



BRATHAY

1946 – 2026

Impact Report

Brathay Trust 2025 – 2026

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Paul Johnson
Chair of Trustees



Teresa Jennings
Chief Executive

teresa.jennings@brathay.org.uk

Message from our Chair and Chief Executive

At a time of rising inequality, mental health challenges, and uncertainty about the future, our work is more vital than ever in equipping young people with the confidence, resilience, and skills they need to thrive. Reflecting on the last 12 months, we are inspired by the young people we work with. In increasingly uncertain times, we see every day as a chance to help them make sense of their situation, realise their strengths, and imagine new possibilities.

This report shares the real impact of our work - the experiences, partnerships and achievements that have helped transform the lives of thousands of young people across the UK. We're proud of the care and guidance our staff offer to every young person they work with, and deeply grateful to our supporters who make it possible.

Most of all, we're humbled by the young people who trust us to walk even a small part of their journey with them. Their determination for a brighter future is at the heart of everything we do.

As a National Centre of Excellence for Outdoor Learning and expert provider of Early Help community support, 2026 marks our 80th anniversary – a milestone that invites us to reflect on the thousands of journeys shaped at Brathay, and look ahead with excitement. This is not simply a celebration of 80 years, but an on-going commitment from Brathay to do the best that we can to inspire and support the next generation. We are determined that we continue to reach even more young people, and help build stronger communities that make a lasting difference. This determination drives us every day.

Get involved, get in touch.



Our year at a glance

(April 2025 – March 2026)



We supported
8,499
young people

An increase of
1,182 young people
from 2024/25



1,881
on School &
Youth Group
Residentials



4,832
on Community
Programmes



1,786
on Early Career
Programmes



We delivered
119
residential experiences
at Brathay Hall



We delivered
21
programmes to meet the
needs of young people
in their communities



6
across Cumbria



15
in Bradford



4.6 out of 5

Young people and visiting staff consistently share positive feedback, giving our programmes 4.6 out of 5 and say they would recommend our programmes to a friend ¹

Young people made progress towards:

83%

of their goals, with an average improvement of +3.54²



84%

of their 'feel like your best self goals', with an average improvement of +3.57²

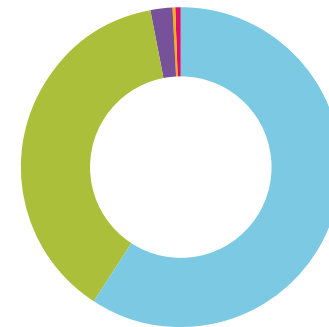


83%

of their 'thrive in their community' goals, with an average improvement of +3.52²



We aim to work with a diverse group of young people, particularly those who need our support the most. The data below shows how the young people we worked with this year identified in terms of gender and ethnicity.



Gender

Male	59.2%
Female	38%
Prefer not to say	2.2%
Non-binary	0.2%
Transgender	0.4%



Ethnicity

White	67%
Asian or Asian British	13%
Prefer not to say	9%
Black, Black British, Caribbean or African	4%
Mixed or multiple ethnic groups	4%
Other ethnic group	3%

¹ Our Net Promoter Score (NPS) across young people and visiting staff is 50 – a score above 50 is considered excellent (Qualtrics, 2023).

² Research suggests that a change of 2.45 points or more on a 0–10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).



Eighty years of inspiring young people to build their brighter futures

Since 1946, Brathay Trust has been inspiring young people to discover who they are and how they connect with others. Through transformative experiences in the outdoors and in their communities, we help them feel confident, connected and able to thrive in a rapidly changing world.

We believe every young person should be able to access experiences and support in a way that works for them.

We do this through three core services:

- **School and Youth Group Residentials**
- **Community Programmes**
- **Early Career Programmes**

Young people's voices help us to learn and grow. Their feedback shows us the three things that make Brathay special to them:

Our people are inspiring. By building trusted relationships, we encourage young people to engage with learning and feel ready to take their next step.

Our places provide safe, supportive and inclusive learning environments.

Our practice starts with each young person and their own experiences. We create space for them to challenge themselves, develop skills and discover what they're capable of, at their own pace and in their own way.

Together, these three things create meaningful experiences that help young people transfer their learning at Brathay into their everyday lives.



We're improving how we measure what matters, with young people's voices at the heart

This year we reviewed our approach to Monitoring, Evaluation and Learning (MEL) to make sure we are measuring what matters.

Working with young people, we've introduced a Goals Based Outcomes (GBO) approach. This gives them ownership of what they want to achieve during their programmes and reflects best practice across the sector. GBO puts young people's voices at the centre of our work. We actively engage parents, carers, teachers and clients in the conversation to ensure young people are supported through all aspects of their lives.

We ask young people to set their own outcomes - that help them communicate how they want to feel, and what they want to do - and support them to make progress towards their goals. These fall within two overarching themes:



Feel like your best self

This is any feeling a young person has experienced, from engaging in our programmes, that helps them to feel like the best version of themselves.



Thrive in your community

This is when a young person takes positive actions from engaging in our programmes that enables them to thrive in their community (at home, in school, at work or elsewhere).

