



SPIRIT OF 2012

INVESTING IN HAPPINESS

18-month Impact Report and Financial Statements

for the 18 months ending 30 September 2025

Registered Charity Number - 1155110

Spirit of 2012

For the Period Ended 30 September 2025

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Trustee's Report

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CHARITY INFORMATION

Trustee	The sole Trustee is Spirit of 2012 Trustee Limited as Corporate Trustee
Directors of the Corporate Trustee	Hayley Bennett James Dacre Kirsty Ewen Nick Fuller MBE Jane, Lady Gibson OBE (Chair) Kieran Harding Graham Loader (Vice-Chair) Bill Morris DL LVO Tim Smith Bethany Steventon-Crinks
Secretary and Trust Administrator	Ruth Hollis OBE
Protector	Jon Siddall
Key Executive Management Personnel	Ruth Hollis OBE, Chief Executive Amy Finch, Director of Policy and Impact
Solicitors and Company Secretary to Spirit of 2012 Trustee Limited and its Registered Office	Bates Wells 10 Queen Street Place London EC4R 1BE
Principal Office (at 30 Sept 2025)	The Nest, 58 Victoria Embankment, London EC4Y 0DS
Auditor	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL
Bankers	Metro Bank One Southampton Row London WC1B 5HA Insignis Cash Solutions 10 Devonshire Square London EC2M 4AE

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For the Period Ended 30 September 2025

FOREWORD FROM THE CHAIR AND CHIEF EXECUTIVE

This is the final report for Spirit of 2012 covering the 18-month period from 1 April 2024 to 30 September 2025. In July 2025, at their Company AGM, the Board agreed the legal resolutions to close the Spirit of 2012 Charitable Trust and the Spirit of 2012 Trustee Ltd company. The Charity will close at the end of January 2026 and the company shortly thereafter.

As one of the National Lottery Community Fund's spend-out trusts, closing was written into our founding documents and has been part of the organisation's DNA since the start. It will, of course, be bittersweet to close: Spirit has had significant and lasting impacts for those that took part in our funded projects, has helped change the narrative on the social legacy of events both here in the UK and internationally, and has been a values-led and responsible employer. We are very proud that the organisation chose the strapline "*Investing in Happiness*" and has stuck to that mission over the past 12 years.

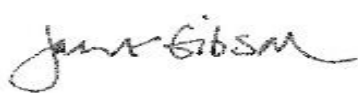
In this report you will read about our impact and financial position for the 18-months to September 2025. We have also taken the opportunity to present some summative information on our overall impact across the full 12 years, and some reflections on where we think there is still work to do. Much more can be found on our website, including a comprehensive Knowledge Bank of learning materials from Spirit and our partners, which will remain freely accessible once we have closed.

From Hull, Coventry and Bradford UK Cities of Culture, Glasgow 2014 and 2026 and Birmingham 2022 Commonwealth Games, Eurovision, Windrush 75 and the Good Friday Agreement, Spirit has been proud to play a small, but important, part in these and many other key events from the last decade.

We want to thank the grantees and partners that have been at the core of our funding work, delivering social outcomes for more than 104,000 people across the UK, and the wider network of evaluators, researchers and think tanks that have helped us explore how events could better be deployed as an intentional policy lever for social good.

We want to give huge thanks to all the staff and contractors that have worked with and for Spirit since we were set up, and our committed and knowledgeable Board of Directors.

Finally, we will always be grateful to the National Lottery Community Fund (BIG, as was) who took the leap of faith to endow an independent trust to keep the *spirit* of the fantastic summer of 2012 not just alive, but relevant for the context, challenges and enormous opportunities of the last 12 years.



Jane, Lady Gibson OBE

Chair, Spirit of 2012



Ruth Hollis OBE

Chief Executive, Spirit of 2012

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BACKGROUND

Spirit was set up by the National Lottery Community Fund (formerly the Big Lottery Fund) ("the Founder") in 2013 to continue the legacy of the London 2012 Games for people and their communities. We see the catalytic power of events in how they can bring communities together and increase people's wellbeing and sense of connectedness to their communities.

Our vision

Spirit's vision is *Happier People, Happier Places*. Happiness, as the emotional manifestation of wellbeing and connectedness, is at the heart of Spirit of 2012's strategy.

Our purpose

To unlock a future where events and volunteering are a pathway to wellbeing for all people and their communities.

Our mission

To do all we can with the funds, resources, and time we have left to fund, research and share what we have learned works to enable all people and communities to be active, creative and connected.

Founding Objects and Founder's Wishes

All Spirit-funded projects and research contribute to the founding purpose set out in the Trust Deed through our Charitable Objects and expressed in the Founder's Wishes:

FOUNDING PURPOSE

Spirit's objects are "the promotion of the following Charitable Purpose for the benefit of the public throughout the United Kingdom of Great Britain and Northern Ireland

- ✕ The advancement of the education of **children and young people**, including but not limited to sporting and cultural activities by encouraging good citizenship
- ✕ Increasing the **effectiveness and efficiency of the Voluntary Sector** by encouraging members of the public to **engage in activities to help others on a voluntary basis**.
- ✕ The **development of the capacity and skills of members of socially and economically or socially disadvantaged communities** in such a way that they are better able to identify and meet their own needs and to participate more fully in society.
- ✕ Promoting **greater understanding and meeting the needs of people with disabilities** and thereby encourage their social inclusion and to use training and other activities to build their confidence and inspire others."

The **Founder** wishes the Charity to focus on taking the legacy forward through:

- ✕ Involvement with **future events of national, regional or local significance** which will build on the success of the London 2012 Games
- ✕ **Support for projects involving sport, culture and the arts, education and heritage** – or a mixture of these – that builds on the spirit of community and celebration created by the Games
- ✕ The development of **both a lasting knowledge bank** on the factors underlying the successes of London 2012 and subsequent events and a **programme of enhancement and promulgation for such knowledge** so that it might provide learning to inform planning for future legacy and community engagement which will be of benefit to communities across the UK.

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Our priorities





Our 2020 *Happier People, Happier Places* strategy set out key priorities for how we would use our remaining National Lottery resources to maximise people's happiness.

Over the last three years the organisation has moved from grant funding and collating and sharing learning from those grants to consolidating and sharing the knowledge bank for the benefit of funders and future event commissioners and preparing for closure. The slightly revised priorities for this period are:

-  **Build the evidence base:** learn what works to improve wellbeing and social cohesion and how to capture and share it to have a sustained impact after Spirit funding ends.
-  **Work in partnership:** collaborate with partners that increase the value of Spirit's knowledge bank, and contributing to, sharing and amplifying learning through their networks.
-  **Break down barriers:** build and share evidenced good practice for reducing the barriers for those that face greater barriers to participation and need extra support.
-  **Champion genuine inclusion:** actively promote the benefits and understanding of genuine inclusion that enables disabled and non-disabled people to participate, volunteer, and lead together as equals.
-  **Influence:** embed our learning and codify our approach so that it can reach and influence wider policy and practice through personal connections, public platforms, best practice guidance and toolkits, to leave a sustained impact.

Our values

We are not a faceless funder, we stay close to our projects. We invest in happiness by empowering people to get active, creative and connected so they feel better. We always strive to be:

-  Fair: committed to transparency and equal chances;
-  Focused: channelling our effort to move the world closer to our vision;
-  Forthright: straightforward, open and upfront with everyone;
-  Friendly: kind, always treating others with respect.

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SECTION 1 - ACHIEVEMENTS AND PERFORMANCE 1 APRIL 2024 – 30 SEPTEMBER 2025

The first section of this report focusses on our activities and achievements in the extended 18 month financial period of 1 April 2024 to 30 September 2025. The decision was made to extend the reporting year by the Spirit of 2012 Board, with advice from auditors, Buzzacott, due to the reduction in financial activities approaching the closure of the charity in January 2026.

What we have funded in this period

Proximity to closure means that we did not award any new multi-year participatory grants in this period, instead focussing on managing the existing grants portfolio to closure, ensuring that the lessons are fed into the organisation's overall impact and knowledge bank. We awarded one grant to support sector knowledge sharing around inclusion and two research grants, set out below. Directors also agreed to award five gifts for work that supports Spirit's objectives and will continue post closure. Details of these gifts can be found on page 9.

Over the last 18 months, Spirit of 2012 committed a total of £59,000 in grants.

New grants

Glasgow 2026 Research Legacy Network (University of the West of Scotland), April 2025, £20,000

UWS was commissioned to design and develop a project that investigates how the convening power of Glasgow 2026 can create a sustainable social legacy, through coordinated effort pre, during and post Games. The research networking group includes key organisations (charities, third sector, private sector, public sector) that are delivering initiatives that align with the Glasgow 2026 Games or are diverting resources to lever the Games to help deliver on their strategic ambitions. UWS have conducted a mapping exercise of projects that are contributing to the social impact of the Games, taken a theory of change approach to outlining appropriate and realistic aims, and developed the research network to manage and report back on activity.

Get Set Research Project (British Olympic Foundation), November 2024, £19,000

Due to a grant underspend on the Get Set initiative, BOF was invited to submit a proposal for additional work they wanted to undertake to further support developing the outcomes of the project. They were subsequently awarded £19,000 to commission partners, Hark London, to deliver research which can be used by Team GB, ParalympicsGB and other major events to support the planning and delivery of effective education and youth engagement. This project involved a review of existing research and documentation about Get Set and interviews with a range of past and present Get Set stakeholders.

Bradford 2025 UK City of Culture (Bradford Culture Company Ltd), October 2024, £20,000

Bradford Culture Company Ltd was awarded a grant to convene policymakers and practitioners from across sport, arts and community to explore cross sector approaches to inclusion. This event was held in Bradford before their opening show on 10 January 2025.

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Grant Variations

We agreed to five grants variations during the period.

Project	Variation type
Amdani! Conwy	Reforecasting of the budget to ringfence projected grant underspend so it could be allocated to support activities from March – June 2025, following the formal conclusion of the grant period on 31 March 2025.
Medway Change Makers	Reforecasting of the budget to ringfence projected grant underspend so it could be allocated to support activities from March – June 2025, following the formal conclusion of the grant period on 31 March 2025.
Cultural Connections	Reforecasting of the budget to ringfence projected grant underspend so it could be allocated to support activities from March – June 2025, following the formal conclusion of the grant period on 31 March 2025.
Bradford Cultural Volunteering Programme	Novation of the grant from City of Bradford Metropolitan District Council to Bradford Culture Company Ltd (Bradford 2025).
Coventry Urban Eden	Time extension of the grant, with the original end date of 31 October 2024 being amended to 31 March 2025. Upon conclusion of the grant period, unspent funds of £5,785 were gifted to Grapevine to be used freely to support the development of Coventry Urban Eden for activity in furtherance of the following of Spirit's charitable objects.

