



Make a real impact in South Kilburn! The OK Club is hiring a **CEO to manage and lead the organisation as we continue to **develop our presence and impact in our neighbourhood.****

Thanks to funding from John Lyon's Charity, we're looking for a visionary leader, who is motivated by their Christian faith and who can inspire and equip our team and work with us to develop and deliver our strategic development plan. If you're someone who loves young people and community, and is passionate about seeing people flourish, we want to hear from you!

Started by students and graduates of Oxford University (hence the OK in our name - Oxford Kilburn) The OK Club has been providing activities for children and young people for the past 60 years and we have exciting plans for our next phase of development.

As well as continuing our programme of youth and children's activities, over the last couple of years we have also expanded our provision to make the club building available to the wider community.

Taking an asset based approach, our Community Animator enabled us to open our doors and connect in a new way with our neighbours.

As CEO you will be responsible for overseeing three key areas - our youth & children's work, our community engagement and our building.

Applicants will have proven experience of leadership in a charity or community context. The ability to work positively with young people is essential, and experience of managing a building and budgets is also important.

Job Details

- **Hours:** Full Time, flexible hours
- **Salary:** £42,381 per annum
- **Holidays:** 6 weeks (plus Bank Hols)
- **Location:** The OK Club, 45 Denmark Road, London, NW6 5BP
- **Closing Date:** 7th June 2026
- Note:** Flexibility in number of hours or salary may be possible for the right candidate - please get in touch.

Our funding from John Lyon is initially for three years but we anticipate that, with a brilliant new CEO our funding will grow to make the post sustainable.

The OK Club is located in South Kilburn, North West London. We currently find ourselves in the middle of a building site (quite literally) and that our neighbourhood is changing drastically. Brent Council are continuing their massive regeneration project - demolishing all existing tower blocks and replacing them with new ones, with a greater number of housing units. While much around us is changing, our desire to support children and young people with play and development opportunities is as strong as ever.



The OK Club currently has:

- A part time Youth Work Development Officer who oversees our youth work programme.
- A part time Building Manager.
- A part time Community Animator.
- A part time Children's Worker.
- Four interns (two full time and two part time, shared with churches), usually from abroad on gap year schemes.
- Christian Holt House which can accommodate up to five further individuals who live as part of the missional community and are required as part of their tenancy to contribute to Club activities.
- A small but important number of volunteers are recruited from among parents and the community generally. We

are keen to grow this team, particularly with older young people and other members of the local community.

Our site contains the following facilities:

- A sports hall
- 3 x activity spaces
- A kitchen
- Garden
- Two upper floors which are currently rented out to other organisations.

We have been funded by Brent Council to renovate our Sports Hall and have ambitious plans for our whole site development in the coming years.

The work of the OK Club is overseen by a Management Committee (Trustees) who meet every two months, and the post will be Line Managed by one of the Trustees.

Inclusion & Diversity:

The OK Club strives to be a diverse and inclusive place where we can ALL be ourselves. We particularly encourage applications from people who identify as Black, Asian or from a Minority Ethnic background.



Safer Recruitment:

The OK Club is a Safe Recruiter and will require all applicants to undergo a DBS disclosure as well as taking three references. A criminal record is not necessarily a bar to working for us but must be declared on application.



Timetable: (subject to amendment)

- **Post advertised** - 18th May 2026
- **Closing Date** - **7th June 2026**
- Shortlisting will take place in the following week and interviews will take place, week commencing 15th June.

The successful candidate may start as soon as they are available and appropriate checks have been carried out.

Application Process:

- Applications must be received by the deadline on our **approved application form**.
- Any expressions of interest received through Indeed, Charity Job or other online platforms will be sent the application form to complete and an

application won't be considered until a fully completed form is received.

- All applications will be acknowledged and considered in our shortlisting.
- Applicants who are shortlisted will be invited for an interview which will likely consist of a presentation, a task, and standard panel interview.
- The recruiting panel reserves the right to request a second interview if they feel this is appropriate.

When you are completing the application form, please pay particular attention to the essay section which is where you can tell us how you fit the criteria listed in the person specification.

Expressions of Interest and Applications should be sent by email to Matt Perry (Trustee): matt@okclub.org.uk

Further information:

Included in this pack are the following:

- Job Description
- Person Specification
- Development Plan
- Latest Annual Accounts

Should you have any questions about the role or the application process, please contact our Chair, Geoff Biggs - chair@okclub.org.uk





Job Description

Job Title : CEO

Accountability : The holder of this post is Line Managed by a Trustee.

Hours: Full Time, to include regular evening and occasional weekend work.

Job Summary : The main purpose of this post is to lead and develop the work of the OK Club.

Duties to be undertaken:

Strategic Leadership

1. Lead the development and implementation of the OK Club Development Plan, shaping the future of the OK Club in conjunction with the Management Committee (Trustees).
2. Lead, motivate and inspire the OK Club team (employees and volunteers) to deliver high quality, creative and innovative programmes and interventions.
3. Identify suitable funding opportunities and prepare applications for funding or commissioning and lead other fundraising activities and initiatives.
4. Ensure that the OK Club is positively publicised through printed and online platforms, to children, young people, and the wider community as well as to supporters and potential supporters of the charity.
5. Work with the Management Committee to to develop appropriate plans for building redevelopment and organisational growth.
6. Make contact with, build knowledge of and develop professional and working relationships with other local agencies, including the Christian community, in order to promote and advocate on behalf of young people, other neighbours and the OK Club.

Management

7. Provide oversight to the day to day management of the building and relationships with users and license holders, ensuring that the building continues to develop as a resource both for the club's direct activities and as a method of income to support the work. This includes Line Managing the Building Manager post.
8. Provide oversight to the youth and children's programme, ensuring that we continue to provide a consistent, high quality, interesting and varied offer to children and young people and their families in South Kilburn. This includes Line Managing the Youth Work Development Officer post (or equivalent).
9. Provide oversight to the Community Development programme, ensuring that we continue to engage with a wide range of neighbours, to help them discover and realise their gifts, skills and talents and utilising the building resource for the benefit of the community.. This includes Line Managing the Community Animator post (or equivalent).
10. Ensure that mechanisms are in place for recording, monitoring and evaluating the impact of our programmes and activities.