Our evidence tells us that by supporting young people to feel like their best selves and thrive in their communities, we are inspiring them to build their brighter futures.

School and Youth Group Residentials

Young people today are growing up in a world that can feel overwhelming, affecting their emotions, social skills and engagement in learning³, with schools reporting widening gaps in social and emotional development – particularly for those from disadvantaged backgrounds or with additional needs⁴. As a result, too many are missing out on experiences that build confidence, resilience and a sense of self.

There is growing recognition that this needs to change. Calls to embed outdoor education into the curriculum, including from Tim Farron MP for Westmorland and Furness⁵ and the new Scottish Parliament's landmark Act⁶, are ensuring all young people get an opportunity for an outdoor residential in school. It's a powerful reminder of the impact outdoor learning makes to a young person's life.

Through our residentials, we actively support these calls for change. We work alongside every school and youth group we support to make sure every experience is relevant, accessible and genuinely impactful. Through outdoor challenges, shared experiences and skilled facilitation, young people build confidence, realise their strengths and make connections – taking these new skills back into their everyday lives.

³ (The Children's Society, 2025, The Good Childhood Report 2025).

⁴ (Save the Children, 2024, Thousands of teachers reveal "deep problems" in classrooms four years on from school lockdown).

⁵ (Outdoor Education Bill, UK Parliament).

⁶ (Schools (Residential Outdoor Education) (Scotland) Act 2026, 2026).



A summary of our school and youth group residential programmes



We delivered

75

residential at Brathay Hall

53%

with school groups

47%

with youth groups



We supported
1,881
young people



4.5/5

Young people and visiting staff consistently rate our programmes 4.5 out of 5 and say they would recommend our programmes to a friend⁷



87%

of visiting staff said our delivery staff were 'very good'

Young people made progress towards:

78%

of their goals, with an average improvement of +3.06⁸

Start – 5.31

End – 8.37

79%

of their 'feel like your best self' goals, with an average improvement of +3.12⁸

Start – 5.28

End – 8.40

77%

of their 'thrive in their community' goals, with an average improvement of +2.97⁸

Start – 5.36

End – 8.33

⁷ Our Net Promoter Score (NPS) across young people and visiting staff is 42 - a score above 50 is considered excellent (Qualtrics, 2023).

⁸ Research suggests that a change of 2.45 points or more on a 0-10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).

Batchwood School

Batchwood School in St Albans is a specialist secondary school which supports students with social, emotional and mental health needs (SEMH), all of whom have Education, Health and Care Plans (EHCPs). Many live with the effects of Adverse Childhood Experiences, and rising living costs place additional pressure on families. Despite funding challenges, the school works hard to provide meaningful opportunities.

Residential at Brathay, supported by UK Youth's Adventure Away from Home Fund and our Brathay Bursary, built confidence, improved engagement with learning and helped create friendships. Our ongoing partnership with Batchwood School continues to support young people to recognise their strengths and be ready for what's next in their life.

Funding partners

UK YOUTH



26

young people came on the residentials

Young people made progress towards

89%

of their goals, with an average improvement +2.61⁹

Start – 6.06

End – 8.67



4.2/5

Young people rated our programmes 4.2 out of 5



5/5

Visiting staff rated our programmes 5 out of 5



Read Harrison's story in full, or visit brathay.org.uk/case-studies

“They are now having experiences children from mainstream schools would have because they’ve spent that time together, faced challenges together and had to help and support each other at Brathay.”

Katy Noble, Assistant Head



⁹ Research suggests that a change of 2.45 points or more on a 0–10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).

Sports Alive North West

Sports Alive North West supports young people across Liverpool, Halton and Knowsley through centre-based sessions, detached youth work and outreach. They provide safe, positive spaces that help young people feel empowered, improve their wellbeing and achieve – despite challenges such as poverty, limited safe spaces, mental health pressures and social isolation.

With support from UK Youth's Adventures Away From Home Fund and our Brathay Bursary, young people took part in two residential at Brathay. For many, the change of environment strengthened relationships and built on skills developed at Sports Alive NW. Here, they challenged themselves, worked as a team and found enjoyment that will boost their confidence and leadership back at home.

“Rosie has loved every single minute. Thank you so much for everything. I'm so glad she tried everything! She is extremely proud of herself”

Rosie's Mum



36

young people came on the residentials

Young people made progress towards

86%

of their goals, with an average improvement +3.34¹⁰

Start – 4.94

End – 8.28



4.4/5

Young people rated our programmes 4.4 out of 5



4.5/5

Visiting staff rated our programmes 4.5 out of 5



Read Rosie's story in full, or visit brathay.org.uk/case-studies

Funding partners

UK YOUTH

BRATHAY BURSARY

¹⁰ Research suggests that a change of 2.45 points or more on a 0–10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).

Brathay Bursary

What is the Brathay Bursary?

The Brathay Bursary is our discretionary fund, created in 2024 in response to the growing financial pressures facing young people and their families. Rising living costs and reduced school and youth group budgets mean too many young people are missing out on the transformative power of an outdoor residential — experiences that build confidence, resilience and a sense of what's possible.

