



Trust Links Limited

REPORT & ACCOUNTS

For the Year Ended 31 March 2026

Charity Registration No. 1092324
Company Registration No. 4351216 (England and Wales)
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 **TrustLinks**
Growing Communities • Transforming Lives



Trust Links Limited

REPORT & ACCOUNTS

For the Year Ended 31 March 2026

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/trustlinksltd



/trustlinkscharity



Introduction

The trustees who are also the directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2026. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities issued in March 2006.

Legal and Administrative Information

Charity number

1092324

Company number

04351216

Registered office

47 Fairfax Drive
Westcliff on Sea, Essex SS0 9AG

Auditor

Maynard Heady LLP
Matrix House, 12-16 Lionel Road
Canvey Island, Essex SS8 9DE

Bankers

The Co-operative Bank
PO Box 250
Skelmersdale WN8 6WT

Trustees

Mr M W Anderson

Mrs J Bliss

Ms J G Box

Mr R Girgis

(Appointed 15 October 2025)

Mr D Grosvenor

Mr J Hodge

Ms L Norman

Ms A J Paterson

Ms J Phillips

Ms L Sharp

(Appointed 15 October 2025)

Mr M Tebbs

(Appointed 27 January 2026)

Secretary

Mr M King



Objectives and Activities

Trust Links aims to support vulnerable and disadvantaged people in Essex, particularly those with mental health problems, learning disabilities and physical disabilities and carers, and to provide and support environmental education and awareness. The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.



Our Vision

Growing communities and transforming lives through a person-focussed approach to mental health and wellbeing, enabling people to lead fulfilling lives in sustainable environments in Essex, with a ripple effect globally through the dissemination of best practice and thought leadership.



Our Mission

We empower and connect individuals and communities, helping people to support each other. We transform mental health and wellbeing through inclusive, supportive and collaborative environments.



Our Values

Promoting:

- Wellbeing
- Co-production
- Justice
- Environmental Sustainability
- Inclusivity
- Trust
- Community
- Empowerment

Trust Links

2025-26 has been a landmark year for Trust Links, marked by both significant growth and the successful delivery of long-term strategic ambitions.

The year was defined by the successful mobilisation of major new services and infrastructure, alongside continued development of our core community-based programmes. Demand for support remains high across Essex, with increasing complexity of need, and Trust Links has continued to respond by delivering accessible, person-centred and preventative services that strengthen resilience and connection.



We celebrated our **25th Anniversary** at an event at our founding Growing Together Westcliff garden. We were honoured to have a contribution from Cheryl Higgins, our founder, and some of our supporters from the early days of our work as well as our MP and many of our funders and partners. This memorable event kicked off a year of celebration, as we acknowledge the **significant impact that Trust Links has had on so many people's lives**, thanks to the hard work of our staff, trustees, volunteers and supporters.

During the year, Trust Links was recognised for our work with a range of nominations and awards:

- We have been awarded four **Green Flag Community Awards** for Growing Together Westcliff, Shoeburyness, Thundersley and Basildon, recognising the hard work that our members, volunteers and staff put in to tending and developing the green spaces for our local communities.
- Growing Together Basildon won the **Best Health Initiative** in the **Keep Britain Tidy Green Flag Award** – a national accolade.
- Trust Links was finalist in the Project of the Year category in the **East of England 'Clean and Green Awards'**.
- Our **CEO Matt King** was recognised with a **High Sheriff Award** and **Certificate of Recognition** from the Mayor of Southend.
- Two of our volunteers, **Lorraine Knight** and **Steve Jordan**, were finalists in the **Southend Volunteer Awards**.
- **Tracey, Pam, and Tom**, three of our amazing volunteers at the **Growing Together project** in Cressing Temple were highly commended in the **Health and Wellbeing Category** of the Braintree District Volunteer and Active Braintree Awards. **Pam Whelan** won the award for **Outstanding New Volunteer**.