11. Ensure the Designated Safeguarding Lead for the OK Club has the appropriate support and resources to fulfil their responsibilities and promote a safeguarding approach to all work.
12. Ensure the admin and office functions of the OK Club are carried out efficiently and effectively.
13. Meet as appropriate with others in the staff team to plan and prepare for projects.
14. Give attention to the well-being of the staff team (employees and volunteers), giving attention to physical, mental, and spiritual health,
15. Ensure financial procedures are adhered to and budget monitoring is completed for funders as appropriate. Work with the Finance Committee to prepare and monitor the budget and ensure financial health and smooth running.
16. Line Manage other team members as required.
17. Attend Management Committee meetings as required and report regularly on work undertaken in written and verbal formats.

Practice & Delivery

Due to the size and nature of the OK Club, it is important that the postholder contributes some of their hours to delivery of sessions for youth/children's work or other community activities:

18. Lead the delivery of sessions of youth work, outreach and/or community work.
19. Ensure planning and reflecting processes happen for any sessions being led.
20. Ensure that all monitoring records are kept as appropriate.

Other

21. Ensure that all work is carried out within the policy framework of the OK Club.
22. Meet regularly with Line Manager for supervision.
23. Any other relevant tasks as directed by the Management Committee.

As a result of our Christian ethos, this post is covered by an Occupational Requirement (OR) under Part 1 of Schedule 9 to the Equality Act 2010. The successful applicant will be expected to be able to clearly demonstrate a commitment to the mission, principles, values and practices that underpin the OK Club.

OK Club CEO - Person Specification

A person suitable for this post will be able to demonstrate the following...

Factor	Essential	Desirable
Skills	<ul style="list-style-type: none"> ● Inspiring, values-driven leadership style that promotes trust, collaboration, and accountability. ● Ability to relate to a range of people of all ages and cultures and develop positive relationships ● Excellent written and verbal communication skills ● Ability to establish and maintain positive working relationships with other professionals and agencies ● Ability to understand and work within professional and personal boundaries ● Ability to manage a diverse workload ● Skilled at translating strategy into operational plans with measurable outcomes. ● Ability to empower teams, build positive culture, and support wellbeing and performance. 	<ul style="list-style-type: none"> ● Comfortable working with data, impact reporting, and outcomes frameworks. ● Good personal organisation ● Understanding of charity funding streams and donor motivations. ● Ability to ensure value for money and long-term financial resilience.
Attitude/approach	<ul style="list-style-type: none"> ● High levels of integrity, empathy, and emotional intelligence. ● Creative problem-solver with a proactive, solution-focused mindset. ● Inclusive leader who champions diversity, equality, and accessibility. ● Clearly demonstrate a commitment to the Christian faith, mission, principles, values and practices that underpin the OK Club ● Collaborative team player who welcomes partnership and co-production approaches. 	<ul style="list-style-type: none"> ● Patient ● Enthusiastic ● Flexible ● Persistent to follow up issues ● A positive outlook
Experience	<ul style="list-style-type: none"> ● Proven senior leadership experience within the charity, nonprofit, or values-driven private and public sector. ● Leading a team ● Working with people and communities in a variety of different contexts ● Working in a culturally diverse context ● Track record of strategic planning and delivery, including setting organisational vision and long-term goals. ● Demonstrable experience of financial management, budgeting, and responsibility for organisational sustainability. ● Experience of fundraising and income generation, such as grants, major donors, corporate partnerships, or commissioning. 	<ul style="list-style-type: none"> ● Developing projects from planning to delivery stages ● Working in partnership with a range of agencies ● Working with young people with challenging behaviour ● Experience of working in urban city environments ● Running youth and/or community work activities ● Knowledge of charity governance, legal responsibilities, safeguarding, GDPR, and compliance obligations.

Knowledge	<ul style="list-style-type: none"> ● Understanding of issues involved in working with people from different cultural backgrounds ● Understanding of and commitment to maintaining the highest standards of safeguarding and professional conduct. ● Understanding of the requirements for running a community facility safely and efficiently 	<ul style="list-style-type: none"> ● Understanding and experience of youth work processes ● Understanding of Asset Based Community Development
Education & Training	<ul style="list-style-type: none"> ● Degree level qualification in a relevant field (youth work, community work, education) or significant experience (6 years plus) in leading a charity or non-profit organisation.. 	<ul style="list-style-type: none"> ● JNC recognised youth work course
Other	<ul style="list-style-type: none"> ● Availability for evening and weekend work as required. ● Willingness to act as the primary ambassador for the organisation. ● Ability to travel as necessary for stakeholder meetings, events, or site visits. 	



Strategic Development Plan 2024-2028

A: A VISION FOR SOUTH KILBURN:

South Kilburn has, during the 20th Century, been an area of deprivation but is a changing area mainly due to newly built housing and has become more of a mixed demographic with more young professionals in particular. The redevelopment of the estate is, at the time of writing, literally on our doorstep, with 3 sides of the land surrounding the Club currently in various states of demolition or building. It is a place of many different cultures and faiths seeking to live side by side. It has levels of mobility where some people do not settle here for the long term whilst others have known this as home for many years. The OK Club seeks to welcome all through its doors but pays particular regard to those who find themselves on the margins and in need of extra support and provision. In particular issues around gangs and knife crime have become prevalent that have resulted in children and young people feeling less safe.

Brent Council have been leading the physical regeneration of the area, demolishing old housing and rebuilding with a mix of council and privately owned dwellings. In 2021 this arrived on our doorstep with the redevelopment of the Peel Precinct directly opposite the building. This is inevitably leading to a shift in the demographics of the area and an increased transience of community life. Until the development phase is complete it is difficult to clear on the number of children and families who will be living in close proximity to the Club.

Having said that, as a long time resident of South Kilburn ourselves, the OK Club is deeply invested in the wellbeing of the estate and its residents. Indeed, the success and wellbeing of the charity is tied to that of the residents. We wish to be a part of a growing, thriving and positive community where:

- Relationships
 - Exist: People are not isolated or lonely
 - Healthy: Relationships are characterised by respect, care and concern, appropriate boundaries
 - Supportive: Relationships are encouraging and build people up
- All individuals have hope, experience fulfilment and contentment, and reach their potential
- Justice is evident - everyone is equally valued, diversity is held and celebrated
- All people have secure accommodation
- There is economic justice - everyone has enough, there is a common wealth
- Society is characterised by unity, harmony, kindness, respect, trust, forgiveness
- All people experience physical safety and health, society is violence-free
- The environment is strong and healthy
- All people have a healthy sense of self

We realise this is a vision to be worked at and The OK Club can only play a small part, but as a Christian organisation, our understanding of God's involvement in the world through his creation drives us to continually strive for this world we want to see.