This year's impact

This year, generous donations to the Brathay Bursary enabled 875 young people to take part in a residential they would not otherwise have been able to access. These experiences are more than a few days away, they help young people feel capable, connected and ready for what's next. No one knows this better than Batchwood School Assistant Head, Katy.

This year, the Brathay Bursary:



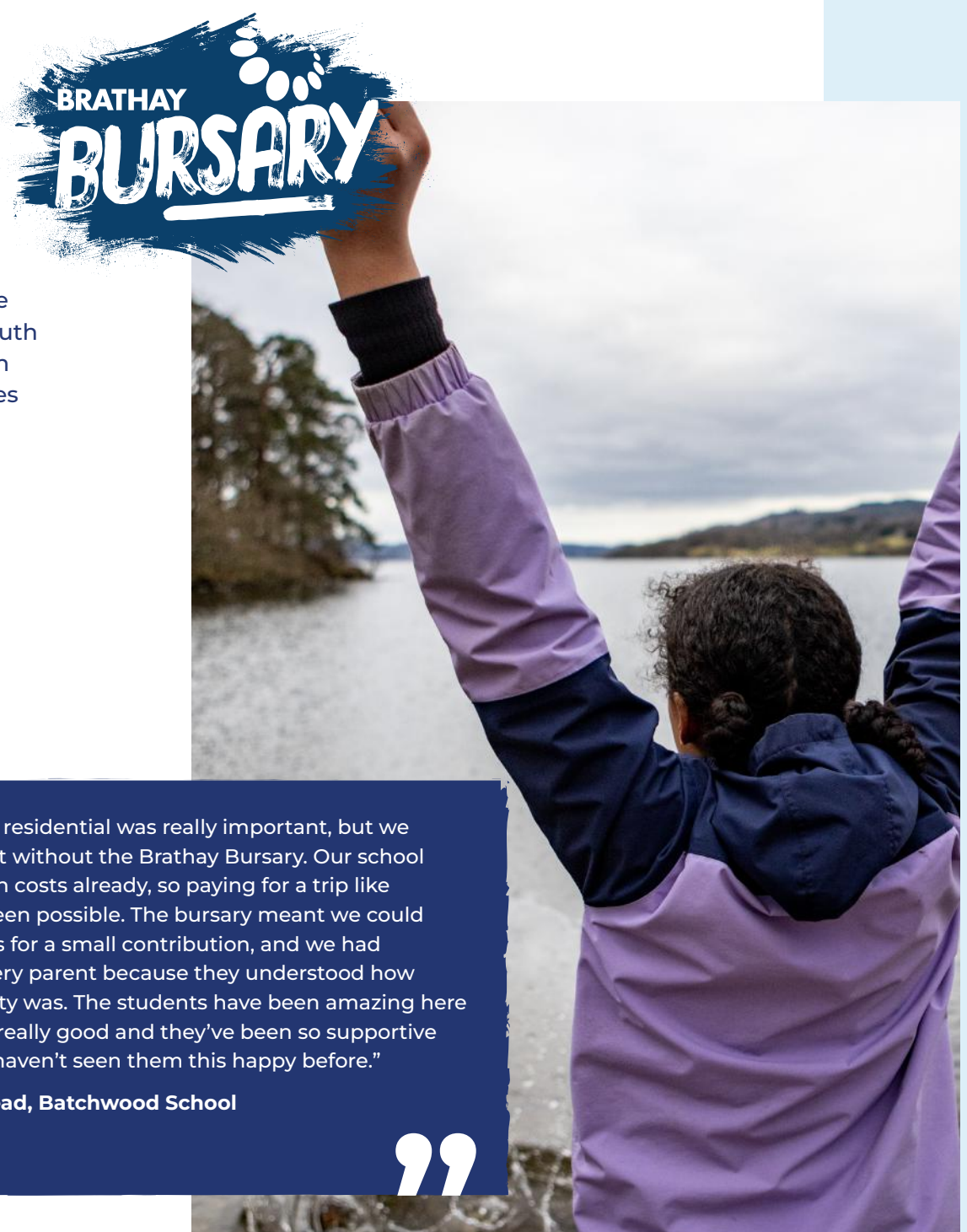
875

Supported 875 young people ...that's 45% of all the young people that participated in school and youth group residential.



41

Contributed to 41 transformational residential experiences at Brathay Hall.



“Taking our students on a residential was really important, but we never would have made it without the Brathay Bursary. Our school and families struggle with costs already, so paying for a trip like this just wouldn't have been possible. The bursary meant we could do it and only ask parents for a small contribution, and we had full contribution from every parent because they understood how important this opportunity was. The students have been amazing here — their behaviour's been really good and they've been so supportive of each other. I honestly haven't seen them this happy before.”

Katy Noble, Assistant Head, Batchwood School



How to support the Brathay Bursary

We believe no young person should miss out on the power of an outdoor residential simply because of cost. The need for this support has never been greater, and the impact has never been clearer.

We are seeking donors who want to make a significant lasting difference to young people's lives. A gift to the Brathay Bursary enables more young people who face financial barriers to access outdoor experiences that help build confidence, a sense of connection and a belief in their future

£300

will support one young person to experience a life-changing residential at Brathay.

£9K

will support an entire class to experience a life-changing residential at Brathay.