We have continued the discussions and plans for **new sites in Thurrock and Chelmsford**. We continue to explore how Trust Links can support communities across Essex, particularly in light of the changes to local government and the Integrated Care Boards (ICBs) through their reorganisations. Plans have also developed for **ReRooted Hub and Shop**, which will be located in Southend City Centre and is due for launch later in 2026.



Mid and South Essex

Recovery College

Partnership

TrustLinks

Provide community

NHS inclusion



ReRooted

by Trust Links

Community Hub & Shop

We successfully mobilised our role within the **Healthy Mind Service** across Mid and South Essex, delivering the Hub element in partnership with Thurrock and Brentwood Mind, positioning Trust Links **at the heart of a system-wide transformation in mental health support**.



We have successfully aligned our Recovery College with other partners across Mid and South Essex and are a proud member of the **MSE Recovery College Partnership**.

Our **online community** continued to **grow across our social media platforms**, and Facebook now exceeds 6,000 followers, with an increase of 55% from the previous year. Our Instagram followers increased to more than 2,000 followers. Throughout the year we achieved **good publicity** in the local newspaper and online, with the **Echo newspaper** following and reposting news from our social media – with particular focus on thriving community events and positive fundraising stories.

Our community events remain popular including:

- **Wassailing and Apple Day at St Laurence Orchard**
- **Seed Potato Day in partnership with SEEEOG in Rochford**
- **May Fayre at Westcliff**
- **Basildon Summer Fayre**
- **Shoeburyness Summer Fayre**
- **Thundersley Community Fayre**
- **Christmas Market at Rochford**
- **Christmas Fayre at Westcliff**

We are grateful to several local businesses who have attended, volunteered at and sponsored our community events.

A key milestone was the **launch of The Gunny community hub and garden on Canvey Island**, following eight years of planning and development. This new three-acre site now provides a vibrant space for therapeutic horticulture, physical activity, Recovery College and Healthy Mind Hub provision and community use, significantly expanding our reach and impact. The site includes a community building, outdoor gym, trim trail, potting shed, gazebos, wetland area and raised beds.

Forty two supporters completed a sponsored O2 climb, alongside others who took on hikes, walks and runs – including the London Marathon. We introduced **eight new fundraising events**, attracting over 350 people including a Charity Golf Day, Big Trust Links Quiz and Carols by Candlelight. **Corporate volunteering and donations continued to grow**, with strong support from Ford Credit Group, Ford Dunton, Aegon UK and Simarco International Ltd for our Growing Together sites.



We have continued to be an active member of the Essex Chapter of **Citizens UK**, collaborating with other charities, faith groups, education institutions and partners to **improve outcomes and wellbeing for people in Essex through community organising**. We have involved our peers in this work, which involves listening to the needs and aspirations of our citizens and working together to influence change at institutional and political levels.



Wassailing



May Fayre



Christmas Fayre



The Gunny



Planting at The Gunny



Bee-come a Friend Campaign



Over the o2



Golf Day



Corporate Volunteering



Coproduction



Citizens UK Assembly

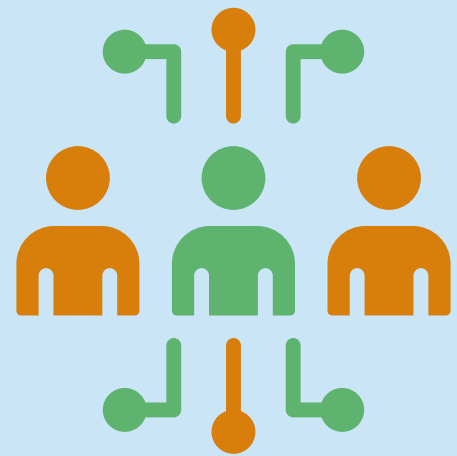


The Year in Numbers 2025/26



with 4838 people 'actively
engaging' across all projects

61 staff



20 bank staff

48.3 FTE (as of 31st
March 2026)



2775

**Wellbeing Groups &
Activity Sessions**
provided across all services



165

Volunteers
in regular roles



Growing Together

 **1046**
members

662 actively engaging

237 newly enrolled members

252 members moving on

789 Total sessions provided (including member days, women's group, dementia, courses and workshops).

6 people completed the Level 1 Diploma in Practical Horticulture. **1 person** completed the Level 2 Diploma in Practical Horticulture.