B: OUR MISSION:

The OK Club's active participation in this vision is through our Youth and Community activities. We do this through:

- Our work directly with young people and their families in South Kilburn. We will work with them to build character and capabilities, as they grow into active and engaged adults.
- Listening to our neighbours about what they want their community to be like
- Facilitating the upskilling our neighbours (and ourselves)
- Being an incubator of ideas
- Using our physical space for the benefit of our neighbours physical, mental and economic health.

C: OUR STRATEGIC OBJECTIVES FOR 2004-2028:

We will focus our strategic intentions around four key themes:

<p>1. An Asset Based Community Development approach</p> <p>We will look for the strengths and potential of local people. We seek to empower and enable children, young people and adults to make decisions and take action to benefit South Kilburn, particularly through community groups and activities.</p>	<p>2. High quality youth, children's and families work</p> <p>We want to be confident that we are offering the right provision, delivering that provision well and that our work is effective in bringing about change.</p>
<p>3. High quality leadership and management</p> <p>We want to be an organisation which is well led, effectively managed, continuously improving, appropriately funded, professional and sustainable.</p>	<p>4. Facilities to be proud of</p> <p>We want to continually improve our facilities to bring them to a standard that are fit for purpose for all the activities that we want to run and host.</p>

1. AN ASSET BASED COMMUNITY APPROACH

We see local residents as key to change, with the abilities, knowledge, commitment and potential to improve their local area. Local people are more likely to contribute to long-term sustainable improvement compared with outside organisations reliant on project funding. We therefore strive to enable children, young people and adults to contribute their gifts.

In working with adults we seek to empower them rather than delivering activities directly ourselves. By being open and welcoming, setting a tone and modelling our values and vision we hope to inspire and catalyse others.

1.1. Connecting, Listening and Learning

We will build relationships with residents organically through a variety of outreach approaches, listening and learning from local residents about their aspirations, both personal and for the area. Through speaking with residents in the street, on their doorstep and other settings, we will reach people who might not have considered becoming involved in their community and residents will feel that someone is interested and will be better informed of local activities and opportunities.

While our emphasis is on listening, we will also better communicate local opportunities with residents, including through leaflets of activities at OK Club and in South Kilburn generally, so that they feel an ongoing connection and can participate locally, and to boost local activities.

We will have a sense how well we are doing by the number of conversations the Animator has with residents; numbers on our mailing list and social media; attendance at community activities and feedback on the quality of conversations.

1.2. Building capacity

We will nurture confidence, skills and connections to enable people to contribute or lead community action such as forming community groups and activities. This may start with residents trying new things, experiencing other ways of being, meeting new people, visiting new places and seeing examples of community achieving more than is possible by individuals acting alone.

Our approach includes exploring with residents what the local needs and gaps are; how change happens; support such as acting as a sounding board; access to training and funding; connecting with other residents and groups with shared aims; and celebrating success. Conversations will include a purposeful element of building trust, widening horizons, building confidence and recognition of their own abilities. Our emphasis is on residents who have fewer opportunities but we are also keen to involve newer, more affluent residents, to bring both groups together and build bridges.

We will measure impact by the size of the social network of people attending activities; the number of resident-led regular or one-off activities or campaigns; level of building usage and through individual case studies. We want to see more SK residents as volunteers, trustees, staff and placements with a corresponding increased diversity.

1.3. An organisation at the heart of the community

We will develop deeper relationships with other local groups and organisations, developers, housing associations and Brent Council. Through this we will better understand the needs of local residents and increase information sharing, cross referrals, joint work, partnerships and funding opportunities.

2. QUALITY WORK WITH YOUNG PEOPLE, CHILDREN AND FAMILIES:

2.1. Increasing our provision of children and youth activities - quantity and variety

We wish to build our programme to provide for children and young people that is stimulating, educational, fun and empowering. We want to deliver a broad curriculum, covering physical, emotional, social and spiritual development. We want to see a range of activities to suit different interests and talents across the whole week, including after school, evenings and weekends.

Our work will be relevant, appropriate and accessible for the participants we seek to serve; will ensure a range of opportunities for people to connect with us; will enable us to work with significant numbers of participants; and will constitute a developmental pathway which leads to our intended impact.

2.2. Building a strong and sustainable workforce

In order to establish and maintain trust and relationships with children, young people and families, our provision must be reliable and dependable and we must be able to build long-term relationships. This requires a stable, well-trained and well-equipped workforce.

We will recruit and appoint appropriately qualified practitioners to coordinate and lead our youth and children's work programmes. In addition to our interns and the volunteers we recruit through CHH, we will recruit and resource volunteers with a passion for and commitment to the local neighbourhood. We will provide appropriate, relevant training and CPD for all staff and volunteers.

2.3. Growing our reach

We want to offer opportunities to as many children and young people as we can, and to engage individuals across the full range of age groups, genders, ethnicities and other characteristics of the South Kilburn population.

We will do this by, firstly, increasing attendance at our sessions and, secondly, building partnerships with other organisations.

We currently have the capacity to engage greater numbers of children and young people through our existing sessions. We will improve our outreach and advertising to ensure that children and young people in the neighbourhood of South Kilburn know what is available at The OK Club and are able to access activities that interest them.

We will also undertake networking in order to build connections and partnerships with other organisations, in order to utilise and create opportunities for young people provided by joint working.

2.4. Increasing our impact

We want to continuously improve the quality and effectiveness of our work, so that children and young people experience maximum benefit from participating. In order to do this, we need to have a clear understanding of the impact we are making and processes in place to evaluate and implement learning from our work.

We will continue collecting demographics and attendance data, so that we have a clear picture of who we are reaching and how effectively we are retaining contact with them. We will complement this by using our pathway to assess individuals' depth of engagement and participation and then designing work to build on that. Finally, we will collect impact stories, which describe individuals' journeys along the pathway.

3. QUALITY LEADERSHIP AND MANAGEMENT:

3.1. Well governed

Our current position of relative stability has been reached partly thanks to a good deal of effort and loyalty from the Management Committee (trustees).

Our priority is to continue to develop the Management Committee so that it is an effective, good-sized team, well-equipped to move OK Club forward.

We need to increase the size and diversity of the Management Committee, in particular to recruit trustees who are residents of South Kilburn (or very near by).