Closed grants

16 grants closed over the past 18 months, concluding our final grant funding portfolio. These included projects that Spirit has had a longstanding relationship with as a funder, including Get Out Get Active and the Hull Volunteering Programming, both of which we have supported for over eight years. The final grants to close were:

1. Glasgow 2026 Research Legacy Network, awarded to University of the West of Scotland (see above)
2. Get Set research project, awarded to British Olympic Foundation (see above)
3. Coventry Urban Eden, awarded to Grapevine Coventry
4. London 2012 Legacy Partnership, awarded to London Legacy Development Corporation
5. Bradford Cultural Volunteering Programme, awarded to Bradford 2025
6. Amdani! Conwy, awarded to Conwy County Borough Council

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7. Cultural Connections, awarded to Great Yarmouth Borough Council and East Suffolk Council
8. Medway Change Makers, awarded to Ideas Test
9. Bradford 2025 Inclusion Event, awarded to Bradford Culture Company Ltd
10. Path to Paris, awarded to British Olympic Foundation
11. Hull Volunteers Programme 2021-2024, awarded to Hull City Council
12. Shared Goals, awarded to British Future
13. The Ripple Effect, awarded to Swim England
14. Coventry Caring City Legacy, awarded to Coventry 2021 UK City of Culture
15. Shared Cultural Futures, awarded to Leeds Culture Trust
16. Get Out Get Active (GOGA) - phase 2, awarded to Activity Alliance

We would like to thank all of our grant holders for the work on these projects, for the difference they have made to individuals and their communities, and for their contribution to our body of learning. More on the impact of these projects can be found on Spirit's website www.spiritof2012.org.uk.

Legacy gifts

As Spirit approaches closure, Directors agreed to make a small number of legacy gifts for work that will continue post Spirit's closure and that directly contributes to the on-going delivery of our Charitable Objects. These were recommended by the Programme, Impact and Influencing Committee and agreed by the Board, as a mechanism to fund small pieces of work that relate directly to the furtherance of Spirit's Charitable Objects as we enter the wind down period.

A total of £47,956 has been allocated in gifts to Spirit's formal Legacy Learning Partners who have used the funds to further develop work they have delivered as part of their partnership with us. Alongside this, we gifted £20,000 to the North-East Combined Authority (NECA) to support them in taking forward the concept of the Region of Sport that was one of the key recommendations of our 2023 Inquiry into the Power of Events, and £20,000 of additional funding to The University of the West of Scotland (UWS) to extend their work on the legacy of the Glasgow 2026 Commonwealth Games.

Legacy Learning Partners

Belong, April 2025, £17,956

In April 2025, the Board approved a gift of £17,956 for Belong to build on its previous work by developing an online measurement toolkit (a social value estimator app). This tool helps event organisers estimate the monetary value of improvements in social cohesion resulting from their events. The toolkit was officially launched at Spirit's final conference on 22 October.

Loughborough University, August 2025, £10,000

We gifted £10,000 to Loughborough University in August 2025 as match funding to their UK Sport Social Impact partnership. The funds have covered the design, communication and representation

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of roundtable events, along with the costs of convening events such as the Business of Women's Health Summit, aligned with the Women's Rugby World Cup 2025.

PBE, September 2025, £20,000

PBE received £20,000 towards the project 'Measuring wellbeing for those with learning difficulties'. This gift covered costs associated with the first phase of this project, with remaining funding being allocated from PBE's unrestricted funds. Following their session delivered at Spirit's final conference, a [call for evidence](#) was launched, inviting organisations to submit experiences of using tools to measure the wellbeing of people with learning disabilities.

Other

North East Combined Authority (NECA), September 2025, £20,000

NECA were gifted £20,000 to take forward the concept of the Region of Sport, capturing information from participants about what it means to be a region of sport. They delivered a landmark week of sport and activity across the North-East, showcasing the combined power of bringing together a region of sport and working with foundations Newcastle Rugby Foundation, Newcastle United Foundation, Newcastle Eagles Foundation, Foundation of Light and Durham Cricket Foundation. Hundreds of young people have taken part in sporting activity during the October half-term, as a result.

The University of the West of Scotland (UWS), September 2025, £20,000

Further to a grant being awarded to support the Glasgow 2026 Research Legacy Network in April, as detailed above, a gift of £20,000 was made in September to further support staff time on the project. The funds are supporting dissemination and learning from the project and will result in the production of a guide for future Commonwealth Games hosts on how to evaluate the impact of the event.

Post reporting period gifts

Since the close of this reporting period we have made three further gifts that we are including here for transparency. The first of £20,000 to Loughborough University to complete the work on the *Capturing the Spirit* project and to develop, post closure, digital learning resources based on the archive. The second and third were to Glasgow Life for £15,000 and Warwick Business School for £5,000 to continue the convening network started by Spirit, with Warwick, as part of the Creating the Golden Thread project. These gifts will be used to convene the network in the run up to the 2026 Glasgow Commonwealth Games and work to see how the network can be made self sustaining.

Impact and learning

A significant element of our work this period has been consolidating and sharing the learning we have generated with our partners over the last 12 years of grant funding and research. In June 2025, we re-developed our website to include a Knowledge Bank database to make our learning and research accessible to partners now and in years to come. The website will be hosted post-closure by Loughborough University to ensure that the learning remains accessible. We also

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developed Starter Packs and short-format documents as an easy way for people to access the learning.

In Spring 2025, we awarded a contract extension of £80,000 for our Legacy Learning Partnership with Loughborough University (see below for details of the original contract) to develop an oral history collection of stories from across our grant funding, "Capturing the Spirit". This project supports us to collect the accounts of a wide range of stakeholders (current and former staff and Board, grant holders, beneficiaries, policy makers, etc.) to bring to life how we approached the social legacy of the London 2012 Olympic and Paralympic Games. There is both national and international interest in this distinct approach to legacy. The project also involves work on collating an unpublished archive of foundational documents which will be transferred to Loughborough alongside the website. The contract was supplemented by a £20,000 gift made in October 2025, to continue building this collection after Spirit's closure. It will ensure that memories and experiences are available for researchers, event organisers and policy makers for many years post-closure.

In October 2025, we shared our final report, video and microsite at a high-profile final conference with more than 100 attendees from across the UK. The bulk of the development of these resources took place in the period relating this report.

Events as a Catalyst

We have continued to focus on the strategic use of sporting, cultural and commemorative events as a policy intervention, particularly through our work with Warwick Business School on '*Connecting the Golden Thread*'. Published in July 2024, the report built on Spirit's 2023 Inquiry into the Power of Events, as well as Warwick's significant experience in cultural policy and event evaluation. The report sets out the case for a UK ambition for the role of major events and explores how to make the events ecosystem more effective across policy and funding, destination management and evaluation and learning. In May 2025, we jointly hosted a summit in Liverpool, with the City Councils of Liverpool and Manchester, to bring together a network of events funders, deliverers and commissioners from across the UK to further explore the need for a more unified and strategic approach to events in the UK.

Whilst Glasgow 2026 will take place once Spirit has closed, our funding has facilitated some important work by the University of the West of Scotland (UWS) to develop a Story of Change to underpin legacy development and convene a network of legacy organisations. This builds on all Spirit's evidence as well as that from UWS and other stakeholders. We were delighted that Alex Johnston, who came to Spirit to lead our work around the legacy of Glasgow 2014, moved, in March 2025, to the Commonwealth Secretariat as Legacy Manager, which also embeds Spirit's learning into the development of future legacy plans for Commonwealth Games in Glasgow and beyond.

Identifying Effective Approaches

Inclusion

In December 2024, the Centre for Culture, Sport and Events at the University of the West of Scotland launched the Playbook for Equity, Diversity and Inclusion in Events and Festivals, a

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practical tool to support events of different scales to support inclusive delivery. The resource was funded through our Moments to Connect Fund and produced alongside event organisers including the 2023 UCI World Championships and Glasgow Mela. We were delighted that Visit Scotland has rolled out the guidance as part of their training offer.

In January 2025, we funded the Bradford 2025 team to bring together academics, sports and arts organisations on the opening day of their City of Culture year. This event was the culmination of a series of roundtables across the last two years for sports and arts organisations to learn from their different approaches to inclusive practice, and to sharpen strategic thinking about the contribution short term events can and should be making to social inclusion.

We have continued to provide ringfenced grant funding specifically to cover access needs. For example, each Volunteering Cities project received an access pot of £50,000, ringfenced to support accessibility, and each team approached this differently. The 'Amdani! Conwy' project was particularly strong on disability inclusion, partly due to one of the key project partners being Disability Arts Cymru. 52% of Amdani! volunteers identified as d/Deaf or disabled. A series of co-production workshops was hosted with d/Deaf and disabled people's groups to identify their needs and the barriers in place and how the project could respond to these. The team ensured that BSL interpretation was available, provided appropriate transport when public transport wasn't an option, and had a strong approach to access provision such as offering volunteers 1-to-1 support and developing 'Access Riders', for organisations hosting volunteers. There were visual representations including a personal profile, an illustrated portrait alongside their access requirements.

Volunteering

Several grants in this period have looked specifically at volunteering, allowing us to significantly increase the range of practical case studies about how to run high quality, inclusive event volunteering programmes with our funding portfolio in these last two years.

The Volunteering Cities programme facilitated volunteering on a large scale, with a provisional total of 1,578 people across the four locations taking part in volunteering activities. New volunteers are still coming on board as the volunteering programmes move on beyond Spirit funding, and this total is largely boosted by participation over the final six months of these grants.

In June 2025, we published the final reports from two learning contracts:

- *A Lasting Impact: Tracing the Volunteer Legacy of UK Events* by DHA, which explored different models for creating long-term impact through event volunteer programmes.
- Neighbourly Lab's evaluation of the Volunteering Cities grants.

These reports were presented and discussed at a well-attended webinar featuring experiences from the Volunteer Managers from several major events. Both reports are available in the Spirit of 2012 Knowledge Bank.

Legacy partner development

Over the past eighteen months we have worked closely with our three Legacy Learning Partners – PBE, Belong and Loughborough University (appointed in December 2023) - to ensure our evidence is embedded within those organisations and shared with their wider networks over the long term.

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In May 2025, we worked with PBE to publish 'Helping funders measure what matters', which analysed wellbeing data from three of our previous projects – EmpowHER (UK Youth), Get Out Get Active (Activity Alliance) and City to Sea (Laureus and The Wave Project) to understand the value for money their impact represents. This work will be of interest to funders, policymakers and events legacy planners who are keen to measure the wellbeing impact of their work or funding. It showed that Spirit's approach to wellbeing measurement could generate significant financial wellbeing return on investment - £3.70 per £1 spent for Get Out Get Active and £5 per £1 spent for EmpowHER. This research was launched at an event in May 2025 attended by over 80 funders and policymakers. Since then the Spirit team has shared the evidence with the cross-Whitehall Wellbeing Board and PBE continues to publicise the impact of the methodology. The launch event brought together funders, evaluators and charities to discuss meaningful measurement, and the ways in which robust qualitative evaluation could enhance quantitative work.