Every gift directly funds places on residential.

With your support, we aim to ensure more young people don't miss out on life-changing experiences that inspire them to build their brighter futures.

If you want to help remove barriers and create opportunities for young people, we would love to talk with you about making a gift to the Brathay Bursary.

Speak to our team at: donations@brathay.org.uk



Community Programmes

Young people today are facing increasing pressures. Mental health and social care services are stretched more than ever, and Early Help and prevention services have significantly reduced¹¹. For the young people and families we support, this is made harder by living in some of the most deprived areas in the country. This often means they experience double disadvantage: greater challenges alongside fewer opportunities to get support¹².

Our community programmes step in early and provide support to prevent reaching crisis. We are a key part of the Early Help system (including Family Hubs) working collaboratively with families, schools, local authorities, health services and voluntary sector partners to make sure help feels joined up and accessible for all. We offer counselling, wellbeing and confidence building support, whole family work, employment guidance and youth work. We meet young people where they are, build trust and tailor our support to what each young person and family needs, helping them feel more connected to their community and empowered to move forward positively.



¹¹ Early Help and prevention services have reduced significantly, with spending in England falling by over £2 billion since 2010/11—a 42% reduction (NSPCC, 2025, Children's Services Spending Report Series).

¹² The communities we support are among the most deprived in the country, with Early Help spending per child in the most deprived areas falling by more than 50% (NSPCC, 2025, Children's Services Spending Report Series).

A summary of our community programmes



We delivered

21

community programmes

57%

youth work

19%

counselling

14%

family support

10%

employability



We supported

4,832

young people



4.6/5

Young people, parents, carers and referrers consistently rate our programmes 4.6 out of 5 and say they would recommend our programmes to a friend¹³



4.7/5

Parents, carers and referrers rated their interactions with our staff 4.7 out of 5

Young people made progress towards:

89%

of their goals, with an average improvement of +4.71¹⁴

Start – 2.89

End – 7.6

94%

of their 'feel like your best self' goals, with an average improvement of +4.76¹⁴

Start – 2.68

End – 7.44

87%

of their 'thrive in their community' goals, with an average improvement of +4.73¹⁴

Start – 2.93

End – 7.66

¹³ Our Net Promoter Score (NPS) across young people and visiting staff is 68 - a score above 50 is considered excellent (Qualtrics, 2023).

¹⁴ Research suggests that a change of 2.45 points or more on a 0-10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).

Elevate

Elevate is a 10-week Early Help programme for young people living in South Cumbria who are struggling to understand and manage their emotions and are at risk of exclusion from school. Through facilitated group sessions and weekly mentoring, we help young people develop self-awareness and understand the impact their choices have on their lives and others. They build skills that enable them to make positive choices, face challenges with greater confidence and contribute meaningfully within their communities.

Elevate works closely with schools, parents and carers, and key local partners such as the local authority and police, so every young person receives support tailored to their needs.



48

young people were supported

Young people made progress towards

98%

of their goals, with an average improvement +4.54¹⁵

Start – 2.03

End – 6.57



41

group sessions delivered



576

one-to-one mentoring sessions delivered



3

residential experiences



Read Taylor's story in full, or visit brathay.org.uk/case-studies



“Having time every week to freely speak my mind is just a huge relief. Hannah always listened to me, without judging me. Thank you for giving me space to focus on myself.”

Taylor



¹⁵ Research suggests that a change of 2.45 points or more on a 0–10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).

Counselling at MNHES

In Bradford, we provide counselling for young people at the Medical Needs and Hospital Education Service (MNHES), supporting those unable to attend school for health reasons. We help them understand and manage their mental health and emotional wellbeing, and support their return to school.

Working one-to-one, they explore and identify the barriers they face through blended youth work and specialist mental health support tailored to their needs. By working closely with the MNHES tutors and schools, we shape each Individual Learning Plan to ensure young people are fully supported. With rising mental health needs, this oversubscribed service highlights the importance of long-term investment in person-centred, effective mental health support for young people.



13

young people were supported

Young people made progress towards

100%

of their goals, with an average improvement +5.09¹⁶

Start – 2.27

End – 7.36



118

hours of support delivered



4.5/5

Young people rated our programmes 4.5 out of 5



Read Parker's story in full, or visit brathay.org.uk/case-studies

**“Can you believe I went to college?!
I don't recognise myself! I feel good.”**

Parker



¹⁶ Research suggests that a change of 2.45 points or more on a 0–10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).



Working in Early Help Partnerships

Working together to help young people thrive in their communities

We work with local partners to provide the right support, in the right way to young people and families at the earliest opportunity. By collaborating with local groups, in Early Help networks, we are making support services more visible and accessible. We share skills and listen to communities so that we can provide support that reflects real experiences and responds to changing and growing needs.



Some of our key partners are:



What is Early Help?