Sessions run



590
Individual
Member days



46
Women's Group
sessions



21
Benefit Support
Clinic sessions



50
Music Group
sessions



45
Art Group
sessions



Outcome Measures



76% Felt they had
meaningful structure
to their week



78% Felt **part of a community**



83% Felt they were
learning new skills



77% Felt more
comfortable **meeting new people**



77% Felt they were
improving or
maintaining their
physical fitness



70% Felt they were
progressing towards
employment or supported volunteering



60% Felt **less dependent**
on other people or
services

Improved Mental Health & Wellbeing

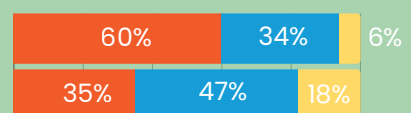
Short Warwick-Edinburgh Mental Well-Being Scale (S-WEMWBS):

 low wellbeing  high wellbeing
 moderate wellbeing

19.8
Baseline
score

22.8
Review
score

Baseline
Review



REACH Wellbeing Hub

(April – September 2025)

2145 
active members

750 people accessing 1-1 support sessions

686 people accessing peer support sessions

342 social activity sessions delivered

1802 people signposted to other services

Healthy Mind Hub

(October 2025–March 2026)

195 
referrals into the service

100 workshops/courses delivered of which, 66 were facilitated by/with peers

155 people accessed wellbeing workshops/activities

8 people attended co-production meetings

112 people signposted to other services

MSE Recovery College

333 
referrals into the service

167 courses delivered

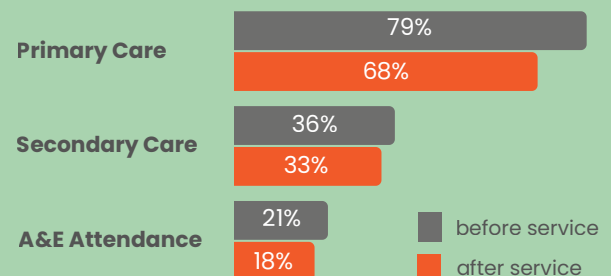
388 learning sessions delivered

1160 students booked a course

778 students attended a course

Reduced Use of NHS Services

(Client Service Receipt Inventory Data)



Reduced Depression PHQ9 Scores

15.5  **13.3**
Average First Score Average Last Score

(61% of members showed improvement in their PHQ9 scores Reduction in depression severity)

Improved Wellbeing S-WEMWBS Scores

15.7  **17.8**
Average First Score Average Last Score



Children, Youth and Families

Forest School

1733
total attendances
 115 sessions delivered

314 Shoburyness members
 352 Westcliff members
 10 Westcliff (Home Ed) group members
 9 Thorpedene School Sessions members

Bouldering Together

1088
total attendances
 151 sessions delivered

104 young people supported, including 71 new young people

Youth Links

1335
total attendances
 180 sessions delivered
43 Thundersley, 46 Westcliff Monday, 46 Westcliff Wednesdays, 45 Rayleigh

136 young people supported, including 88 new young people

Learning Together

567
total attendances
 72 sessions delivered

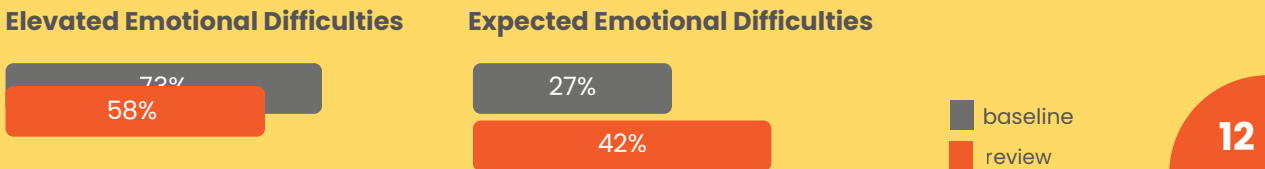
68 young people supported including 47 new young people