Our work with Belong has focused on the relationship between community events and social cohesion, creating practical tools and advice for local authorities and community event organisers. In September 2024, they published the Power of Events, an evidence review based on our previously funded work in this area that identifies good practice in using events for cohesion. In July 2025, we hosted Belong's conference for local government, Cohesion challenges and opportunities in 2025 and beyond.

In 2025, we agreed an extension to the learning partnership, supported with an additional gift of £17,956, to build on this project to produce two practical tools: an online learning resource, and then (working with State of Life) a social value estimator to make it easier for community projects to calculate social value using Green Book approved methodology. This was launched at our final conference in October 2025, although the work took place within this reporting period.

Loughborough University has used lessons from across our funding history to create the 'Spirit engine', identifying a set of modifiable 'perception changes' that help improve perceptions of disability, and the principles by which this happens. They are using this initially to create a tool for early years educators but see the potential to spin this out to other areas, all rooted in Spirit evidence.

Impact on individuals

Over the past 18 months we have worked to close our final portfolio of 16 grants, of which the full list is detailed above. The numbers of individuals reached and their demographic details have been included in the final breakdown of beneficiary data on page 14.

Our largest grant, Get Out Get Active, ended in this period. This project has supported sports and community organisations across the country to think differently about reaching the least active people in their community and provided opportunities for disabled and non-disabled people to be active together. Recent work with PBE on GOGA (see above) showed that it had a preventative impact in maintaining wellbeing for disabled participants at a time when overall wellbeing in the country for this group was going down, leading to a £3.70 wellbeing benefit for every £1 spent.

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FINANCIAL REVIEW for 18 MONTHS ENDED 30 SEPTEMBER 2025

Income generation

Spirit received no new grant income awards during the period but did receive investment income in the form of bank interest from its cash deposits. This income is shown in the Statement of Financial Activities at £101,903 (Year ended 31 March 2024: £183,434). During the period Spirit also received £40,000 in restricted income from Robertson House as a contribution towards a Learning Partnership project with Research Scotland. There was also a small amount of income covering costs of some events. Total income for the period was £144,523 (Year ended 31 March 2024: £183,434).

Grant expenditure

Grants awarded in the period were substantially lower in the period at £59,000 (Year ended 31 March 2024: £397,450) and covered research projects and convening. Adjustments to grant awards for underspends reduced the grants awarded figure to £4,858 (Year ended 31 March 2024: £341,292). In addition, the Directors agreed to Legacy Gifts totalling £87,956 (Year ended 31 March 2024: £nil) which are included in Other Direct Charitable Expenditure below.

Other costs

Other direct charitable expenditure costs relating to grant management and learning support were increased this period to £833,229 (Year ended 31 March 2024: £692,562) including the legacy gifts listed above. The majority of this spend related to monitoring and evaluation costs (£469,701 (Year ended 31 March 2024: £251,901)) which included increased spend on research contracts and work with learning partners. This was due to the organisational focus on the dissemination of learning accumulated through the grants programme of the last 12 years which concluded during the period.

Investment and cash policy and performance

Spirit liquidated its remaining investments in 2022 to meet its future commitments and now holds all funds in interest bearing bank accounts.

These cash funds are held in a variety of accounts through a cash management platform with Insignis Cash Solutions. This has resulted in steady investment income (£101,903 (Year ended 31 March 2024: £183,434)) in the period despite a drop in the bank base rates through the period. Cash is placed on deposit with a variety of notice periods to meet Spirit's spend commitments over the period. Any accounts must meet the institutional ratings agreed in our Investment Policy and any deposit placements are agreed by the Resources, Audit and Risk Committee in line with this policy.

Reserves policy

In 2013 Spirit of 2012 was granted a spend-out endowment by the National Lottery Community Fund (the then BIG Lottery Fund). The endowment was originally £40 million, which subsequently increased through additional grants and novations to £47 million. Under this agreement Spirit of

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2012 is required to have spent all of the original endowment by October 2028, however in January 2020 our Board set a firm commitment to spend out by the end of 2026, and on current plans we will be closing the Charity on 31 January 2026, with the Company closing soon after.

The proximity to closure means that there is no reserves policy, as the emphasis instead is on investing the money wisely and managing detailed plans to spend out and close the organisation. The Closure Plan includes detailed financial projections that are reviewed by the Resources, Audit and Risk Committee on a quarterly basis. These plans included a two-year budget for 2024-26 which was approved by the Board in April 2024 and was updated on a rolling basis with a sufficient, but not excessive, buffer maintained to ensure operational expenses are covered and any unexpected financial liabilities are able to be met. At Committee level the Closure Plan was overseen and monitored by the Resources, Audit and Risk Committee, reporting to the full Board. The Committee and Board are confident that these plans are sufficient for managing Spirit's resources and that judgements and any estimates within them are reasonable and prudent.

At the start of this period, Spirit of 2012 held total funds of £1,913,246 and at 30 September 2025 these had reduced to £373,981, after accounting for all current commitments. These funds include £nil (2024: £nil) of restricted funds as detailed in note 15 of the Financial Statements.

The remaining funds of £373,981 (31 March 2024: £1,913,246) are for use by Spirit of 2012 to meet any remaining financial liabilities and close the organisation. Any remaining money on closure will be gifted to the Legacy Learning Partners (PBE, Belong and Loughborough University) to further Spirit's objects post closure, as agreed by the Board of Directors and National Lottery Community Fund.

We have reviewed the Charity's position and we believe that the Charity has enough buffer and cash to meet its closing financial commitments.

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SECTION 2 - SUMMATIVE IMPACT

In October 2025, Spirit published its last impact report and a microsite, containing an overview of our impact across the last twelve years categorised into four key themes – explore pride, wellbeing, participation and partnerships. The report highlights Spirit's achievements and gives examples from our portfolio of projects that best demonstrate the impact area. The online microsite also contains video footage with stakeholders to bring that story to life. The report can be found on our website www.spiritof2012.org.uk. This final report is, deliberately, not an evaluation report. Deep learning from our projects is now vested in the work of the Legacy Learning Partners (see above) who will continue to promote learning connected to Spirit's charitable objects.

In 2022, we published a ten-year Impact Report focussing on the collated impact of the grants portfolio. This can be found at [Ten-Year-Impact-Report](#). As we closed the grants portfolio in this period we have updated the headline numbers in this report, which shows that since set up in 2013 Spirit has:

- ✚ Awarded almost £50m in grants and made 238 grant awards;
- ✚ Supported over 3.5m people to take part in events, and more than 104,000 people to take part in regular physical activity or arts and culture;
- ✚ Funded over 64,000 volunteers;
- ✚ 51% of regular participants and 51% of volunteers have been 25 and under;
- ✚ 32% of regular participants and 14% of volunteers are disabled people; and,
- ✚ 18% of regular participants and 19% of volunteers are from minoritised ethnic groups.

Programme expenditure

Spirit of 2012 has committed £50 million in grants over our lifetime, of which we have paid out £48 million. Grantees have returned a total of £2 million in awarded funds to us as grants underspends. Any grants underspends were recycled through programmes as new grants or awarded to research projects that delivered the same outcomes as the original grant.

Programme income and matched funding

In 2013, the Board of Directors agreed with the National Lottery Community Fund to generate a target of £20 million as income or match funding over the lifetime of the Trust. Over our lifetime, Spirit of 2012 has secured £25 million in match funding.

Delivery against our Trust Deed Objects and Founder's Wishes

In October 2025, the Programme, Impact and Influencing Committee, with additional board members, conducted an appreciative inquiry to reflect on Spirit's achievements, and review how it has met its Trust Deed Objects and Founder's Wishes. The Committee was pleased that, notwithstanding the fact that the objects and wishes felt "of their time" and the context that the Trust has been operating in has fundamentally shifted over that time, Spirit has stuck closely to and very successfully delivered on our founding promises.

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

Future Financial Period

Spirit of 2012 will close as a Charity at the end of January 2026, with the Trustee Company, Spirit of 2012 Trustee Ltd, closing after a further short dormancy period. The Directors are holding a small amount of residual funds to enable the organisation to meet its closing liabilities. As previously noted, any money unspent at the closure point will be gifted to the Legacy Learning Partners.

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

SECTION 3 LEGACY AND REFLECTIONS ON CLOSURE

As a spend out trust, the intention, from the set up, was to close. In developing this, our final Trustee's Report, before closure, we are satisfied that we have more than delivered on the Trust Deed Objects and Founder's Wishes that we were given responsibility for. Most significantly Spirit of 2012 has made a significant, and lasting, contribution to changing the way social legacy is planned for, and valued, in events of all sizes. London 2012 kickstarted a new conversation about what events should leave behind and Spirit's work, most notably through the 2023 Inquiry into the Power of Events and WBS's report, Creating the Golden Thread, has shown both its potential and value. We leave behind both a body of evidence that can help make the delivery of events for long term benefit stronger and more tangible, and a cross-sector network of events leaders working together to amplify the impact across the UK.

Our achievements should be considered against the changing context in which Spirit has worked since 2013. In the 12 years since we were set up the UK has seen the continued impact of austerity and Brexit having a profound impact on the public finances, social infrastructure and cohesiveness of communities. It also had an impact on the likely return we could expect to achieve from the investment of our endowment. Financially, there have been several periods of significant instability and exceptionally high inflation. Then comes the very significant impact of COVID for Spirit as an organisation and more importantly for all of our grant holders and their beneficiaries. For an organisation focused on in-person participatory activity, working with some of the community groups that were most impacted by the on-going restrictions, was hugely challenging. Spirit's achievements against this backdrop are all the more significant.

Formally Spirit's legacy will be held by the Legacy Learning Partners to whom we opened our archives to enable them to create new products to continue after we close. We thank Loughborough University, PBE and Belong for taking on this mantle. We are also delighted that Loughborough University has agreed to take the archive of Spirit's learning and make it accessible for years to come under a creative commons license, including hosting our website with the new Knowledge Bank. Informally our legacy will be held by all the partners we have worked with through funding relationships, research and our convening work throughout the UK.

Despite being set up as a spend out trust, closing will always be bittersweet. As a learning-focussed organisation we will reflect on the lessons from closure and add them to the Knowledge Bank before we finally close our doors. One continued reflection, however, is that being a spend out – knowing we were going to close – gave us an unwavering focus on delivering the mission and effective impact measurement to tell the story and leave a legacy that can be sustained by others.

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

SECTION 4 STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure





Spirit of 2012 is a charitable trust, registered on 20 December 2013 (charity number 1155110) and governed by the Trust Deed dated 7 October 2013. On 29 March 2014, a Deed of Amendment to the Spirit of 2012 Trust Deed was made, with the consent of the Founder and Protector, to clarify the Spirit's charitable objects and amend the definition of the Protector's role.