3.2. Well led and effectively managed

We aspire to be an organisation with great leadership and management, evident in:

- A clear, unifying vision, shared values and an ethos and culture that embody what we believe
- All staff, volunteers and Management Committee members being able to articulate the purpose and impact of OK Club
- Professional youth, children's and community work
- The smooth running of day-to-day activities
- Implementation of and adherence to policies and procedures
- An effective, harmonious, well-supported team
- Good spiritual health and holistic well-being among our team
- Responsible financial oversight

Following the departure of our long serving Children and Youth Worker early in 2024, and with several difficult recruitment experiences in our recent past, we will take our time to build our management capacity. We believe that as activities in the building continue to develop and expand we will need someone to lead the organisation forward. This will need to be a person who is able to oversee the youth work programme, the community work, and be hands on with building issues. We need to carefully design this role and then build our funding to a point where we can afford this.

3.3. Well resourced and sustainable

We have developed a mixed economy of income over the past few years:

- Grants
- Donations
- Income from the building

We have had very limited grant funding over the past five years and need to use our current capacity to increase this in a way that supports the ambitions of this plan.

We also need to continue developing the income from the building through continued licensing of spaces in the building to 3rd party organisations, but increasingly through regular weekly hire of spaces when we aren't using the facilities for youth and children's work.

We need to ensure that the funding mix we develop gives us the ability to support our core provision. The danger of relying on grant funding is that we are only secure for the term of any grant - we need to avoid our core provision (building, management and core youth/children's activities) being threatened by the "lottery" of grant funding.

4. FACILITIES TO BE PROUD OF:

Due to uncertainty over the future of the building it has been left under-maintained both internally and externally. It presents itself as a 'well loved but tired building'. We have a responsibility to our neighbours, and to the children, young people and others who we serve to provide a safe, pleasant and welcoming environment.

4.1. A building to be used

Our building is currently under-utilised, being empty for most of the daytime (before 3 pm) and at weekends. We want to "sweat the asset" by developing our own activities as described above, but also by partnering with other local organisations and our neighbours to run activities for children, young people and other groups of our community.

In addition to the partnerships described above, we have a number of spaces that are licensed to various organisations. This will continue to be a part of what we do as it provides vital income to the organisation. In an ideal world we would have licensees who provide services which are complementary to what we are trying to do.

Our Community Animator role is crucial to developing relationships to enable this to happen, as well as better marketing and improved facilities.

4.2. A building with soul and a warm welcome

We want our building to feel welcoming to anyone who walks past and/or comes inside. The physical environment and the way in which the building "works" can impact on this, along with the attitude of the people who lead activities. We need to improve the exterior of the building and the welcoming spaces (main glass doors and sports hall entrance) to promote this sense of warmth and welcome.

We will continue to undertake a programme of maintenance, repair and refurbishment (as funds allow) that brings the building back to a standard we believe is needed.

We know that the outside of the building looks tired. We hope to make improvements in partnership with Countryside Homes as and when they have funding and in-kind support available. The removal of their plant equipment from Neville Road will be a key opportunity to freshen that facade of the building. We also hope to work with a local artist to gradually overhaul the various murals.

Development of our Garden space is another important aspect of our plans. It is overlooked by many of the flats on the estate, but is also an underused resource in the neighbourhood. We would like to ensure the lawn can be used for children, young people and community activities while also continuing to work in partnership with Granville Kitchen to utilise other spaces as a Community Garden.

4.3. Developments to increase our capacity

There are a number of bigger projects that we would like to embark on which would increase our flexibility and capacity as well as achieving a higher specification of decoration and fitting.

We are ambitious about redeveloping our Sports Hall with new toilets and upgraded flooring and fixtures. The redevelopment of this space would help us address the safeguarding concerns that we currently face which limit our ability to have multiple groups operating at once. We also want to do something with the Stage space to either develop it as a workable performance space or convert it to something else useful.

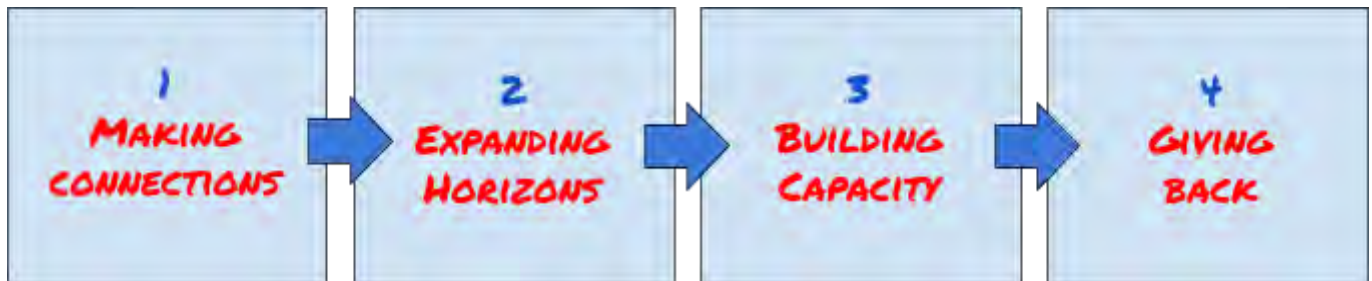
We also have ideas for the development of our entrance space, with the possibility of converting the current office into a kitchen which would provide the opportunity to run the reception area as a cafe, either

semi-commercially or just as part of activities which are going on. An accessible spacious kitchen would also open up the greater possibilities for cooking activities for children and young people.

We have had discussions with various parties, including Brent Council, about the redevelopment of our site. Various versions of a redevelopment plan have been discussed with the dual purposes of providing a fit for purpose youth and community centre, equipped for the next 60 years, and potentially raising funds which can help fund our revenue costs for a substantial period. A development which at least pays for itself may well be easier to make happen than trying to raise funds for a major refurbishment of the existing building. We are open to a variety of possibilities and will seek to secure an arrangement that is in the best interests of securing future provision for our beneficiaries (neighbours).

D: OUR THEORY OF CHANGE

We regard all people as inherently valuable, with strengths and potential to be realised. We believe that a better, stronger, more connected South Kilburn is attainable and that a key means to achieving it is discovering and releasing the assets within the community. Our work is therefore structured to facilitate a journey with local people which enables them to discover their unique contributions to the world and realise their promise. Through experience, we have identified common stages in this process, which brings about development in skills, emotional intelligence, character formation and a contributing mindset.



1. Making connections

This stage starts with intentionally reaching out to meet and connect with new people, removing barriers to participation, ensuring that everyone gets a warm welcome and feels safe, both with us and in our building. During this stage, we develop relationships, work to ensure that people feel personally known and significant, foster a sense of belonging, and build trust.

This is important because...

When people feel that the future is blocked, lack a sense of becoming, or feel unvalued, many become alienated and disengaged from community life. People who do not feel unconditionally cared for and who lack supportive relationships can struggle to try new things and step out of their comfort zones. A lack of encouragement and relational safety can mean that their lives remain limited. By building meaningful relationships, we encourage and support people to embrace new experiences and begin to challenge themselves.