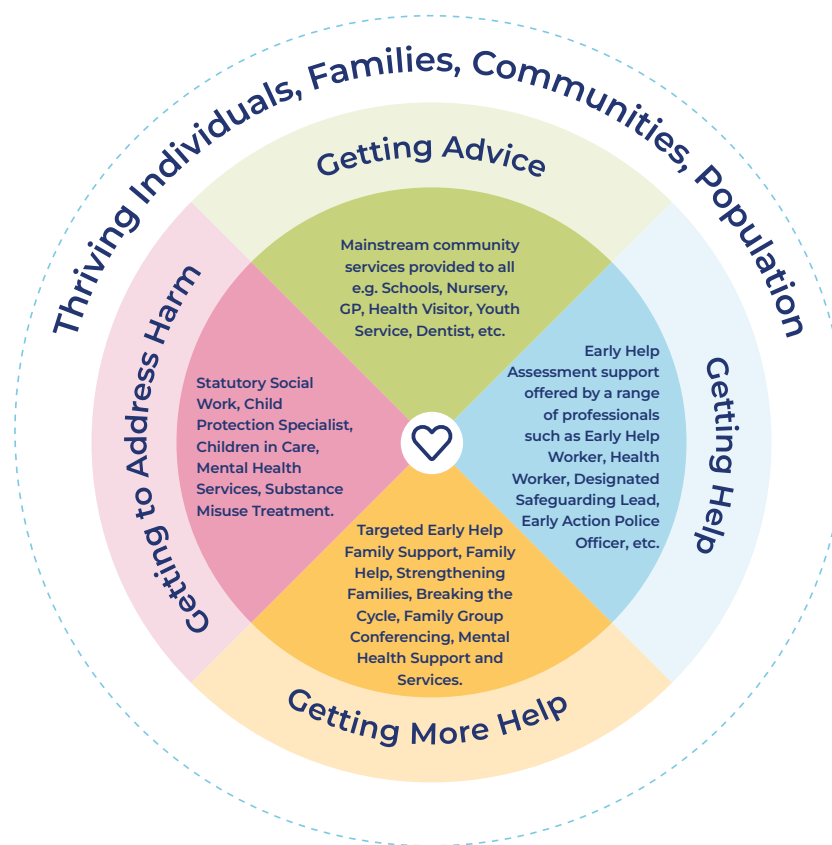
Early Help offers support to young people and families, at the earliest opportunity to prevent crisis. It enables young people, families and communities to thrive. Through our programmes, we support young people to build self-awareness and positive relationships, helping families to support one another and feel ready for the future.

What is the future of Early Help?

Brathay's expertise and skilled facilitation in Early Help has led us to be involved in strengthening the offer, not only in our local communities, but in how it can improve across the UK.

Brathay brings strong Early Help expertise, strengthening whole system support through skilled, collaborative practice. We champion a 'Tell it once' holistic approach, enabling joined up services that improve outcomes for young people and families.

Our contribution to Early Help is recognised and championed for our compassionate and effective support. We share knowledge, develop training, advise on funding opportunities and support leadership to move into a future where effective Early Help is accessed by every young person who needs it.



The Thrive Model (Bradford Safeguarding Children Partnership, 2026, Continuum of Need).¹⁷

¹⁷ Bradford Safeguarding Children Partnership (2026) Continuum of need: Practice guidance for improving outcomes for children and young people through the early identification of need, risk and vulnerability.

In the last year we have had the honour of working strategically with:

- Family Help Partnership Board Cumbria
- Family Hub Networks in Bradford & Cumbria
- Cumbria Youth Work Network
- Family Help Panels (Cumbria)
- Development of the One Trusted Pathway (Bradford)
- Bradford Integrated Front Door & Mind
- VCS Alliance (Bradford) and CYPF VCS infrastructure organisations (Both Cumbria & Bradford)
- Alder Hey
- Local MPs
- Barrow Rising
- Outcomes First Group
- We Mind The Gap
- Local community groups

Early Career Programmes

We have been supporting young people at the start of their careers for generations. Since our first programme in 1946, we have worked alongside employers and education providers to help young people build the professional and personal skills they need to thrive in the workplace.

Apprenticeships and other *earn while you learn* routes continue to grow, particularly as the cost of university tuition and living expenses rise. Between August 2025 and January 2026 alone, a quarter of a million learners started an apprenticeship¹⁸. We support this growth by delivering effective, impactful learning that helps early career professionals develop the resilience, critical thinking and adaptability needed to navigate the realities of working life.

We work closely with both employers and participants to understand which skills will make the greatest difference, from communication and wellbeing to emotional intelligence and leadership. Employers who partner with us see strong engagement, improved retention and more positive working relationships. We shape our programmes through ongoing feedback, ensuring they remain relevant, practical and responsive to the needs of both learners and employers.



A summary of our early career programmes



We delivered

39

early career programmes

79%
face to face

21%
using a blended approach



We supported
1,786
early career professionals



4.6/5

Early career professionals and clients consistently rate our programmes 4.6 out of 5 and say they would recommend our programmes to a friend¹⁹



90%
of early career professionals rated our delivery staff as 'very good'

Early career professionals made progress towards:

90%
of their goals, with an average improvement of +2.85²⁰



88%
of their 'feel like your best self' goals, with an average improvement of +2.83²⁰



92%
of their 'thrive in their community' goals, with an average improvement of +2.86²⁰



¹⁹ Our Net Promoter Score (NPS) across young people and visiting staff is 40 – a score above 50 is considered excellent (Qualtrics, 2023).