Spirit was granted an initial £40 million endowment from the National Lottery Community Fund (formerly the Big Lottery Fund) ("the Founder") on 20 December 2013 with the condition that the endowment and all gains arising from it must be expended by 7 October 2023. The sole Trustee of Spirit of 2012 is a company limited by guarantee, Spirit of 2012 Trustee Limited ("the Trustee"), which was incorporated on 4 April 2013. In April 2014, the Founder novated to Spirit the management of five grants, and on the same day transferred £4.57 million to Spirit as restricted funding for those projects. The Founder subsequently added £2.5 million to the Spirit endowment to support development of a Theory of Change and Monitoring and Evaluation framework, and to fund early projects to deliver Spirit's mission. At its meeting on 16 January 2019, the Board of Directors of the Trustee agreed to sign a Supplemental Deed to the Trust Deed, drafted by the Founder, which extended the potential endowment term for up to a further five years, to October 2028. In 2020, the Board set a firm intention to close by the end of 2026.

Charitable Objects

Spirit of 2012 exists for the public benefit. Through our grant-making and focus on monitoring, evaluation and insight Spirit funds projects that leave a lasting social legacy from the inspiration of national, regional and local events, helping communities flourish and thrive, and measuring the benefits at individual and community level.

Spirit's objects are *"the promotion of the following Charitable Purposes for the benefit of the public throughout the United Kingdom of Great Britain and Northern Ireland:*

-  *The advancement of the education of children and young people, including but not limited to sporting and cultural activities by encouraging good citizenship.*
-  *Increasing the effectiveness and efficiency of the Voluntary Sector by encouraging members of the public to engage in activities to help others on a voluntary basis.*
-  *The development of the capacity and skills of members of socially and economically or socially disadvantaged communities in such a way that they are better able to identify and meet their own needs and to participate more fully in society.*
-  *Promoting greater understanding and meeting the needs of people with disabilities and thereby encourage their social inclusion and to use training and other activities to build their confidence and inspire others."*

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

Governance

The Board of Directors of the Trustee set the strategic direction for Spirit. Directors are fully responsible for governance and major grant awards (over £50,000). The Board meets in full four times a year. The Board continues to meet face-to-face, or as a hybrid meeting for those Directors unable to travel, with one completely virtual meeting per year.

In October 2019, Jane, Lady Gibson was appointed as Chair, unanimously, by the Board. Her appointment was re-confirmed by the Board in October 2024 until closure. In July 2024, Graham Loader was unanimously voted into the Vice-Chair role, again until Spirit closes.

The Protector

Under the terms of the Trust Deed, the Founder appointed Jon Siddall as Protector with a duty "*to ensure the integrity of the administration of Spirit and the propriety of its procedures*". The Protector does not participate in Spirit's decision making, although the deed stipulates that his consent is required in specified situations. The Protector is required to report any matters of serious concern to the Founder. During 2022 the Founder reappointed Jon for a fourth term until December 2025. The Protector's Report can be found on pages 49 to 52.

Committees

Spirit has two sub Committees comprising at least two Directors of the Trustee, and Committee meetings are attended by the Protector. The Committees are:

Resources, Audit & Risk Committee

Chair –Graham Loader

The Resources, Audit and Risk Committee (RA&R) meets four times a year and is responsible for all aspects of the resources (financial, human and infrastructure) needed by Spirit of 2012. It is also responsible for overseeing and providing assurance on the framework for accountability to our Founder and to the Charity Commission. It oversees Spirit of 2012's risk management framework, scrutinises the Risk and Issues Register, scrutinises the internal review and external audit, and reviews and approves operational policies. It is responsible for scrutinising the plans for spend out and closure of the organisation. Now that Spirit has cashed its investments it oversees the cash deposits made on the Insignis cash platform.

Policy, Impact and Influencing Committee

Chair – Bill Morris, DL LVO

The Policy, Impact and Influencing Committee (PII) meets four times a year and is responsible for the policy implications and issues relating to the learning and evidence generated from Spirit's funded programmes and research contracts. In addition to Spirit of 2012 Directors, three external members bring their expertise to PII: Phil Batty, Mark Robinson and Amy Peters.

The Chair of the Board of Spirit of 2012, Jane, Lady Gibson, also aims to attend at least one meeting of each Committee each year.

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

Director recruitment and training

Directors are appointed by the Board to provide the skills, sectoral, national and regional knowledge required by Spirit of 2012. Initial recruitment is for a one-year probation period, after which Directors can be appointed for two three-year terms. Spirit of 2012 recruits Directors through open recruitment campaigns wherever possible, with vacant posts advertised on its website and through agencies. No new Board appointments were made during this period and no Board Members resigned.

All Directors were given a formal induction to the organisation and their governance responsibilities. They are offered ongoing training and development opportunities from the Association of Charitable Foundations (ACF) and our legal and audit advisers (Bates Wells and Buzzacott, respectively) among others.

Board and Committee Meeting membership and attendance

Board member	Board and Committee Attendance		
	Board	RA&R	PII
Hayley Bennett	5/6	5/6	
James Dacre	4/6	4/6	
Kirsty Ewen	6/6	5/6	
Nick Fuller	5/6		5/6
Jane, Lady Gibson	6/6	(2)•	5/6
Kieran Harding	4/6		3/6
Graham Loader	5/6	6/6	
Bill Morris	5/6		6/6
Bethany Steventon-Crinks°	2/6		2/6
Tim Smith	5/6	4/6	

•attends 1 meeting per year

°agreed sabbatical for personal reasons

Conflicts of interest, related parties and other connected bodies

Details of related parties and relevant transactions are logged in a Register of Interests, maintained according to the Conflicts of Interest Policy, and in the Board and Committee meeting minutes, to capture any new conflicts or interests. They are disclosed in note 18 to the Financial Statements. There were no related party transactions this period. The Executive also maintains a gifts and hospitality register for both Directors and the Executive.

Management

The organisation is led by Ruth Hollis, Chief Executive, with Amy Finch, Director of Policy and Impact contributing as part of the Senior Management Team. Following a staff restructure in 2024

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For the Period Ended 30 September 2025

Jane Duncan, formerly Head of Finance and Operations, remains on a contract with the organisation as Finance Consultant to give strategic financial overview and advice to RA&R and the Board.

Staffing

In 2023, we undertook a staffing restructure review to reduce the size of the team in preparation for closure. One member of staff, Jane Duncan, left through redundancy in this extended accounting period. Alex Johnston left at the end of March 2025 to take up a position as Legacy Manager with Commonwealth Sport.

Financial transactions were outsourced to Your Right Hand 3-4 days per month with strategic financial advice given by Jane Duncan acting as Financial Consultant. We have also used consultants on draw down contracts to give the team additional capacity for specific tasks. One of those consultants, Ingrid Abreu Scherer, joined the team on a short-term contract as Head of Learning from 1 July 2025 for 4 months.

Training and development

All staff have an annual Personal Development Plan (PDP) setting out how they will contribute to achieving Spirit of 2012's business objectives. In addition, the plan asks staff members and their line manager to consider their training and development needs and set development objectives that can be pursued through a range of internal and external training opportunities. As we look towards closure, staff are able to direct this training and development budget towards activity that will help them in their future careers once they leave the organisation. During the staff restructure Spirit awarded a contract to Roots HR to support the remaining staff team members with outplacement support as they transition out of Spirit and into their new roles.

Spirit is committed to the wellbeing of staff, and asks all staff to record two wellbeing objectives, to enable staff to share, record and value the things that they can do at work to support their mental health and wellbeing.

Equality, Diversity and Inclusion

Spirit takes its responsibilities around Equality, Diversity and Inclusion (EDI), both through grant-funded programmes, and in respect of the staff team and Board, very seriously.

Spirit has developed an EDI Action Plan covering our grant-making, supporting grantees and our corporate responsibilities on EDI, including the recruitment of team and Board members. The current version of this plan was reviewed and approved by the Board in March 2022.

Remuneration

There is no remuneration element to Spirit of 2012's performance management system and we do not operate an individual bonus scheme. We benchmark all salaries within five salary bands, Intern, Contributor, Manager, Leader and Chief Executive, allocating all jobs to one of those bands, using market comparators, and publish a specific figure from within the appropriate band when advertising jobs. Successful candidates agree their actual starting salary with us before they

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

receive a formal written job offer letter and take up their post. The Salary Review process and policy was last reviewed by the (then) Finance, Investment and Resources Committee in December 2021, and approved by the Board in January 2022.

The Resources, Audit and Risk Committee can recommend an annual salary increase to the October Board meeting. This considers relevant RPI and CPI indices and wages inflation (in July of each year) and other benchmarking information. In October 2024 they approved an award of 3%. This is the final salary uplift that the staff received before closure. This means the average pay increase across Spirit's lifetime is 3.5%.

Business objectives

Spirit's annual Operational Corporate Plan (OCP) sets out strategic objectives, derived from the Charitable Objects, and the business objectives which guide operational planning and implementation. Following a review with the Board in 2021, Spirit's corporate reporting focusses on three agreed goals:

Goal 1: Transform the way civil society, funders, event organisers/franchise holders and government understand and plan for the social impact of events and volunteering on individual and community wellbeing, inclusion and connectedness.

Goal 2: Bring the relationship with all of Spirit's grantees (past and present) to a close in ways that honour the impact of these partnerships, focus on what we have learnt and what we can share by project and collectively, and support grantees to be prepared for life 'beyond Spirit'.

Goal 3: Manage all the operational elements of Spirit of 2012 (staffing, operations, finance, governance, grant making) in ways that celebrate success, capture lessons learnt and embed a lasting legacy for change in Spirit's networks, bringing them to a well-planned and well-managed end when the time comes.

The Corporate Plan is reviewed by the Executive Team on a quarterly basis

Risk management

Spirit of 2012's Risk Management Policy enables the Board and Executive to protect property, assets and other resources, including the health and safety of employees and partners; to safeguard business continuity; to ensure Spirit and the organisations we fund deliver on obligations; and to maintain Spirit of 2012's reputation. The Board recognises that the nature and extent of Spirit of 2012's activities may expose it to risk, and regularly and methodically assesses the extent of our exposure to risks and issues, identifying appropriate actions to avoid, manage or mitigate their impact.

The Resources, Audit and Risk Committee (RA&R) leads Risk Management on behalf of the Board. It reviews and endorses the Risk Management policy annually, most recently in December 2024, to ensure that Spirit of 2012:

-  embeds risk management at every level of governance and operations;

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Trustee's Report

For the Period Ended 30 September 2025

- ✚ creates a systematic approach to risk management as an integral element of strategic, operational and performance management;
- ✚ helps identify, quantify and manage risk in accordance with best practice; and,
- ✚ ensures clear accountability for risk and issue ownership, impact assessment, effective mitigation and contingency planning.