2. Expanding horizons

At this stage, we provide opportunities for people to experience new things, through social connections, activities, taster days, trips, residentials etc. This enables people to explore, experiment, discover skills and interests that they didn't know they had and encounter life beyond their everyday experiences.

This is important because...

People who are living without hope for a positive future often feel powerless, trapped and afraid. This can result in them making poor choices, developing mental health problems, seeking escapism, even losing their respect for the sanctity of life. Encountering alternative possibilities fosters hope, autonomy and inspiration. Discovering their own unique contribution to the world is a powerful catalyst and motivation.

3. Building capacity

Our activities at this stage focus on making those possibilities attainable, through developing skills, confidence and character. This might include training programmes, interventions to support personal development, supported opportunities to utilise their skills and one-to-one mentoring/coaching.

This is important because...

Enabling people to discover their passions, abilities, identity and potential is only half the job. People also need both the confidence to believe that possibilities could become realities and the knowledge, skills and approaches to attain their aspirations and fulfil their potential. Through developing practical skills, emotional intelligence, character, problem-solving abilities and action-planning skills, people are able to harness their capacity to make a contribution, achieve their goals, shape what their lives become and work for change.

4. Giving back

We work alongside people to clarify their personal purpose and support them to engage in activity that will make their life feel meaningful and benefit others. This might be through social action, volunteering, leadership, social enterprise, community building or campaigning.

This is important because...

As people find a sense of belonging and journey alongside others, they develop a sense of connectedness - to individuals, to local and global communities and to the transcendent - which stimulates the desire for a better world. They develop a vision of what the world, at its best, would be like, but can struggle to identify how they personally can make a difference. Helping people to connect their passions, qualities and abilities with their vision enables them to develop a clear sense of personal purpose and their role in the world.

E: DEMONSTRATING OUR IMPACT

We need to be able to assess and articulate our impact for a number of reasons:

- To demonstrate appropriate and effective use of charitable funds.
- To monitor, maintain and improve the quality of our provision.
- To implement learning gained through evaluation and develop our programmes and practice accordingly.
- To communicate our impact internally and externally.

As we work towards our strategic objectives, we will be working with an increased number of participants through an increased number of activities and facilitating them to undertake the developmental journey outlined above. The impact of our work will be seen in the progression of individuals through the stages of this journey. In order to record and demonstrate our impact, we will:

1. Collect data about the individuals we are engaging with.

This will be primarily for our youth and children's programme and any other activities that we are directly running. We will measure the numbers of participants and attendances, as well as demographic data (e.g. age, sex, ethnicity, dis/ability).

This data will be collected by our staff, recorded on our Lamplight system and reported to the Management Committee on a quarterly basis.

2. Collect data about the activities taking place in the building.

This data will be collected by our Community Animator and Building Manager and reported to the Management Committee on a quarterly basis.

3. Supplement data with purposeful storytelling.

Numbers are helpful, but don't tell us much about the impact that we are having. We believe that impact is best captured in the words of those who are experiencing the impact, telling their own stories of how they have grown, and been supported to have a positive impact on their neighbours.

We will seek to record and write up narrative stories of individuals' journeys through the 4 stages described in our Theory of Change. Where we can do this with more interactive medium (photo stories, audio recordings, video, etc) we will. These stories will highlight milestones that participants have achieved and how they have progressed along the pathway through working with us.

We need to develop a culture of story-sharing where participants are encouraged to reflect on their engagement at the OK Club and the difference it has made to them. Sharing these impact stories should become normal.

F: COMMUNICATIONS

Good communication is important for the success of all of these plans and we recognise that we need to improve across several areas:

1. With our neighbours

This includes both current participants and other neighbours who are yet to join in. We need to let people know what activities we have going on and planned and how they can get involved. This should also include opportunities to get involved by volunteering.

2. With other organisations

We need to ensure that we keep positive and active relationships with partners and other organisations. There are various forums and networks that we need to engage with in order to access opportunities and benefits for our participants, and also to contribute to issues the community is facing/addressing.

3. With our supporters and donors

The Club has a history of sending newsletters to supporters and donors to keep them informed about the activities of the charity. We have a mailing list of approximately 180 postal addresses and 85 email addresses, who are people from all over the country and internationally, often who have volunteered in the past. In recent years we have only been able to communicate with these people once per year around the time of our Annual Prayer Day. We need to increase this to at least provide some kind of annual update on what we have been doing.

Charity registration number 1099564 (England and Wales)

Company registration number 04323224

OXFORD KILBURN YOUTH TRUST
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

OXFORD KILBURN YOUTH TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A Brown S Turner D Kinder J Kinder Matthew Perry Cheryl Buchanan Stephen Herbert G Biggs	(Appointed 13 May 2024) (Appointed 7 July 2025)
Charity number (England and Wales)	1099564	
Company number	04323224	
Registered office	Christian Holt House 45 Denmark Road Kilburn London NW6 5BP	
Independent examiner	SBM Associates Limited Freedman House Christopher Wren Yard 117 High Street Croydon CR0 1QG	

OXFORD KILBURN YOUTH TRUST

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OXFORD KILBURN YOUTH TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Objectives and activities

The Oxford Kilburn Youth Trust (known as The OK Club) works with young people, their families and the wider community in Kilburn, North-West London. We work with them to build character and capabilities, as they grow into active and engaged adults and where appropriate to enable them to explore the Christian faith. From that perspective we provide opportunities for young people to explore their spirituality and their place in the world, and build positive relationships they can rely on.

The objectives of the charity are the promotion and encouragement of the Christian faith by applying the capital and income of the company without distinction for or towards all or any of the following purposes:

- Maintaining activities for children and young people in Kilburn
- Establishing and maintaining activities for children and young people there or in other places
- Providing office and residential accommodation for the wardens, club leaders and other workers for the said activities whether full time or part time workers; and
- Training and instructing persons in the leadership of such activities as aforesaid

The charity achieves the above objectives through the operation of the OK Club.

South Kilburn - Our home for 60+ years

The South Kilburn estate, our home for over 60 years now, is a fantastic mix of people from around the world. It's vibrant and diverse and full of beautiful people of all ages, cultures and backgrounds. However, it continues to be an area which is high in deprivation. The area has suffered from a range of issues which include violence, drugs, disaffection, and low educational attainment. Our young people are at risk of being engaged in anti-social behaviour and crime.