²⁰ Research suggests that a change of 2.45 points or more on a 0–10 scale represents meaningful change when using the Goals Based Outcomes (GBO) methodology (Edbrooke-Childs, Julian et al. (2015) as cited in CAMHS Outcomes Research Consortium, Goal Based Outcomes (GBO): Guidance and resources).

Siemens

Siemens plc is a global technology leader delivering advanced innovations across industry and infrastructure. The company invests in apprentice, graduate and placement students by partnering with Brathay on a 4-day development programme. We've tailored the programme to meet Siemens' early careers objectives and ensure focused and relevant learning that develops knowledge, skills and behaviours for thriving in the workplace.

Brathay supports participants through facilitated experiential learning, reflection activities and feedback sessions to develop personal effectiveness, interpersonal and communication skills, and leadership capabilities. Alongside this, these experiences help them form supportive peer networks that continue to benefit their long-term personal and professional growth at Siemens.



69

early career professionals participated



4.8/5

Early career professionals rated the programme 4.8 out of 5



5/5

Clients rated our programmes 5 out of 5



94%

of the professionals deemed the content 'extremely or very engaging'

"Brathay helped me learn that collaboration wasn't just a skill, it's more of a mindset and effective teamwork is the foundation of leadership."

Aimee



Read Aimee's story in full, or visit brathay.org.uk/case-studies

ScottishPower

Brathay's ongoing partnership with ScottishPower supports their graduates and trainee apprentices to grow into high-performing professionals. We've successfully transferred our expertise in experiential learning to a digital format that enables participants to apply their learning directly to their roles.

The programme embeds ScottishPower's values into a personal and professional development framework for long-term success at the company. The key areas include emotional intelligence, building positive working relationships and developing personal brand. By aligning individual growth with organisational culture, the programme equips participants with the knowledge, skills and behaviours needed for meaningful contribution and progression in their early careers.



293

early career professionals participated



14

in-person workshops



149

digital learning sessions



71%

said they recognised positive changes in confidence, mindset, or self-awareness



Read Jovan's story in full, or visit brathay.org.uk/case-studies

"If I was to become a manager in the future, I would keep these learnings in mind to maximise team output and bring out the best in others whilst being sensitive to their needs."

Jovan



Our Reach

Our work reaches far beyond the places we are physically located. We support young people and communities across the UK, working alongside schools, youth organisations, employers and funders who share our commitment to creating positive change.

The map below shows a **snapshot** of these relationships. Our network helps us to respond to local needs, share expertise and ensure our support reaches young people nationwide.

Our Places

- Brathay Trust Head Office and Residential Centre, Brathay Hall
LA22 0HP
- Brathay Bradford Office, Bradford Cathedral
BD1 4EH

Schools & Youth Groups

- Batchwood School
AL3 5RP
- Sports Alive North West
L10 1LG
- Somerford Youth Centre
BH23 3AH
- The Rock Youth Project
CA2 4JY

Community Programmes

- Elevate
LA14 / LA9
- MNHES
BD18 2LU

Key Partners

- University of Cumbria
CA1 2HH
- Institute of Outdoor Learning
CA4 8RR
- Francis Scott Trust
LA9 4PU
- Bradford City Council
BD1 1HX

Key Funders

- Ernest Cook Trust
GL7 3DT
- The Health Lottery Foundation
NN11 1JA
- UK Youth
SW1W 0DH
- Better Youth Spaces, UK Government
SW1A 2BQ
- Cumbria Community Foundation
CA13 0PN

Early Career Partners

- Siemens
SL1 0XZ
- ScottishPower
G2 5AD
- We Mind The Gap
LL11 1ND
- Quartzelec
CV23 0WB
- Aggreko
G82 3RG
- The JCB Academy
ST14 5JX
- Ligentia UK Ltd
LS2 3AA

KEY

- 📍 Our Places
- Schools & Youth Groups
- Community Programmes
- Key Partners
- Key Funders
- Early Career Partners

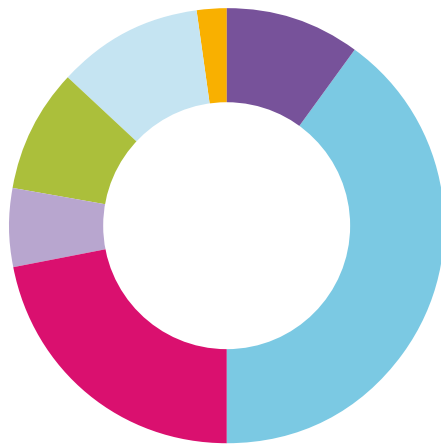


Funding our Mission

We are deeply grateful to our partners, funders and donors for their continued support, our impact would not be possible without you. We recognise that building a resilient and sustainable organisation is essential, so by diversifying our income, we can continue to place young people at the heart of our work and continue to provide support for generations to come.