These objectives are achieved by:

- ✚ allocating risk-management roles, responsibilities and processes to named individuals;
- ✚ making risk assessment integral to all decision making, business planning and management processes;
- ✚ assessing risk, and applicants' risk-management capability, when considering all grant applications;
- ✚ reviewing risk-management policy and processes during annual internal reviews;
- ✚ reinforcing risk management through quarterly operational corporate plan reviews and staff development activities; and,
- ✚ effectively managing and resolving risks that materialise and become issues.

In March 2023 and then March 2024, we revised the definitions we use to grade the impact and likelihood of risks, recognising the reduced timespan for the organisation and reduced financial and grant-related exposure.

For the majority of the period the Risk Register was divided into Board Risks, Operational Risks and Closure Risks and is a standing item on all RA&R Committee and Board agendas.

The Senior Management Team has maintained a separate register of issues, held confidentially, if required. There were no live issues at the end of the period.

Principal risks and impact on future activities

The risk register includes macroeconomic factors like inflation, interest rates, the impact of leaving the EU and changes in legislation – some of these risks, particularly around inflation, cost of living and energy prices, remained a focus this period. While we recognise that Spirit cannot control external environmental risks like these, the main risk register does include mitigations and contingencies for risks and issues arising from these external influences.

Over this reporting period the risk register, naturally, focussed on closure. Risks were identified in delivering the overall impact and ambition of the organisation within the remaining timescale, ensuring that Spirit meet the compliance and regulatory frameworks for good closure, and the impact of restructuring and downsizing on the capacity of the staff team.

Business continuity planning

Spirit of 2012 maintains a Business Continuity Plan (BCP) setting out response arrangements and helps us be prepared for, and recover from, unexpected disruptions. The Business Continuity Plan includes emerging risks around the potential loss of business systems or data due to cyber-attacks

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

and an increase in phishing emails. In March 2025, the BCP was revised to reflect the move from the Evidence Quarter to our final offices at 58 Victoria Embankment.

Closure Planning

The Executive developed, and is managing, a detailed Closure Plan to ensure that we have mapped the key activities and milestones to achieve a smooth and compliant closure. The closure project plan is split into 6 sections, but none of these key activities take place in isolation and the dependencies are highlighted in the plan.

Section 1: Governance

Section 2: Financial management

Section 3: Legal / Compliance

Section 4: Data and Legacy Assets

Section 5: Communications

Section 6: Staffing

Safeguarding

Spirit of 2012 maintains and regularly updates a Safeguarding Policy covering our duties and responsibilities for the safeguarding and protection of children and vulnerable adults within the projects we fund. As we have little direct contact with our participants, the responsibility sits with 'frontline' grantee organisations. The grant application process includes questions on safeguarding and as part of the due diligence checks we undertake before awarding a grant, we ensure grantees have an up-to-date Safeguarding Policy and a named senior officer responsible for safeguarding. We review this on an annual basis to ensure this information is up to date. There were no issues during this period.

Funding strategy

Up to 2023, Spirit of 2012 made grants within the framework of a funding strategy agreed by the Board. A new version of this strategy was presented to and agreed by the Board in January 2021. The strategy explains what we will fund, who is eligible for funding, the process for awarding and managing grants, and what we expect of our grant recipients.

There are six key elements to Spirit of 2012's funding strategy:

1. Fund outcomes for organisations as well as individual participants;
2. Prioritise work that seeks to bring different groups of people together, as equals, and actively addresses barriers to participation;
3. Build locality-based participation, responsive to the needs of the local community;
4. Build and support partnership working;

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

5. Build capacity in purposeful planning, monitoring and impact assessment; and,
6. Incubate innovation.

These priorities are underpinned by our [Theory of Change](#), available on our website, which enables us to measure all our investment in terms of common outcomes and indicators.

Spirit has concluded all multi-year, participatory grant-funded projects.

Funding principles

The full Funding Principles and the broader [Funding Strategy](#) are on Spirit of 2012's website. Directors took the Charity Commission's general guidance on public benefit into account in planning the Funding Strategy and making grant awards.

Grant management

Once the Board has awarded a grant, the Executive issues a grant agreement letter with the legally-binding Terms and Conditions of the grant, setting out how we will work with the grantee during the grant period, and expectations of grantee financial and activity reporting, monitoring and evaluation, and communications. During this period all Spirit of 2012 grantees had a named Grant Manager (GM) who worked with them for the duration of the grant-funded relationship and was their first point of contact. Spirit of 2012 has always been an actively-involved funder, our GMs are in regular communication with their portfolio of grants, and we seek to develop an open and honest relationship where risks or issues are flagged early, and good practice shared amongst the community of Spirit of 2012 grant-holders.

Transparency

As well as on our website, Spirit of 2012 publishes all our funding agreements on the *360 Giving* website so that all our grants can be viewed by a wider audience and contribute to the knowledge base on grant-funding across the UK.

Financial management

The investment of the National Lottery endowment awarded by the Founder was managed by Barclays Wealth, under the direction of the then Finance, Investment and Resources Committee (FI&R) until the sale of the final investment holdings in February 2022. Spirit is now a cash-based organisation with balances held in deposit and instant access accounts at highly rated institutions. These accounts are held through a cash deposit platform with Insignis Cash Solutions. These deposits ensure that capital is preserved to meet commitments whilst obtaining some interest income on what is a fast-diminishing amount of money.

The RA&R Committee continues to operate within the Investment and Cash Management Policy that was most recently reviewed and endorsed by the Board in December 2024. This review of the policy continued the shift away from investments to cash and how it would be managed going

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

forward. The policy provided Barclays Wealth with an investment strategy framework whilst Spirit held the investment portfolios. The Policy also considers the stage reached in the term of the endowment as well as the whole-term and short-term cash flow forecasts. Due to the final sale of the remaining investment portfolios in 2021-22, Spirit of 2012 had sufficient cash funds to meet its commitments for the year and beyond. Since then, as there are no longer any investments to be managed, Barclays Wealth ceased to be Investment Managers for the organisation. The cash deposit and treasury management for funds required to meet commitments is now managed internally with direction and support from the RA&R Committee. All deposits are made with approval from Committee members, in line with the Investment and Cash Management Policy.

The Procurement Policy specifies that, in its pursuit of transparency and value for money, Spirit must tender for services valued at more than £10,000. The Chief Executive or the Director of Policy and Impact sign off all contracts and any individual contract valued at more than £10,000 additionally requires the approval of a Director. The RA&R Committee reviews the list of all current contracts annually as part of the Internal Review.

Spirit of 2012

Trustee's Report

For the Period Ended 30 September 2025

Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Spirit's Deed and laws applicable to Charities in England and Wales require the Trustee to prepare Financial Statements for each financial period which give a true and fair view of the state of affairs of Spirit and of the incoming resources and application of resources of Spirit for that period. In preparing those Financial Statements, the Trustee is required to:

- ✚ select suitable accounting policies and then apply them consistently;
- ✚ observe the methods and principles in the applicable 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;
- ✚ prepare the financial statements on the going concern basis unless it is inappropriate to presume that Spirit will continue in business.

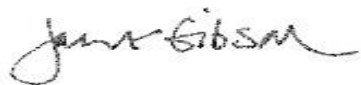
The Trustee is responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of Spirit of 2012 and to enable it to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations and the provisions of the Trust Deed. The Trustee is also responsible for safeguarding the assets of Spirit of 2012 and taking reasonable steps for the prevention and detection of fraud and other irregularities.

Spirit of 2012 is responsible for the maintenance and integrity of the charity and financial information included on Spirit of 2012's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of Financial Statements.

Auditor and solicitor

Buzzacott Audit LLP will continue to act as our auditor, having been re-appointed in 2022. Bates Wells has expressed their willingness to continue to act as our appointed solicitor.

Approved by the Trustee and signed on its behalf by:



Jane, Lady Gibson OBE

Chair

26 November 2025

Spirit of 2012

Statement on the System of Internal Controls

For the Period Ended 30 September 2025

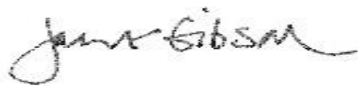
We, the undersigned, acknowledge our responsibility for ensuring that an effective system of internal controls is maintained and operated by Spirit of 2012. This supports the achievement of Spirit of 2012's objectives whilst ensuring compliance with the requirements of Spirit of 2012's governing documents.

The systems provide reasonable, though not absolute, assurance that assets are safeguarded, transactions authorised and properly recorded, and that material errors or irregularities are either prevented or would be detected within the financial period or another identified specific timeframe.

The system of internal controls is based on a framework of policies, regular management information, administrative procedures, including the segregation of duties, and a system of delegation and accountability. It includes:

- ✦ comprehensive budgeting systems within the framework of policies set by the Directors and an annual budget which is reviewed and agreed by the Board of the Corporate Trustee;
- ✦ scrutiny by the Resources, Audit and Risk Committee and the Board of quarterly and annual financial reports, which indicates financial performance against targets;
- ✦ an operational corporate plan that includes cash flow and budget variance targets to measure financial and other performance;
- ✦ clearly defined capital investment control guidelines within the framework of an annually-reviewed investment policy;
- ✦ formal operational risk and project management systems, processes and disciplines;
- ✦ procedures for the assessment of applications, management and monitoring of grants, ensuring that all applications are rigorously processed and scrutinised;
- ✦ a consistent model across all grants for evaluating the outputs, outcomes and impact of funded projects to ensure effective use of Spirit of 2012 grants for their intended purpose.

The Resources, Audit and Risk Committee of the Board reviews internal controls internally each year and ensures that any recommendations are actioned within six months.



Jane, Lady Gibson OBE

Chair,

on behalf of the Board

26 November 2025



Ruth Hollis

Chief Executive,

Accounting officer of the NLCF

Endowment

26 November 2025

Spirit of 2012

Independent Auditor's Report to the Trustee of Spirit of 2012

For the Period Ended 30 September 2025

Opinion

We have audited the accounts of Spirit of 2012 (the 'charity') for the period ended 30 September 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows, the principal accounting policies and the notes to the accounts. 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 accounts:

- ◆ give a true and fair view of the state of the charity's affairs as at 30 September 2025 and of its incoming resources and application of resources for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011.

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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the accounts 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.

Emphasis of matter – financial statements prepared on a basis other than going concern

We draw attention to the accounting policy on page 35 which sets out that the charity is no longer a going concern due to its planned closure in January 2026. It is therefore no longer appropriate to adopt the going concern basis of accounting in preparing the financial statements. Accordingly, the financial statements are prepared on a basis other than going concern.

Our opinion is not modified in respect of this matter.

Other information

The other information comprises the information included in the Annual Report and Financial Statements, including the Trustee's Report, other than the accounts and our auditor's report thereon. The Directors of the Corporate Trustee (the Directors) are responsible for the other information continued within the annual report. Our opinion on the accounts does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or

Spirit of 2012

Independent Auditor's Report to the Trustee of Spirit of 2012

For the Period Ended 30 September 2025

apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the accounts themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustee's report.

