<u>1,494</u>	<u>4,014</u>

Charitable Activities – 2024

	Direct charitable expenditure £'000	Staff and support costs £'000	Total 2024 £'000
<i>Cricket programmes – Disability</i>	1,350	1,027	2,377
<i>Cricket Programmes – Disadvantage</i>	785	537	1,322
<i>Minibus and Other grants</i>	91	16	107
<i>Johnners Trust</i>	33	-	33
	<u>2,259</u>	<u>1,580</u>	<u>3,839</u>



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****6. CHARITABLE ACTIVITIES – Continued**

Staff and support costs above, and premises costs included in note 5, include £155,379 (2024: £173,258) rent expense under operating leases in respect of premises. Direct charitable expenditure includes £43,000 (2024: £43,000) rent expense under operating leases in respect of premises. The amounts paid in the year for rent were £155,379 (2024 £173,324).

Direct charitable expenditure above includes grants in relation to 24 individuals totaling £24,000, (2024: 47 individuals totaling £23,500) and no organisations. (2024: 3 organisations totaling £133,087).

7. GOVERNANCE COSTS

Governance costs included in Support Costs comprise (for information):

	2025 £'000	2024 £'000
Auditor's fees - for audit	33	30
Meetings, AGM and election costs	7	9
Legal and professional fees	40	11
Attributable staff time	163	187
Other Governance cost	33	-
	<u>276</u>	<u>237</u>

Auditors did not receive fees for other services in the year

8. STAFF COSTS

	2025 £'000	2024 £'000
Salaries and related costs	1,956	1,877
Social security costs	232	212
Other pension costs (note 1(i))	109	110
	<u>2,297</u>	<u>2,199</u>

The following employees received more than £60,000 (excluding National Insurance and benefits) in the financial year:

£130,000 - £140,000	1	-
£110,000 - £120,000	-	1
£90,000 - £100,000	-	-
£80,000 - £90,000	2	-
£70,000 - £80,000	2	3
£60,000 - £70,000	1	1

The remuneration of the Senior Leadership Team for the year including national insurance, pension and other benefits was £625,808 (2024: £486,436). Non-statutory payments were made in connection with the departure of employees totaling £98,044 in the year (2024: £44,025).

The average number of staff employed during the year (full time and part time) was:

Fundraising, regional support and administration	21	29
Charitable Giving	17	11
Governance and strategy	2	2
	<u>40</u>	<u>42</u>

The Charity employed 39 (2024: 42) full-time equivalent employees during the year



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****8. STAFF COSTS Continued**

The Charity has approximately 30 active regional committees organising events and raising money to support our charitable causes. Each of these committees comprises up to 10 individuals, all volunteers, who are supported by their own networks of supporters. No costs are reflected in these financial statements in respect of the contribution of unpaid volunteers.

9. TRUSTEES REMUNERATION AND EXPENSES

Costs relating to Trustees' meetings and travel costs were £4,195 – Four trustees (2024: £1,817 – Four Trustees)

10. TANGIBLE FIXED ASSETS

Group and charity	Gifted art £'000	Office furniture, fittings and Equipment £'000	Total £'000
Cost or valuation			
At 30 September 2024	51	358	409
Additions in the Year	-	7	7
Disposals in the Year	-	-	-
	—	—	—
At 30 September 2025	51	365	416
	—	—	—
Depreciation			
At 30 September 2024	30	339	369
Charge for the Year	5	14	19
Disposals in the Year	-	-	-
	—	—	—
At 30 September 2025	35	353	388
	—	—	—
Net Book Value			
At 30 September 2024	21	19	40
	—	—	—
At 30 September 2025	16	12	28
	—	—	—

11. INTANGIBLE FIXED ASSETS

Group and charity	Trademarks £'000
Cost or valuation	
At 30 September 2024	84
Additions in the Year	-
	—
At 30 September 2025	84
	—
Depreciation	
At 30 September 2024	68
Charge for the year	4
	—
At 30 September 2025	72
	—
Net Book Value	
At 30 September 2024	16
	—
At 30 September 2025	12
	—



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****12. SUBSIDIARY UNDERTAKINGS AND OTHER INVESTMENTS****Subsidiary undertakings**

The Charity was the corporate trustee and member of the Johnners Trust (formerly the Brian Johnston Memorial Trust), company number 03004117, charity number 1045946, with the power to appoint the other trustees. The company was formally closed during the year and therefore no financial statements will be filed with the Registrar of Companies or the Charity Commission for future periods.