Total income for 2025/26:
£5,518,000

Total income for 2025/26 by income stream



Charitable Income

- Early Career Programmes 40%
(Graduate and Apprenticeship programmes, including ALP)
- Community Programmes..... 22%
- School & Youth Group Residentials 10%
- Fundraising 6%

Commercial Income

- Venue 11%
- Leadership Development 9%
(+30 years old - Team development, First line management, Senior leadership)
- Other 2%

**Spotlight Funder:
UK Youth**

UK Youth is the UK’s leading youth work charity ensuring all young people can receive effective youth work. Through their Adventures Away From Home Fund, we’ve been able to support 296 young people through 19 residential experiences over the last 2 years at Brathay Hall. The fund is a vital resource to break down barriers for young people accessing outdoor learning, including those with Special Educational Needs and Disabilities (SEND). We’re grateful for the support received through this fund and look forward to continuing to work with UK Youth and ensure more young people can access transformational outdoor learning opportunities.

Thank you to the partners who fund Adventures Away From Home, including the Department for Culture, Media and Sport.



Our Workplace Culture

One of our on-going strategic commitments is to continuously develop a healthy workplace culture. We have partnered with Great Place to Work, which enables us to benchmark our staff survey results with the wider Charity sector.

We were delighted to receive Great Place to Work certification in 2024 and have retained that status in 2026 following our most recent staff survey. What is most pleasing is that the overall results have improved, particularly in the areas where we have focussed on delivering our 'You Said, We Did' action plan over the last 18 months.

We believe that building a healthy workplace culture is key, and our most recent survey saw a **91% response rate**.



Significant improvements from our last survey



2024..... 47%
2026..... 68%

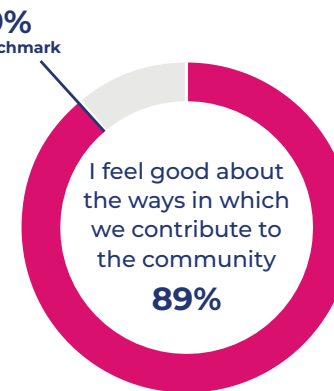


2024..... 44%
2026..... 64%



2024..... 63%
2026..... 80%

Our biggest strengths, and how we benchmark against 'best in class' for Charities and Not-for-profit²¹



²¹ Benchmarked against 2025 United Kingdom - Best Workplaces - Charities & Not-for-profit - Small & Medium.

Our Commitment

In our second Great Place to Work survey in 2026, Brathay improved its Trust Index from 70% to 75% which reflects the extent to which employees trust their organisation, have pride in what they do, and experience camaraderie with their colleagues.

Through consultation with our teams, we are working on a second 'You Said, We Did' action plan with the aim of further improving our Trust Index score by April 2027.

By continuously improving, we strive to make our workplace better for everyone.

“The most rewarding part of my role is seeing the positive impact in-person and watching someone grow in confidence and self-esteem over the period you’re working with them. It’s really powerful to see them realise their potential and it makes you want to do it over and over again.”

Imogen



Read Imogen’s story in full, or visit brathay.org.uk/case-studies



Message from our Ambassador

Brathay's work matters because it reaches young people at the moments when belief in themselves can feel fragile. I know from my own life how powerful the right support, the right challenge, and the right encouragement can be. At Brathay, young people are given the space to step outside their comfort zones, build resilience, and discover strengths they didn't know they had. That combination of care, opportunity and adventure doesn't just change how a young person feels in the moment — it changes how they see their future. Brathay is helping to grow confident, capable young people who know they have value and a voice, and that is something our society needs more than ever. I am proud to be Brathay's first Ambassador, their important work is closely aligned with Fatima's UK Campaign, and my own lived experience.



Fatima Whitbread MBE
Ambassador



Our Patrons

Our Patrons are passionate advocates for our mission. Through their influence, insight and commitment they help amplify the vital work required to ensure young people have the support and opportunities they need to thrive in today's world.