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

- ◆ the information given in the Trustee's report is inconsistent in any material respect with the accounts; or
- ◆ sufficient accounting records have not been kept; or
- ◆ the accounts are not in agreement with the accounting records; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of the Directors

As explained more fully in the Statement of Trustee's Responsibilities on page 26, the Directors are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of accounts that are free from material misstatement, whether due to fraud or error.

In preparing the accounts, the Directors are responsible for assessing the charity'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 Trustee either intends to liquidate the charity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 145 for a lower income charity of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the accounts 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 accounts.

Spirit of 2012

Independent Auditor's Report to the Trustee of Spirit of 2012

For the Period Ended 30 September 2025

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.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias;
- used data analytics to investigate the rationale behind any significant or unusual transactions;
- tested authorisation controls on expenditure items, ensuring all expenditure was approved in line with the charitable company's financial procedures; and
- performed substantive testing on a sample of grant expenditure to ensure the expenditure incurred complied with the funding agreements.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

Spirit of 2012

Independent Auditor's Report to the Trustee of Spirit of 2012

For the Period Ended 30 September 2025

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the accounts is located on the Financial Reporting Council's website at [Auditors' Responsibilities](#). This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's Trustee, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustee 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 charity's Trustee, for our audit work, for this report, or for the opinions we have formed.



Buzzacott Audit LLP

Statutory Auditor

130 Wood Street

London

EC2V 6DL

04 December 2025

Buzzacott Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Spirit of 2012

Statement of Financial Activities

For the 18 Months Ended 30 September 2025

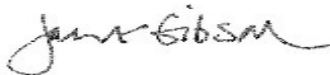
		Unrestricted	Restricted	Endowment	Total Funds	Total Funds
		Funds	Funds	Funds	18 months to	Year ended
		£	£	£	30 Sep 2025	31 Mar 2024
	Notes				£	£
INCOME						
Charitable Activities						
Other income		2,620	40,000	-	42,620	-
Investment Income	2	101,903	-	-	101,903	183,434
Total Income		104,523	40,000	-	144,523	183,434
EXPENDITURE						
Charitable Activities						
Active		257,869	48,720	-	306,589	274,355
Connected		1,320,348	-	-	1,320,348	983,608
Creative		22,067	-	-	22,067	165,834
Incubation		34,784	-	-	34,784	88,987
Total Expenditure	3-7	1,635,068	48,720	-	1,683,788	1,512,784
Net Expenditure	8	(1,530,545)	(8,720)	-	(1,539,265)	(1,329,350)
Transfers Between Funds	14	328,852	8,720	(337,572)	-	-
Net Movement in Funds		(1,201,693)	-	(337,572)	(1,539,265)	(1,329,350)
Total Funds Brought Forward at 1 April 2024	14	1,575,674	-	337,572	1,913,246	3,242,596
Total Funds Carried Forward at 30 September 2025	14	373,981	-	-	373,981	1,913,246

All income and expenditure is derived from continuing activities

Spirit of 2012**Balance Sheet****As at 30 September 2025**

		30 Sep 2025		31 Mar 2024	
		£	£	£	£
	Notes				
Fixed assets					
Tangible assets	10	-		4,641	
					4,641
Current assets					
Debtors	11	-		65,733	
Investments: Short term deposits	12	-		2,000,000	
Cash at bank and in hand		634,427		800,791	
		634,427		2,866,524	
Creditors : Amounts falling due within one year	13	260,446		957,919	
Net current assets			373,981		1,908,605
Total assets less current liabilities			373,981		1,913,246
Net assets			373,981		1,913,246
Represented by					
Endowment Funds	16	-		337,572	
Restricted Income Funds	15	-		-	
Unrestricted Funds	14	373,981		1,575,674	
Total Charity funds	17	373,981		1,913,246	

The notes on pages 35 to 37 form part of these accounts

Approved by the Corporate Trustee, Spirit of 2012 Trustee Limited, on 26 November 2025**And signed on its behalf by**

Jane, Lady Gibson OBE**Chair****Director of Spirit of 2012 Trustee Limited****Charity number: 1155110**

Spirit of 2012

Statement of Cash Flows

For the 18 Months Ended 30 September 2025

	18 mths to 30 Sep 2025 £	Year ended 31 Mar 2024 £
Cash flows from operating activities		
Net cash used in operating activities	(2,268,267)	(3,472,344)
Cash flows from investing activities		
Income from investments	101,903	183,434
Purchase of fixed assets and equipment	-	(1,392)
Net cash provided by investing activities	101,903	182,042
Cash flows from financing activities		
Net decrease in funds on deposit	2,000,000	2,275,967
Net movement in cash and cash equivalents in the year	(166,364)	(1,014,335)
Cash and cash equivalents at 1 April 2024	800,791	1,815,126
Cash and cash equivalents at 30 September 2025	634,427	800,791

Reconciliation of net expenditure to net cash used in operating activities

	30 Sep 2025 £	31 Mar 2024 £
Net expenditure for the year (as per the Statement of Financial Activities)	(1,539,265)	(1,329,350)
Adjustments for:		
Depreciation	3,258	4,586
Loss on disposal of fixed assets	1,383	3,118
Income from investments	(101,903)	(183,434)
Decrease in debtors	65,733	60,448
Decrease in creditors	(697,473)	(2,027,712)
Net cash used in operating activities	(2,268,267)	(3,472,344)

Analysis of Changes in Net Debt

	1 Apr 2024 £	Cash flows £	30 Sep 2025 £
Cash and Cash equivalents			
Cash at bank and in hand	800,791	(166,364)	634,427

Spirit of 2012

Notes to the Financial Statements

For the 18 Months Ended 30 September 2025

1 Accounting Policies

Basis of preparation

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

Preparation of the accounts on a going concern basis

We have set out in the Trustee's report a review of financial performance, the Charity's reserves and cash position and we have a reasonable expectation that we have the resources to continue in operational existence through to planned closure of the organisation. We believe that there are no material uncertainties that call into doubt the Charity's ability to continue to operate solvently until the planned closure date of January 2026. However, the accounts have not been prepared on the basis that the Charity is a going concern as this date is within 12 months of the period end.

As Spirit of 2012 approaches closure, the Board is managing a detailed closure plan to ensure that the endowment is spent at an appropriate rate, and as the organisation closes it meets all commitments to grant holders, contractors and staff. As a result, Spirit of 2012 will not require a reserves policy as it will not need to retain reserves other than those managed through the closure plan.

We have reviewed the Charity's position and believe that the Charity has enough reserves and cash to meet its ongoing financial commitments until closure so although the going concern basis does not still apply the Charity remains solvent and expects to remain so up until it closes.

Income

All income is included in the Statement of Financial Activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Voluntary resources are included in the Statement of Financial Activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy.
- The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Unrestricted income is deferred when it is received and relates to a period following the year end. Restricted income is deferred only when this relates wholly to a future period, as specified by the funder.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under Spirit's charitable activities.

Grants payable

Grants payable are recognised when a constructive obligation arises or where the recipient has been informed of the decision to make the award. Grants awarded are all conditional on satisfactory compliance with the terms and conditions of the award and are monitored annually. Future grant payments that are subject to annual monitoring procedures are deferred.

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

1 Accounting Policies (Continued)

Allocation of overhead and support costs

Overhead and support costs have been apportioned based on the value of grants payments in the year. The analysis of overhead and support costs is shown in note 4.

Irrecoverable VAT

Any irrecoverable VAT is charged to the Statement of Financial Activities, or capitalised as part of the cost of the related asset, where appropriate.

Other liabilities

Other liabilities are recognised when an obligation arises to transfer economic benefits as a result of past transactions or events.

Tangible fixed assets

Tangible fixed assets consist of furniture, fittings and office equipment, which are shown at cost and depreciated on a straight-line basis over their estimated useful life of five years for furniture and fittings, and three years for office equipment (including IT). All assets costing more than £300 in value are included as tangible fixed assets within the financial statements. All tangible fixed assets are subject to annual impairment reviews with any diminution in value arising expensed in the Statement of Financial Activities.

Debtors

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

Cash at bank and in hand

Cash at bank and in hand consists of amounts held in bank accounts with instant access and therefore readily available.

Current asset investments

Current asset investments consist of amounts held on deposit and are not instant access and investments which are akin to cash.

Creditors and provisions

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

1 Accounting Policies (Continued)

Financial instruments

The Charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Pension costs

Spirit makes contributions to a group personal pension scheme. The pension cost charge represents contributions payable by Spirit to the scheme. Any difference between amounts charged in the Statement of Financial Activities and paid to the pension scheme is shown in the balance sheet as a liability or asset.

Fund accounting

Unrestricted funds represent the general reserves of the Charity that can be utilised freely for the purposes of furthering the objects of the Charity. Unrestricted income comprises of investment income earned from the endowment and any other income in which no restrictions on its use applies.

Restricted funds represent income that is to be applied for specific purposes, as specified by the donor. Restricted income comprises of investment income earned from the restricted element of the endowment and any other grant income which is for specific purposes only.

Endowment funds represent an expendable endowment whereby the capital and the interest are available for use at the discretion of the Directors of the Corporate Trustee in furtherance of the general objects of the Charity and which have not been designated for any other purposes. The Directors at their discretion may transfer any interest earned on the endowment to general unrestricted funds or restricted funds.

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.

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.

The Directors of the Corporate Trustee do not consider there to be any estimates or judgements that are critical to the financial statements.

2 Investment Income

	18 months to 30 Sep 2025 £	Year ended 31 Mar 2024 £
Unrestricted Funds		
Interest on short term deposits	51,717	135,706
Bank interest receivable	50,186	47,728
	<u>101,903</u>	<u>183,434</u>

3 Analysis of Expenditure

Spirit awarded grants to a number of institutions in the furtherance of its charitable activities and also undertook programme development, monitoring and evaluation and communications activities.