The area also continues to change. Brent Council are partway through a multiyear regeneration project and the Club has been next door to a building site for the past 5 years now. With more of the 1960's tower blocks to be demolished and rebuilt in the coming years, this won't change anytime soon. With this physical change, also comes a change to make up and character of the neighbourhood. As an organisation physically at the heart of the estate, we want to make sure we are supporting and helping people to be connected as good neighbours - both old and new.

OXFORD KILBURN YOUTH TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Achievements and performance

Significant activities and achievements against objectives

Our activities can be divided into three main areas:

- Youth & Children's Programme
- Community Animation
- Building maintenance, development and use

Youth & children's programme

The OK Club remains open and busy with a weekly programme of children's and youth activities. We have maintained activities from Monday to Friday in the afternoon/evening and try to cater for a range of ages and activity interests. Our team is led by our part time Youth Work Development Officer (0.4 fte), Debbie, who is assisted by a youth worker (0.2 fte), Raquel and children's worker, Zohal/Sam (0.4 fte). We also have 4 gap year participants with us each year (2x ft, 1x 0.5 fte and 1x 0.2 fte). This team continues to be supplemented by volunteers from the residents of Christian Holt House and other local neighbours.

During the year, we successfully raised funding from Children in Need and the National Lottery Community Fund to recruit a new role of Play Leader. This is enabling us to rebuild and expand our work with primary aged children. We also introduced a weekly cooking session and started 2 new girls-only groups. Alongside this, we continued our programme of drop-in sessions, sports activities, school holiday activities and trips. We have continued to run the Jack Petchey Award scheme, allowing young people to engage in democratic processes and greater ownership of activities, and have added a new similar award for children, which is in memory of Kate Herbert, a previous volunteer and supporter of the charity.

We have partnered with a number of organisations over the last 12 months. In July, we were delighted that some of our young people hosted a stall, selling pizza and sweet treats. A coach from charity Sport at the Heart has worked with us to facilitate our weekly mixed sports sessions; we ran photography workshops with The Kiln (theatre and arts centre) and one of our girls' groups hosts an Art and Wellbeing Space, led by Lin Kam Arts.

During the year we worked with 131 different children and young people. We ran 207 sessions and had 1488 attendances on the register during that time.

Community animation programme

This was the first year of our new approach - supporting local people to develop their skills and interests to start community activities and groups. The Community Animator, Niki, with interns, went into the surrounding streets 90 times, having 450 conversations. These focus on listening to what people enjoy doing and meeting their neighbours. It typically takes 12 months to build residents' trust - it's a process of being present and becoming known and we have now largely achieved that. We are also networking with other community and statutory organisations, looking for partnership opportunities and ways to use our building.

Case study: women's exercise class

Ntely is a resident of South Kilburn who approached us as a result of outreach. She had a fitness instructor qualification but she had not previously led a class. We supported her to plan a women's only exercise classes at the OK Club. This quickly proved popular enough to become two classes with 25 women a week participating. We're now supporting her to apply for funding.

OXFORD KILBURN YOUTH TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Other outcomes in the first year include:

- Shared City delivered 8 free drawing workshops, attended by 16 people culminating in an exhibition at the OK Club.
- Resourceful Women's Network delivered 12 free sewing classes to around 23 women, with a quilt exhibited at Brent Civic Centre
- The OK Club played a full part in local events: we were a venue for the summer Carnivale and for the Plaza opening / Winter Fair, welcoming over 170 people.
- We hosted Brent Health Matters to run workshops on diabetes and nutrition for a total of 18 people.
- Three local residents joined us as volunteers – we are grateful to Nilufer, Ngozi and Shukla.
- We organised training for local people in First Aid for 4 residents; and in doing street outreach, delivered by a national expert, for 9 people.
- Our garden continues to be used by Granville Community Kitchen to grow vegetables for the "Good Food Box" project.

We're very encouraged with how quickly new classes attract participants and are seeing the fruits of our work building networks and relationships with more people.

Building maintenance, development and use

The building is a gift of our heritage, and we continued to be blessed with the use of these facilities. However, it remains a challenge to maintain them. Wear and tear has an impact and many spaces are now in need of renovation. Our Building Manager, previously Josiah and now Raquel, works diligently to ensure the building is maintained so that we can keep using it. We have also been grateful for the services of a handyman who has helped us to deal with some of the more technical jobs that fall between general maintenance and contractor sized jobs.

There are a number of larger jobs that need attention - the roofs of both the Sports Hall and the main building need repair, windows across all elevations should be replaced and the Sports Hall has a number of damp issues that need addressing. These jobs come with significant cost which the trustees continue to seek funding for. Within this year we have also applied for a grant from Brent Council to significantly renovate the Sports Hall, adding additional toilet facilities as well as improving the general look and usability of the space. (Note: at the time of writing in October 2025 we learnt that we were successful with this bid, valued by Brent Council at £550,000).

As well as utilising the building for our own activities, we wish to maximise the usefulness of the building to the South Kilburn neighbourhood by allowing others to use it when we aren't. This also provides additional income to help fund the maintenance of the building and our Youth, Children's and Community Programmes. The upper floors of our main building are licensed/let to various groups for office and activity space, while the Activity Room and Sports Hall are used by a variety of external groups during the week. We are looking for this use to continue to increase, particularly during the daytime and at weekends.

Alongside all of this maintenance and regular use, the trustees continue to explore the possibility of a much larger redevelopment of the site. This has been on the agenda for some years now, and progress has been slow, particularly in our discussions with Brent Council about the land we have on leasehold from them, currently until 2066 (the garden and CHH plots), along with the impact of Covid on just about everything. Our ambition is to reenergise this process in the coming year.

OXFORD KILBURN YOUTH TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Partners and supporters

We are grateful for our relationship with the Christian Holt Housing Association (CHHA) which is a Christian missional community which provides a source of volunteers and funding. CHHA residents consist of full-time volunteers and other residents who have their own jobs but who spend part of their leisure time helping run the Club activities. Sadly, Christian Holt House was victim to a fire on Christmas Day 2024 which led to the house having to be evacuated for a period of nearly 6 months. We are grateful for the cooperation of our insurers in helping to remedy the situation, and particularly to John and Cheryl, two of our trustees who gave an inordinate amount of time and energy to coordinating the claim and repairs. We are also thankful to various members of St Lukes church who helped with temporary accommodation and other supplies in the emergency situation and beyond.

We have ongoing links with the Berlin Mission and the International Cultural Youth Exchange who introduce the gap year interns to us. Their partnership with us is invaluable.