	Johnners Trust	
	2025	2024
	£'000	£'000
Income	27	19
Expenditure	(158)	(59)
	<u> </u>	<u> </u>
Net income for the year	(131)	(40)
Funds brought forward	131	171
	<u> </u>	<u> </u>
Funds carried forward and net assets	-	131
	<u> </u>	<u> </u>

Inactive Subsidiaries

The Charity owns 100% of the issued share capital of **Lord's Taverners Enterprises Limited** (company no. 03602725) and **Lady Taverners Limited** (Company no. 07535181), both companies are registered in England and Wales, were dormant throughout the period and had net assets of £2 and £1 respectively. The Charity, through its ability to appoint Trustees, controls **Lord's Taverners Kit Recycling Limited** (Company no. 7593015, Charity no. 1147621) with net assets of £551 (2024: £551)

Other Investments

The investment portfolio of the Charity was managed during the financial year by Trinity Bridge. The movement in investments for the year was as follows:

	2025	2024
	£'000	£'000
Investments		
Opening balance	2,720	3,276
Acquisitions at cost	673	805
Disposal proceeds (Proceeds £1,479,000, 2024 - £1,237,000, Profit on disposal £97,000, 2024 - £111,000)	(1,479)	(1,403)
Unrealised (loss) profit for the year	16	42
	<u> </u>	<u> </u>
Closing balance	1,930	2,720
	<u> </u>	<u> </u>
Investment Cash		
Opening balance	79	83
Transfer to Lord's Taverners bank account	(1,000)	(750)
Acquisitions at cost	(673)	(805)
Proceeds on disposal	1,479	1,424
Other cash movements	152	135
	<u> </u>	<u> </u>
Closing balance	37	79
	<u> </u>	<u> </u>
Total Investments at Market Value at 30 September 2025	1,967	2,799
	<u> </u>	<u> </u>
Total Investments at Cost at 30 September 2025	1,607	2,757
	<u> </u>	<u> </u>



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****12. SUBSIDIARY UNDERTAKINGS AND OTHER INVESTMENTS (continued)**

Represented by:	2025	2024
	£'000	£'000
Fixed Income Securities	814	1,010
UK Equities	205	424
Overseas Equities	698	791
Alternative and Property Investments	213	495
Cash	37	79
	<u>1,967</u>	<u>2,799</u>

13. STOCK

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Merchandise for Resale	<u>6</u>	<u>3</u>	<u>6</u>	<u>3</u>

14. DEBTORS

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade Debtors	186	51	186	51
Debtors in respect of regions	86	47	86	47
Taxes recoverable	5	27	5	27
Other debtors	33	46	33	46
Prepayments and accrued income	154	82	154	82
	<u>464</u>	<u>253</u>	<u>464</u>	<u>253</u>

15. CREDITORS: amounts falling due within one year

	Group		Charity	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Creditors related to charitable activities	729	654	729	654
Creditors in respect of regions	192	217	192	217
Other creditors	89	226	89	214
Taxation and social security	66	61	66	61
Accruals and deferred income	94	-	94	-
Owed to subsidiary company	-	-	-	53
	<u>1,170</u>	<u>1,158</u>	<u>1,170</u>	<u>1,199</u>

Accruals and deferred income includes £62,000 (2024: £89,000) of deferred income. The 2024 deferred income was released during the year ended 30 September 2025.