	18 months to 30 Sep 2025 £	Year ended 31 Mar 2024 £
Grants awarded (see note 6)	4,858	341,292
Other Direct Charitable Expenditure		
Programme Development - Staff Costs	142,101	277,090
Programme Development - Other	51,383	107,458
Communications and Large Event Costs	82,088	56,113
Legacy Gifts	87,956	-
Monitoring & Evaluation	469,701	251,901
	<u>833,229</u>	<u>692,562</u>
Direct Charitable Expenditure	<u>838,087</u>	<u>1,033,854</u>
Support Costs		
Governance costs	50,241	69,330
Core Staff Costs	626,260	317,069
Consultancy	3,579	5,314
Premises Costs	42,567	33,653
Operational Costs	123,054	53,564
	<u>845,701</u>	<u>478,930</u>
Total Expenditure on Charitable Activities	<u>1,683,788</u>	<u>1,512,784</u>
Split:		
Unrestricted funds	1,635,068	1,512,784
Restricted funds	48,720	-
Endowment Funds	-	-
Unrestricted funds	<u>1,683,788</u>	<u>1,512,784</u>

4 Analysis of costs split by Charitable Activity

Unrestricted Funds

18 months ended

30 Sep 2025

	Active £	Connected £	Creative £	Incubation £	Total £
Grants awarded	32,323	(27,464)	-	(1)	4,858
Other Direct Charitable					
Expenditure	108,540	648,610	10,619	16,740	784,509
Support Costs	117,006	699,202	11,448	18,045	845,701
	257,869	1,320,348	22,067	34,784	1,635,068

Year ended

31 Mar 2024

	Active £	Connected £	Creative £	Incubation £	Total £
Grants awarded	(19,233)	355,211	19,400	(14,086)	341,292
Other Direct Charitable					
Expenditure	173,563	371,495	86,569	60,934	692,561
Support Costs	120,025	256,902	59,865	42,139	478,931
	274,355	983,608	165,834	88,987	1,512,784

Restricted Funds

30 Sep 2025

	Active £	Connected £	Creative £	Incubation £	Total £
Grants awarded	-	-	-	-	-
Other Direct Charitable					
Expenditure	48,720	-	-	-	48,720
Support Costs	-	-	-	-	-
	48,720	-	-	-	48,720

Year ended

31 Mar 2024

	Active £	Connected £	Creative £	Incubation £	Total £
Grants awarded	-	-	-	-	-
Other Direct Charitable					
Expenditure	-	-	-	-	-
Support Costs	-	-	-	-	-
	-	-	-	-	-

Grants awarded are split across the portfolio dependent on the main theme of the particular project.

All other costs are allocated as a proportion of the total grants paid to that theme during the year.

For restricted funds only direct costs are charged as agreed with these specific projects.

Spirit of 2012

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

5 Grants Awarded

The following grants were payable during the period to projects under the 4 programme headings. These figures include adjustments at the end of projects as well as new grants awarded.

Active	30 Sep 2025 No.	31 Mar 2024 No.	30 Sep 2025 £	£	31 Mar 2024 £	£
<u>Changing Lives through Sport and Physical Activity Fund</u>						
British Olympic Foundation	1	-	12,323		(19,232)	
University of West Scotland	1	-	20,000		-	
Activity Alliance	-	-	-		(1)	
	<u>2</u>	<u>-</u>	<u>32,323</u>		<u>(19,233)</u>	
Total Active	<u>2</u>	<u>-</u>		32,323		(19,233)
 Connected						
Bradford 2025	1	-	20,000			
Conwy CBC	-	-	(19)		-	
Great Yarmouth CC	-	-	(482)		-	
Ideas Test	-	-	(46,963)		-	
Leeds Culture Trust	-	1	-		249,949	
London Legacy Development Corporation	-	1	-		120,000	
The Diana Award	-	-	-		(14,738)	
Total Connected	<u>1</u>	<u>2</u>		(27,464)		355,211
 Creative						
Coventry Refugee and Migrant Centre	-	1	-		5,000	
Grapevine Coventry	-	1	-		20,000	
Caudwell Children	-	-	-		(5,600)	
Total Creative	<u>-</u>	<u>2</u>		-		19,400
Carried forward to next page	<u>3</u>	<u>4</u>		<u>4,859</u>		<u>355,378</u>

Spirit of 2012

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

5 Grants Awarded (continued)

	30 Sep 2025 No.	31 Mar 2024 No.	30 Sep 2025 £	£	31 Mar 2024 £	£
Brought forward from previous page	3	4		4,859		355,378
Incubation						
Jack Drum Arts	-	-	-		(21)	
British Future	-	1	-		2,500	
Young Foundation	-	-	-		(9,965)	
University of West Scotland	-	-	(1)		-	
Volunteer Centre Dorset	-	-	-		(6,600)	
Total Incubation	<u>-</u>	<u>1</u>		(1)		(14,086)
Totals	<u>3</u>	<u>5</u>		<u>4,858</u>		<u>341,292</u>
Unrestricted funds				<u>4,858</u>		<u>341,292</u>

Spirit of 2012

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

6 Grant Commitments

Below are pre-existing grant commitments, recognised at the beginning of the year, and the balances of those commitments recognised at the end of the period. It itemises new grant commitments made during the period, grants paid against both pre-existing and new commitments.

30 Sep 2025	Grant commitments at 1 Apr 2024	New grant commitments	Grants paid	Grants closed / underspent	Grant commitments at 30 Sep 2025
	£	£	£	£	£
Active	92,372	38,785	(124,695)	(6,462)	-
Connected	772,615	20,000	(745,151)	(47,464)	-
Creative	12,200	-	(12,200)	-	-
Incubation Fund	19,233	-	(19,232)	(1)	-
	896,420	58,785	(901,278)	(53,927)	-

30 Sep 2025	Grants Payable within one year	Grants Payable over one year	Grant commitments at 30 Sep 2025
	£	£	£
Active	-	-	-
Connected	-	-	-
Creative	-	-	-
Incubation Fund	-	-	-
	-	-	-

31 Mar 2024	Grant commitments at 1 Apr 2023	New grant commitments	Grants paid	Grants closed / underspent	Grant commitments at 31 Mar 2024
	£	£	£	£	£
Active	712,824	-	(601,219)	(19,233)	92,372
Connected	1,704,257	369,950	(1,286,853)	(14,739)	772,615
Creative	292,672	25,000	(299,872)	(5,600)	12,200
Incubation Fund	244,397	2,500	(211,079)	(16,585)	19,233
	2,954,150	397,450	(2,399,023)	(56,157)	896,420

31 Mar 2024	Grants Payable within one year	Grants Payable over one year	Grant commitments at 31 Mar 2024
	£	£	£
Active	92,372	-	92,372
Connected	772,615	-	772,615
Creative	12,200	-	12,200
Incubation Fund	19,233	-	19,233
	896,420	-	896,420

These commitments are included as creditors in note 13.

Spirit of 2012

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

7 Staff Costs

	18 months ended 30 Sep 2025 £	Year ended 31 Mar 2024 £
Wages and salaries	508,827	465,919
Social security costs	44,723	45,809
Pension contributions	51,892	47,056
Redundancy and retention costs	162,919	35,375
Total staff costs	768,361	594,159

The amount of redundancy and retention payments made in the period was £42,001 (Year ended 31 March 2024: £11,760).

During the period employees earning in excess of £60,000 during the reporting period, including taxable benefits apart from employer pension contributions, are as follows:

	18 months ended 30 Sep 2025 No.	Year ended 31 Mar 2024 No.
£60,000 - £69,999	1	1
£70,000 - £79,999	-	1
£100,000 - £109,999	1	1
£110,000 - £119,999	-	-
£160,000 - £169,999	1	-
	3	3

These amounts reflect the amounts paid over the 18 month period and do not reflect the annual salaries for the individual employees.

The total amount of pension benefits for these higher paid employees was £34,054 (2024: £23,451).

The key management personnel of the charity in charge of directing, controlling, running and operating the charity on a day to day basis comprise of the Board Members, Chief Executive, Head of Finance and Operations and Director of Policy and Impact. Total remuneration (gross pay, employer pension contributions and national insurance) for key management personnel was £470,712 (2024: £295,057).

The figures for higher paid employees and key management personnel include redundancy payments for those staff affected by the restructure during 2023-24 and imminent closure of the organisation.

No Director of the corporate trustee received any remuneration during the period. 4 Directors received reimbursement of £3,233 of expenses incurred relating to Spirit activities during the year (2024: 5 Directors were reimbursed a total of £3,388 for travel, subsistence and accommodation costs).

The average headcount number of employees analysed by function was:

	18 months ended 30 Sep 2025 No.	Year ended 31 Mar 2024 No.
Programme Staff	1.5	5.3
Management, Administration and Learning	4.5	3.6
	6.0	8.9

8 Net expenditure is stated after charging:

	18 months ended	Year ended
	30 Sep 2025	31 Mar 2024
	£	£
Auditors' remuneration for audit services (incl. VAT)	10,710	10,200
Travel, subsistence and hospitality costs	17,035	13,725
Directors' Indemnity Insurance	605	1,088
Fees and expenses of the Protector	15,147	10,022
Operating lease costs (office rentals)	60,921	72,936

9 Taxation

Spirit of 2012 is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in the furtherance of Spirit's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

Spirit is not registered for VAT and accordingly, all of its expenditure is recorded inclusive of VAT incurred.

10 Tangible Fixed Assets

	Office Equipment £	Furniture and Fittings £	Total 2025 £
All used for direct charitable purposes			
Cost			
At 1 April 2024	14,926	4,220	19,146
Disposals	(14,926)	(4,220)	(19,146)
At 30 September 2025	-	-	-
Depreciation			
At 1 April 2024	11,845	2,660	14,505
Charges for the period	2,322	936	3,258
Eliminated on disposals	(14,167)	(3,596)	(17,763)
At 30 September 2025	-	-	-
Net book value			
At 30 September 2025	-	-	-
At 31 March 2024	3,081	1,560	4,641

Spirit of 2012

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

11 Debtors

	30 Sep 2025 £	31 Mar 2024 £
Prepayments	-	8,682
Accrued income	-	57,051
	<u>-</u>	<u>65,733</u>

12 Investments: Short Term Deposits

	30 Sep 2025 £	31 Mar 2024 £
At 1 April 2024	2,000,000	4,275,967
Deposits placed	1,209,591	2,000,000
Interest earned	51,717	147,707
Deposits released	(3,261,308)	(4,423,674)
Balance at 30 September 2025	<u>-</u>	<u>2,000,000</u>

13 Creditors - Amounts falling due within one year

	30 Sep 2025 £	31 Mar 2024 £
Trade creditors	10,289	33,479
Grants payable	-	896,420
Accruals	250,157	28,020
	<u>260,446</u>	<u>957,919</u>

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

14 Funds

Each period end, a sum equivalent to the total value of charitable expenditure was converted to unrestricted income from the endowment fund. In this final period, this transfer completed the spend of the endowment funds.

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 30 September 2025 £
Endowment Funds	337,572	-	-	(337,572)	-
Restricted Funds	-	40,000	(48,720)	8,720	-
Unrestricted Funds	1,575,674	104,523	(1,635,068)	328,852	373,981
Total Funds	1,913,246	144,523	(1,683,788)	-	373,981
Prior period comparative	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Endowment Funds	1,850,356	-	-	(1,512,784)	337,572
Restricted Funds	6,453	-	-	(6,453)	-
Unrestricted Funds	1,385,787	183,434	(1,512,784)	1,519,237	1,575,674
Total Funds	3,242,596	183,434	(1,512,784)	-	1,913,246

15 Restricted Funds

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 30 September 2025 £
CLTSPA Learning Partner	-	40,000	(48,720)	8,720	-
	-	40,000	(48,720)	8,720	-
Prior period comparative	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Community & Individual Wellbeing	6,453	-	-	(6,453)	-
	6,453	-	-	(6,453)	-

Spirit of 2012

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

16 Endowment Funds

	At 1 April 2024	Realised Gains £	Unrealised Losses £	Converted to Income £	Investment Manager's Fees £	At 30 September 2025 £
	<u>337,572</u>	<u>-</u>	<u>-</u>	<u>(337,572)</u>	<u>-</u>	<u>-</u>

Endowment Funds consist of an expendable endowment which is described in the Accounting Policy on page 37.