Our link with St. Luke's Church continues to be very important to us. Several trustees are members there, and they are always supportive of our activities. Katy, the current curate, acts as chaplain to the residents of CHHA. In recent months we have also been pleased to reestablish a link with West Kilburn Baptist Church and look forward to working positively with them in the future.

The work of the Club would not be possible without the support donors and funders, to whom we are incredibly grateful. There are people who have been supporting the OK Club financially and with prayer for decades now which is humbling to know.

We have an ongoing strategic relationship with Worth Unlimited (The Worth Foundation, charity no. 3451215), based on a Memorandum of Understanding. The involvement of Worth Unlimited's senior leadership team in our organisation has been greatly appreciated and the access that our team of staff and volunteers have to wider connections and opportunities has also been beneficial.

Outcomes and impact

Our youth and children's programme utilises a system to monitor the progress of each young person and after every session the team endeavours to identify the progress or otherwise of each young person. This is all recorded on our CRM system, Lamplight. The information gathered helps us in our reflection and planning processes. Our community work is also evaluated on a regular basis with reports from both areas of work regularly received by the trustees.

Equipping the team

As part of our ongoing commitment to staff development and training we have continued to train and support our staff and volunteers to help them improve their youth and children's work practice. The programme is led by Debbie Garden and includes mandatory training in Safeguarding and First Aid as well as wider youth work development concepts.

Plans for the future

Our strategic plans going forward are:

- To continually improve the quality of our provision
- To ensure the financial sustainability of the organisation
- To improve the facilities to ensure continuing use is possible
- To continue exploring the possibility of future redevelopment

OXFORD KILBURN YOUTH TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Financial review

In the year to 31 March 2025 the Trust recorded a deficit of £50,211 after depreciation of £17,545 (2024 – deficit £37,120). The net assets of the charity amounted to £617,916 at the end of the year of which cash and bank deposits amounted to £77,521 (2024 £107,974).

The Trustees conducted a funding review of the organisation during the year. Income for the year was £100,452 which is slightly down from the previous year. Expenditure increased to £150,663.

The fundraising environment continues to be extremely challenging for organisations like ours, and we have limited capacity for fundraising. With our ambitious future plans we need to raise additional income to be able to build the capacity we have for sustainability. Our goals continue to be:

- Further increase income from premises hire
- Strengthen relationships with existing funders
- Increase the amount of funding secured through grants
- Build relationships with new funders

Reserves policy

It is the policy of the charity where feasible to maintain unrestricted funds which are the free reserves of the charity, at a level which equates to approximately three months' staffing costs. This provides sufficient funds to cover management and administration and support costs. Unrestricted funds at the end of the year were £39,913 which is sufficient for this purpose.

Public benefit

The trustees have referred to the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning its future activities. In particular the trustees consider how planned activities will contribute to the aims and objectives of the Charity.

Structure, governance and management

The charity is governed by the memorandum and articles of association.

The trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

A Brown

S Turner

D Kinder

J Kinder

Matthew Perry

Cheryl Buchanan

Stephen Herbert

(Appointed 13 May 2024)

G Biggs

(Appointed 7 July 2025)

Recruitment and appointment of trustees

Trustees are appointed and removed by the existing board of trustees.

Induction and training of trustees

The Chair is responsible for the induction of new trustees.

OXFORD KILBURN YOUTH TRUST

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

The trustees report was approved by the Board of Trustees.

J Kinder
Trustee

15 December 2025

OXFORD KILBURN YOUTH TRUST

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF OXFORD KILBURN YOUTH TRUST

I report to the trustees on my examination of the financial statements of Oxford Kilburn Youth Trust (the charity) for the year ended 31 March 2025.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law), you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006.

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the Companies Act 2006 and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011. In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the Companies Act 2006.
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the financial statements give a true and fair view, which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Mamide R Suleman
SBM Associates Limited
Freedman House
Christopher Wren Yard
117 High Street
Croydon
CR0 1QG

Dated: 18 December 2025

OXFORD KILBURN YOUTH TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes						
Income from:							
Donations and legacies	3	29,485	27,278	56,763	58,098	5,900	63,998
Charitable activities	4	42,057	-	42,057	35,657	-	35,657
Investments	5	1,632	-	1,632	1,425	-	1,425
Total income		<u>73,174</u>	<u>27,278</u>	<u>100,452</u>	<u>95,180</u>	<u>5,900</u>	<u>101,080</u>
Expenditure on:							
Raising funds	6	347	-	347	218	-	218
Charitable activities	7	124,044	26,272	150,316	115,801	22,181	137,982
Total expenditure		<u>124,391</u>	<u>26,272</u>	<u>150,663</u>	<u>116,019</u>	<u>22,181</u>	<u>138,200</u>
Net income/(expenditure) and movement in funds		(51,217)	1,006	(50,211)	(20,839)	(16,281)	(37,120)
Reconciliation of funds:							
Fund balances at 1 April 2024		<u>91,130</u>	<u>577,027</u>	<u>668,157</u>	<u>111,970</u>	<u>593,307</u>	<u>705,277</u>
Fund balances at 31 March 2025		<u>39,913</u>	<u>578,033</u>	<u>617,946</u>	<u>91,131</u>	<u>577,026</u>	<u>668,157</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

OXFORD KILBURN YOUTH TRUST

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	12		550,805		568,350
Current assets					
Cash at bank and in hand		77,521		107,974	
Creditors: amounts falling due within one year	13	(10,380)		(8,167)	
Net current assets			67,141		99,807
Total assets less current liabilities			617,946		668,157
The funds of the charity					
Restricted income funds	15	578,033		577,026	
Unrestricted funds	16	39,913		91,131	
			617,946		668,157

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2025.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the trustees on 15 December 2025

J Kinder
Trustee

Company registration number 04323224 (England and Wales)

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Oxford Kilburn Youth Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Christian Holt House, 45 Denmark Road, Kilburn, London, NW6 5BP.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies (Continued)

1.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold buildings	2% on cost
Leasehold land and buildings	2% on cost
Fixtures and fittings	2% on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies **(Continued)**

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.9 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Donations and gifts	29,485	27,278	56,763	58,098	900	58,998
Legacies receivable	-	-	-	-	5,000	5,000
	29,485	27,278	56,763	58,098	5,900	63,998
Donations and gifts						
John Lyons	-	3,800	3,800	30,000	-	30,000
Girdlers Co Charitable Trust	-	-	-	150	-	150
Ashburnham Thanksgiving Trust	600	-	600	-	-	-
St Luke's West Kilburn	2,500	-	2,500	2,500	-	2,500
St Mary's Ealing	-	-	-	679	-	679
TNL Community Fund	-	19,430	19,430	-	-	-
Girdlers Co Charitable Trust	-	-	-	-	900	900
Christian Holt Housing Association	7,000	-	7,000	12,000	-	12,000
Other	19,385	4,048	23,433	12,769	-	12,769
	29,485	27,278	56,763	58,098	900	58,998