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025**

16a FUNDS	30 September 2025		Incoming	Outgoing		Balance at 30
	Balance at 1		resources /	resources /	Transfers	September
	October		net	net	£'000	2025
	2024		investment	investment		2025
	£'000		gains	losses		£'000
			£'000	£'000		
Group						
Unrestricted funds						
General	1,792	3,936	(4,336)	-	-	1,392
Johnners Trust	131	27	(32)	(126)	-	-
	<u>1,923</u>	<u>3,963</u>	<u>(4,368)</u>	<u>(126)</u>	<u>(126)</u>	<u>1,392</u>
Designated funds (Note 18)	345	-	(345)	-	-	-
	<u>2,268</u>	<u>3,963</u>	<u>(4,713)</u>	<u>(126)</u>	<u>(126)</u>	<u>1,392</u>
Total unrestricted funds						
Restricted funds						
(see Note 17)						
Cricket Programmes:						
Disability	225	2,075	(2,012)	126	-	414
Disadvantage	60	297	(249)	-	-	108
Minibuses and other Grants	30	157	(128)	-	-	59
	<u>315</u>	<u>2,529</u>	<u>(2,389)</u>	<u>126</u>	<u>126</u>	<u>581</u>
Total restricted funds						
Total funds	<u>2,583</u>	<u>6,492</u>	<u>(7,102)</u>	<u>-</u>	<u>-</u>	<u>1,973</u>
16b FUNDS						
30 September 2024			Incoming	Outgoing		Balance at 30
	Balance at 1		resources /	resources /	Transfers	September
	October		net	net	£'000	2024
	2023		investment	investment		2024
	£'000		gains	losses		£'000
			£'000	£'000		
Group						
Unrestricted funds						
General	2,287	3,910	(4,405)	-	-	1,792
Johnners Trust	171	19	(59)	-	-	131
	<u>2,458</u>	<u>3,929</u>	<u>(4,464)</u>	<u>-</u>	<u>-</u>	<u>1,923</u>
Designated funds (Note 18)	684	-	(339)	-	-	345
	<u>3,142</u>	<u>3,929</u>	<u>(4,803)</u>	<u>-</u>	<u>-</u>	<u>2,268</u>
Total unrestricted funds						
Restricted funds						
(see Note 17)						
Cricket Programmes:						
Disability	225	2,026	(2,026)	-	-	225
Disadvantage	30	191	(161)	-	-	60
Minibuses and other Grants	15	128	(113)	-	-	30
	<u>270</u>	<u>2,345</u>	<u>(2,300)</u>	<u>-</u>	<u>-</u>	<u>315</u>
Total restricted funds						
Total funds	<u>3,412</u>	<u>6,274</u>	<u>(7,103)</u>	<u>-</u>	<u>-</u>	<u>2,583</u>



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****16c Group net assets between funds
30 September 2025**

	Unrestricted Funds		Restricted	Total
	General	Designated	Funds	£'000
	£'000	£'000	£'000	£'000
Tangible fixed assets	40	-	-	40
Intangible fixed assets	-	-	-	-
Investments	1,967	-	-	1,967
Current Assets	555	-	581	1,136
Current Liabilities	(1,170)	-	-	(1,170)
	<u>1,392</u>	<u>-</u>	<u>581</u>	<u>1,973</u>

**16d Group net assets between funds
30 September 2024**

	Unrestricted Funds		Restricted	Total
	General	Designated	Funds	£'000
	£'000	£'000	£'000	£'000
Tangible fixed assets	40	-	-	40
Intangible fixed assets	16	-	-	16
Investments	2,799	-	-	2,799
Current Assets	226	345	315	886
Current Liabilities	(1,158)	-	-	(1,158)
	<u>1,923</u>	<u>345</u>	<u>315</u>	<u>2,583</u>

17. RESTRICTED FUNDS

The restricted funds reported within the financial statements represent the consolidation of a number of individual funds that relate to specific charitable programmes and may be further restricted either by region or specific activity. The following indicate the sources of restricted income across each of the programme categorisations.

Cricket programmes:

Super 1s provides year-round weekly inclusive cricket sessions in the community for young people with a disability aged 12-25 the chance to play regular, competitive cricket.