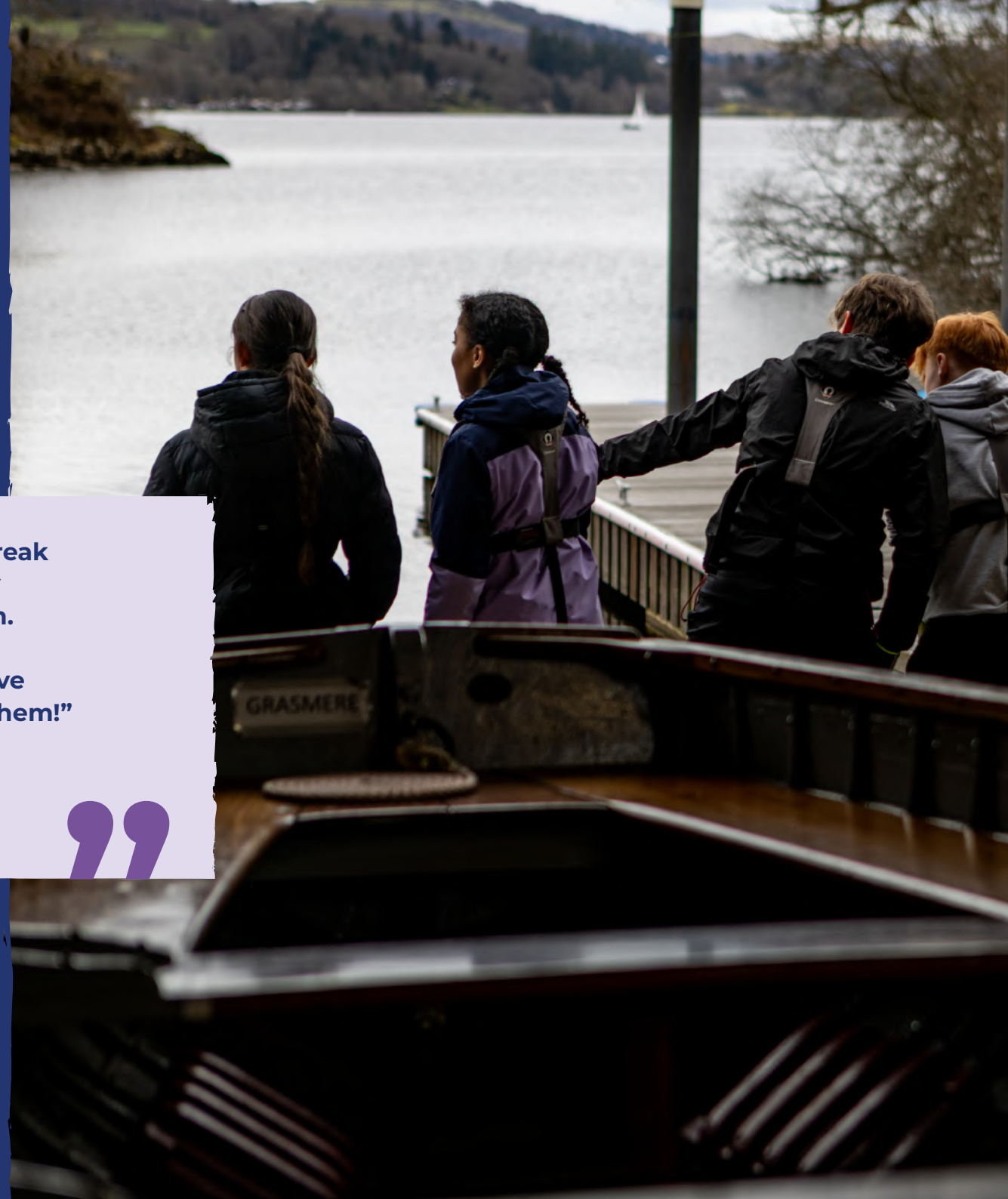
- **Angela Salt CBE** Consultant, Interim CEO and Trustee
- **Dr Dave Harvey** Consultant and Leading Practitioner in Outdoor Learning
- **Ian Johnston** Consultant in Culture Shaping
- **Jane Carter** Universal Production Music, President
- **Jasmin Paris MBE** Ultra-Marathon Record Holder
- **Professor Julie Mennell DL** Vice Chancellor of University of Cumbria
- **Karen Hughes** Hogan Lovells International LLP, Senior Counsel
- **Lynne Peabody** EY Foundation, CEO
- **Malcolm Tyndall** Specialist in Charity Organisational Transformation
- **Sharon Davies** The Good Place Co. Founder



Looking to the Future

“Sometimes young people just need to get a break from reality. Brathay put them in a completely different environment which was new to them. Since they’ve come back home, they have a newfound confidence, and they feel like they’ve achieved something. It’s like a fresh start for them!”

Visiting Staff
Residential for Care Experienced Young People





“The focus group is a great way to create more opportunities for young people and make things fairer for everyone. It’s good knowing there’ll be a space where young people like us can share ideas and make a difference together.”

**Brathay Community
Youth Voice Focus Group**

“I first came to Brathay in 1987 on a management training course with Halifax Building Society; this was life-changing in many ways. Since then, I have been involved with Brathay through residential courses with Kirkbie Kendal School, the Enterprise Advisory Service and Kentdale Scouts. It all came flooding back to me when I came to Brathay’s 2026 open day and we found a picture in the archives of my course nearly 40 years ago! I’ve enjoyed sharing my story with the My Brathay Story project, it has been one of inspiration and the realisation of possibility.”

**Damian Bonsall
My Brathay Story, Alumnus**



“With support from the National Lottery Heritage Fund, Brathay has been working with specialists in conservation architecture, audience development, business development, boat conservation, archive digitisation, and event production to help mark a major milestone for the Trust — 80 years of inspiring young people to build their brighter futures.

‘Brathay Blueprint: Buildings, Boats, and Brighter Futures’ is a 10+ year Futureplan that will drive long-term support for our mission and honour our legacy as we create a renewed and connected National Centre of Excellence for Outdoor Learning. Major funding applications will follow, with future investment built on the proposals set out in this plan.”

**David Roberts
Trustee and Chair of ‘Brathay Blueprint:
Buildings, Boats and Brighter Futures’**





Get Involved, Get In Touch

If you want to work with us, we'd love to hear from you. Scan the QR code or visit us at brathay.org.uk



BRATHAY

1946 – 2026

Brathay is the trading name of Brathay Trust, a charitable company limited by guarantee in England and Wales. Charity Registration Number: 1021586. Registered Office: Brathay Hall, Ambleside, Cumbria LA22 0HP.