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2025

3 Donations and legacies

(Continued)

Legacies receivable	-	-	-	-	5,000	5,000
Estate of Late Kate Herbert	-	-	-	-	5,000	5,000
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

4 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Income from use of Club	42,057	35,657

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	1,632	1,425

6 Expenditure on raising funds

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Fundraising and publicity		
Seeking donations, grants and legacies	347	218

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

7 Costs of charitable activities

	2025	2024
	£	£
Staff costs	85,704	60,370
Depreciation and impairment	17,545	17,545
Insurance	2,339	2,100
Premises expenses	22,062	42,959
Telephone	509	501
Postage and stationery	604	406
Computer expenses	1,242	1,181
General Club project costs	12,244	4,615
Staff travel and other costs	1,159	1,741
Subscriptions	1,275	834
Bank charges	61	60
Worth Unlimited	4,072	4,170
	<u>148,816</u>	<u>136,482</u>
Independent examiner's fees	1,500	1,500
	<u>150,316</u>	<u>137,982</u>
Analysis by fund		
Unrestricted funds	124,044	115,801
Restricted funds	26,272	22,181
	<u>150,316</u>	<u>137,982</u>

8 Net movement in funds

	2025	2024
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	1,500	1,500
Depreciation of owned tangible fixed assets	17,545	17,545
	<u>19,045</u>	<u>19,045</u>

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

10 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	4	2
	<u>4</u>	<u>2</u>
Staffing costs	2025	2024
	£	£
Payroll costs		
Wages and salaries	33,509	37,965
Other pension costs	552	1,023
	<u>34,061</u>	<u>39,063</u>
Total employee costs	34,061	39,063
Payroll costs analysed to other expenses	(5,222)	(5,033)
Subcontracted services included in staff costs	56,865	26,415
	<u>56,865</u>	<u>26,415</u>
Staff costs per note 7	85,704	60,445
	<u>85,704</u>	<u>60,445</u>

There were no employees whose annual remuneration was more than £60,000.

11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

12 Tangible fixed assets

	Freehold buildings	Leasehold land and buildings	Fixtures and fittings	Total
	£	£	£	£
Cost				
At 1 April 2024	584,055	293,186	19,563	896,804
	<u>584,055</u>	<u>293,186</u>	<u>19,563</u>	<u>896,804</u>
At 31 March 2025	584,055	293,186	19,563	896,804
	<u>584,055</u>	<u>293,186</u>	<u>19,563</u>	<u>896,804</u>
Depreciation and impairment				
At 1 April 2024	204,923	103,968	19,563	328,454
Depreciation charged in the year	11,681	5,864	-	17,545
	<u>216,604</u>	<u>109,832</u>	<u>19,563</u>	<u>345,999</u>
At 31 March 2025	216,604	109,832	19,563	345,999
	<u>216,604</u>	<u>109,832</u>	<u>19,563</u>	<u>345,999</u>
Carrying amount				
At 31 March 2025	367,451	183,354	-	550,805
	<u>367,451</u>	<u>183,354</u>	<u>-</u>	<u>550,805</u>
At 31 March 2024	379,132	189,218	-	568,350
	<u>379,132</u>	<u>189,218</u>	<u>-</u>	<u>568,350</u>

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

13 Creditors: amounts falling due within one year	2025	2024
	£	£
Trade creditors	6,630	4,417
Other creditors	2,250	2,250
Accruals and deferred income	1,500	1,500
	<u>10,380</u>	<u>8,167</u>

14 Retirement benefit schemes	2025	2024
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	552	1,023
	<u>552</u>	<u>1,023</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

15 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	Movement in funds		Movement in funds				
	Balance at 1 April 2023 £	Incoming resources £	Resources expended £	Balance at 1 April 2024 £	Incoming resources £	Resources expended £	Balance at 31 March 2025 £
Jack Petchey	4,361	900	(1,585)	3,677	900	(2,904)	1,673
Brent Goes Wild	551	-	(551)	-	-	-	-
Street Games Basketball coach	2,500	-	(2,500)	-	-	-	-
Acorn fund	585,895	-	(17,545)	568,350	-	(17,544)	550,806
Estate of Kate Herbert	-	5,000	-	5,000	-	(96)	4,904
Playwork	-	-	-	-	19,430	-	19,430
John Lyons Summer Holiday	-	-	-	-	3,800	(3,114)	686
Countryside Community Chest	-	-	-	-	3,148	(2,614)	534
	<u>593,307</u>	<u>5,900</u>	<u>(22,181)</u>	<u>577,027</u>	<u>27,278</u>	<u>(26,272)</u>	<u>578,033</u>

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

15 Restricted funds

(Continued)

Jack Petchey - Funding for the Jack Petchey Achievement Award scheme. Participants are nominated for an award on a quarterly basis and able to propose how to spend the award on activities or equipment.

Sport & Thought - Football coaching with mental health and emotional literacy support. Delivered in partnership with Brent Centre for Young People.

Brent Goes Wild - Funding from Young Brent Foundation for nature related activities, including installation of "Secret Garden".

Street Games - Funding for sports coaching sessions.

Acorn Fund - Building

OXFORD KILBURN YOUTH TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Incoming resources	Resources expended	At 31 March 2025
	£	£	£	£
General funds	91,131	73,174	(124,391)	39,913
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 April 2023	Incoming resources	Resources expended	At 31 March 2024
	£	£	£	£
General funds	111,970	95,180	(116,019)	91,131
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

17 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025
	£	£	£
At 31 March 2025:			
Tangible assets	-	550,805	550,805
Current assets/(liabilities)	39,913	27,228	67,141
	<u> </u>	<u> </u>	<u> </u>
	<u>39,913</u>	<u>578,033</u>	<u>617,946</u>
	<u> </u>	<u> </u>	<u> </u>
	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 March 2024:			
Tangible assets	-	568,350	568,350
Current assets/(liabilities)	91,131	8,676	99,807
	<u> </u>	<u> </u>	<u> </u>
	<u>91,131</u>	<u>577,026</u>	<u>668,157</u>
	<u> </u>	<u> </u>	<u> </u>

18 Related party transactions

There were no disclosable related party transactions during the year (2024 - none).

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.