Table Cricket is a game designed around cricket, played on a table tennis table, to engage individuals with both physical and learning disabilities in sport and to build teamwork and self-confidence.

Cricket in SEND Schools:

Provides young people with a disability in the school environment who otherwise have limited access to sport, providing participants with inclusive coaching, training for teachers and appropriate equipment – while also giving young people the chance to transition into cricket in a community setting (Super 1s).



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****17. RESTRICTED FUNDS (continued)****Cricket programmes cont:**

Wicketz is a specific programme delivering weekly year-round cricket coaching to young people in areas of high deprivation, alongside other workshops to develop life skills and improve the well being of participants.

18 a DESIGNATED FUNDS – 2025

	Balance at 1 October 2024	Expenditure	Transfer to between funds	Balance at 30 September 2025
	£'000	£'000	£'000	£'000
Table Cricket Fund	40	(40)	-	-
Worcester Cricket Centre Fund	100	(100)	-	-
Transformation Project	205	(205)	-	-
	<u>345</u>	<u>(345)</u>	<u>-</u>	<u>-</u>

The Designated Funds comprise the following:

Table Cricket Fund – This fund is held for our newly designed table cricket equipment, that is stored and then distributed. A small number still needs to be distributed which continues to happen until all stock is cleared. This balance will cover the transportation and any ongoing storage costs.

Worcester National Cricket Centre – Given that this project has not progressed for many years, members and other stakeholders raised concerns that our funds designated for this continued to remain unspent at a time when we were increasing our investments into community cricket programmes and the strategic transformation of the charity. Therefore, following a review the Trustees took the decision to redesignate (transfer) some of these funds to the delivery of our community cricket programmes.

Transformation Fund – This has been set aside to fund investment in a modernisation project across the charity, including systems across volunteers and centrally, insight, and supporter development and engagement.

18 b DESIGNATED FUNDS – 2024

	Balance at 1 October 2023	Expenditure	Transfer to between funds	Balance at 30 September 2024
	£'000	£'000	£'000	£'000
Table Cricket Fund	60	(20)	-	40
Worcester Cricket Centre Fund	500	-	(400)	100
Transformation Project	124	(319)	400	205
	<u>684</u>	<u>(339)</u>	<u>-</u>	<u>345</u>



NOTES TO THE FINANCIAL STATEMENTS (continued)**For the year ended 30 September 2025****19. TAXATION**

As the Lord's Taverners Limited is a registered charity it is entitled to the exemptions from corporation tax afforded by the relevant sections of the Corporation Tax Act 2011 so far as its income and gains are applied for charitable purposes.

20. COMMITMENTS

The new offices at Fivefields Victoria are on a three-year lease that started in January 2024. The total payable over this term is £502,344. The rent under the lease is £165,240 per annum. Half of this cost is covered by a restricted grant from the Westminster Foundation for the duration of the lease.

A ten-year lease for a warehouse was entered into in relation to cricket kit recycling programme in Ipswich in November 2022. The rent due under this lease is £43,000 per annum. The charity executed the break clause and vacated the property in September 2025. There is no future commitment.

The Charity exited by mutual agreement its lease for office printers in year. There is no future commitment.

The Charity had no other material commitments as of 30 September 2025 which are not subject to fundraising in future period.

The above operating lease commitments can also be summarized as follows:

	2025 £'000	2024 £'000
Payable in less than one year	167	244
Payable in 2 – 5 years	56	459
	—	—
	<u>223</u>	<u>703</u>

21. RELATED PARTY TRANSACTIONS

The Johnners Trust was formally closed during the year. Prior to closure, all liabilities were settled and the remaining funds were donated to the Lord's Taverners. Accordingly, at 30 September 2025 there were no outstanding balances with the Trust (2024: £53,445), and no further related party transactions during the period.

22. CONSTITUTION

The Lord's Taverners Limited is a company limited by guarantee with approximately 1,576 members. The maximum liability on winding up for each member is £1.





LORD'S TAVERNERS

Empowering young people through cricket

1950 - 2025



WE INCLUDE

WE EMPOWER

WE INSPIRE

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