Prior year comparative	At 1 April 2023	Realised Gains £	Unrealised Losses £	Converted to Income £	Investment Manager's Fees £	At 31 March 2024 £
	<u>1,850,356</u>	<u>-</u>	<u>-</u>	<u>(1,512,784)</u>	<u>-</u>	<u>337,572</u>

17 Net assets by Fund

	Fixed Assets £	Net Current Assets / (Liabilities) £	Net Assets £
At 30 September 2025			
Endowment Funds	-	-	-
Unrestricted Funds	-	373,981	373,981
Total Funds	<u>-</u>	<u>373,981</u>	<u>373,981</u>
At 31 March 2024			
Endowment Funds	-	337,572	337,572
Unrestricted Funds	4,641	1,571,033	1,575,674
Total Funds	<u>4,641</u>	<u>1,908,605</u>	<u>1,913,246</u>

18 Related Party Transactions

Spirit, because of its nature, has close working relationships with a number of organisations which the Corporate Trustee's Directors are involved with.

There were no individual related party transactions requiring disclosure during the 18 month period ended 30 September 2025.

There were no other related party transactions that require disclosure other than those disclosed in note 7 relating to Directors' expenses.

Spirit of 2012

Notes to the Financial Statements (Continued)

For the 18 Months Ended 30 September 2025

19 Corporate Trustee

Spirit of 2012 has only one Trustee, being Spirit of 2012 Trustee Limited.

20 Commitments Under Operating Leases

As at 30 September 2025 the total future minimum lease payments under non-cancellable operating leases were as follows:

	Land and Buildings	
	30 Sep 2025	31 Mar 2024
	£	£
Payments due:		
Within one year	3,144	-
	<u>3,144</u>	<u>-</u>

21 Post Balance Sheet Events

On 31 October 2025, the Charity entered a dormancy period as part of its planned closure process. The Charity is expected to close at the end of January 2026 and will remain solvent up to this date. This is in line with the Trust deed of the organisation as it was set up as a spendout Trust in 2013 by its founder, The National Lottery Community Fund.

22 Legal form of Spirit of 2012

Spirit of 2012 is registered as a Charity in England and Wales with the Charity Commission (Registered number 1155110). Its address registered with the Charity Commission is c/o Bates Wells Braitwaite, First Floor, 10 Queen Street Place, London EC4R 1BE. However, its principal place of business during this period was NESTA, 58 Victoria Embankment, London EC4Y 0DS.

Spirit of 2012

Report of the Protector

For the Period Ended 30 September 2025

Background

I took up my appointment as Protector of Spirit of 2012 ("Spirit") in January 2014 for an initial three year term. This was subsequently extended for three further three year terms until the end of December 2025 to provide oversight through to Spirit's scheduled closure in early 2026. It has been a great privilege to serve as Protector for the full period of Spirit's existence and to witness first hand its important work and impressive record of achievement.

Under the terms of the Trust Deed dated 7 October 2013 I am required to prepare a statement for publication by the Trustee in its annual report which explains the function of the Protector, how that function has been exercised and, where appropriate, identifies any areas of administration of the charity which require improvement, and the steps to be taken by the Trustee to effect such improvement. The sole Trustee of the charity is Spirit of 2012 Trustee Limited ("the Trustee"), a private company limited by guarantee established for that purpose.

I am pleased to submit my twelfth and final report on the activities of Spirit covering the eighteen month period to 30 September 2025 and, in so doing, to acknowledge the exceptional contribution of the Board, Committees, and Executive team on a job well done not only during the period under review but throughout the period of Spirit's existence.

Function of the Protector

Under the Trust Deed, as Protector, I have a fiduciary duty to ensure the integrity of the administration of the charity and the propriety of its procedures.

Although not involved in decision taking within the charity, the Trust Deed stipulates that the Protector's consent is required in certain specified situations. As Protector, I am also required to report any matters of serious concern to The National Lottery Community Fund ("TNLCF"), as the Founder of Spirit, or to the Charity Commission. The function of the Protector is therefore to ensure that the Trustee administers the charity properly and applies the charity's property in accordance with the Trust Deed.

Spirit received an original expendable endowment of £40million from TNLCF in December 2013, to which a further £7million was added to provide funding for six projects under the Keeping the Spirit of 2012 Alive programme, the management of which was novated to Spirit, and to support the development of a Theory of Change and Monitoring and Evaluation Framework.

Objects of the Charity

The Objects of Spirit are set out in the Trust Deed, as amended, and provide for the promotion of the following charitable purposes for the benefit of the public throughout the United Kingdom of Great Britain and Northern Ireland:

- the advancement of education of children and young people including, but not limited to, sporting and cultural activities by encouraging good citizenship;
- increasing the effectiveness and efficiency of the Voluntary Sector by encouraging members of the public to engage in activities to help others on a voluntary basis;

Spirit of 2012

Report of the Protector

For the Period Ended 30 September 2025

- the development of the capacity and skills of members of socially and economically or socially disadvantaged communities in such a way that they are better able to identify and help meet their own needs and to participate more fully in society; and
- promoting greater understanding, and meeting the needs, of people with disabilities and thereby encourage their social inclusion and to use training and other activities to build their confidence and inspire others.

The Period under Review

The reduced level of financial activity as Spirit's allocation of its endowed funds neared completion, enabled the Board, under the guidance of Buzzacott LLP as Auditors, to decide to extend the final reporting period to eighteen months with an end date of 30 September 2025. In practice this has meant that the final reporting period broadly corresponds with the planned end of Spirit's active operations.

The period has been characterised by a strong focus on fulfilling the commitment of the Board and Executive team to drive home the significance and impact of Spirit's work and to ensure that the benefit of its knowledge and experience is widely shared and firmly embedded in future events-related practice. The concerted efforts that have been made from the Board Strategy Day, attended by key partners, in April 2024, through to the widely acclaimed final conference *Crafting Events That Matter* in October 2025 are testament to a determined approach that is evidently paying dividends. The redevelopment of the website to provide an accessible Knowledge Bank of Spirit's learning and research, to be hosted by Loughborough University, and the ongoing work of the three appointed legacy learning partners – Belong, Loughborough University, and PBE – gives further grounds for optimism about the future.

In parallel, the Board has also taken seriously its responsibility to make sure that there is a comprehensive and effective closure plan in place as Spirit's work comes to an end. The Board has been extremely well served by the dedicated efforts of Ruth Hollis, the Chief Executive, supported by an external consultant and other members of the team, to address all compliance requirements covering the retention and management of Spirit's records. This has been a monumental and time consuming task involving consultation with TNLCF and others. I am satisfied that the steps that are being put in place are appropriate and proportionate, as well as meeting legal requirements.

Administration of the Charity

In order to fulfil my oversight responsibilities I have received the papers for all Board and Committee meetings, attending those meetings whenever possible. I attended in person or online, as applicable, all six Board meetings, all six meetings of the Resources, Audit and Risk Committee ("RAR") and all but one of the six meetings of the Policy, Impact and Influencing Committee ("PII"). I also attended the Board Strategy Day in April 2024 and the final conference *Crafting Events That Matter* in October 2025.

I have maintained regular correspondence with the Chief Executive in the lead up to Board meetings, and with other office holders as and when circumstances have demanded, as part of my ongoing responsibility to keep matters under regular review. I have maintained periodic contact with TNLCF through their appointed representative, with whom I met on three occasions,

Spirit of 2012

Report of the Protector

For the Period Ended 30 September 2025

both to review progress and to keep TNLCF updated on any significant developments. I have identified no matters of significant concern to raise with TNLCF or the Charity Commission.

As part of the ongoing review process, the RAR, and the Board in turn, continued to keep the Risk Register maintained by the Senior Management team under close scrutiny and to update and consolidate it as and when circumstances demanded. Identified risks have been reviewed, managed, and appropriately mitigated. The audit carried out by Buzzacott Audit LLP has once again gone smoothly and been completed without incident – providing further reassurance that the governance of the charity has been in responsible hands.

I am pleased to report that I am satisfied that, as has consistently been the case through the years of Spirit's active existence, the charity has been properly administered in accordance with the terms of the Trust Deed in the period under review.

The Board and Committees of the Trustee

There were no changes in the composition of the Board and Committees during the period under review. The resulting continuity and accumulated experience of Spirit's activities within the Board and Committees was beneficial in ensuring that there has been an appropriate level of scrutiny, input, and challenge in the critical phase leading up to the planned closure. Jane, Lady Gibson's committed leadership and determination to make sure that Spirit's work and achievements are properly recognised and valued remained a driving force, a sentiment shared by her fellow Board and Committee members.

For its part, RAR has continued to maintain close scrutiny of Spirit's remaining cash holdings to ensure that sufficient resources have been retained to see Spirit through to its scheduled closure and to meet all expected liabilities. This has included the retention of a cash 'buffer' to meet any unexpected financial commitments.

As detailed in the Trustee's Report, PII has overseen the remaining elements of the grants programme with a clear focus on legacy and learning and future practice post-Spirit, all very much in keeping with Spirit's charitable objects.

The Board and Committees continued to benefit from the clear and concise presentation of information by the Executive team which has enabled well informed discussion and robust decision-making across Spirit's operations.

The Executive Team

Much credit is due to the Executive and staff team who have stuck resolutely and enthusiastically to the task during what have been challenging times with a heavy and demanding workload and often stretched resources. The success of this process has been in no small part due to the inspirational and dedicated lead of Ruth Hollis as Chief Executive. No stone has been left unturned in the quest to make sure that Spirit finished well and achieved much – and indeed more.

The Board for its part has responded responsibly and supportively in making sure that the wellbeing and reasonable expectations of the staff team have been properly respected. This has included investing in additional temporary resources where this has been merited and supporting

Spirit of 2012

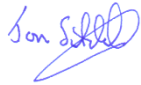
Report of the Protector

For the Period Ended 30 September 2025

members of the team as they prepare for the next stage of their careers.

Looking Ahead

As Spirit's journey approaches its natural end I would simply like to pay tribute to all those who have made Spirit what it is. Those involved should feel a deep sense of pride in all that has been achieved and the positive impact that Spirit's work has had on the lives of so many individuals, organisations, and communities. Spirit has certainly played its part by fulfilling the expectations that were placed on it when it was established and there is good reason to conclude that Spirit has remained true to its strapline of Investing in Happiness. It is for others to now carry that spirit forward.



Jon Siddall

Protector, Spirit of 2012

26 November 2025