Improved Mental Health & Wellbeing



Learning Together = Improved Emotional Wellbeing

Young people accessing Learning Together demonstrated measurable improvements in emotional wellbeing over time. The proportion of young people experiencing elevated emotional difficulties reduced from 73% at baseline to 58% at review, whilst those within the expected range increased from 27% to 42%. Behavioural difficulty scores remained broadly stable, and average Me and My Feelings scores improved overall, reducing from 18.2 at baseline to 14.8 at review.





Trust Links Counselling (TLC)



43 clients actively engaged for full 12 session cycles

11 extensions of six sessions were granted

Over the year we supported 20 counselling students – ranging from diploma level 4-5 and degree years 2-3

We retain 5 active qualified volunteers on the roster. Two of whom are currently working with clients online and via telephone.

Over the period, we have had some engagement for telephone and online. **Face to face continues to be the preferred format.**



Trust Links Wellbeing App



811 users

408 WRAP plans completed

1386 exercises completed

178 Crisis plans completed

909 Wellbeing Videos watched in app

93 Safety plans completed

We were delighted to launch the Trust Links Wellbeing App in September 2025, thanks to **funding from Essex County Council and Mid and South Essex ICB.**

The app has become an important part of how we support people both alongside and in addition to our face-to-face services, **helping individuals to access wellbeing support in their own time** and build confidence in mental health self-management and recovery.

The app enables users to:

- track their wellbeing and mental health
- access a wide library of wellbeing tools, tips and techniques
- develop routines and coping strategies
- complete outcome measures digitally
- engage with support between sessions or while waiting for services

Alongside improving accessibility and engagement for users, the app has also strengthened our ability to capture outcomes and wellbeing data at scale, helping us better understand impact, identify trends and continuously improve services.

The introduction of digital outcome collection through the app and Charitylog portal has also helped reduce administrative burden for staff and service users. Historically, initial appointments could become heavily focused on lengthy assessments and data collection. By enabling people to complete elements of this digitally in advance, staff are able to spend more time building trust, rapport and meaningful therapeutic relationships from the very first session.

The app forms part of a wider digital innovation strategy focused on improving accessibility, supporting people to “wait well”, reducing administrative burden, strengthening operational insight and ensuring services remain sustainable as demand continues to evolve.

In June 2026 Trust Links will begin a formal evaluation of the app in partnership with the University of Essex. This will help us better understand the impact of the app both as a standalone wellbeing intervention and as a complement to face-to-face support, while also helping shape future development and Phase 2 funding opportunities

Growing Together



Westcliff



Shoeburyness



Thundersley



Rochford



Cressing Temple



Basildon



Canvey Island



St. Laurence Orchard

Growing Together remains at the heart of Trust Links' approach, providing **therapeutic, nature-based support that improves mental health, builds skills and strengthens communities.**

Established in 2000, the programme has grown into a well-evidenced model of social and therapeutic horticulture, supporting adults experiencing mental health challenges, social isolation and complex life circumstances. Independent evaluations over the past 25 years, alongside recent University of Essex research, demonstrate the programme's **sustained impact on wellbeing, confidence and social connection.**

Across the year, Growing Together has continued to expand in both reach and depth:

- **hundreds of members engaged across multiple sites**
- **strong growth in new participants alongside sustained long-term engagement**
- **delivery of accredited training, volunteering and employability pathways**

Participants join with significantly lower wellbeing than the general population. However, evidence from our outcome measures shows that engagement with Growing Together helps to stabilise wellbeing over time, which is a meaningful outcome for individuals experiencing ongoing mental health challenges and life disruption.

Alongside this, a significant proportion of members experience measurable improvements:

- **21.8% achieve a clinically meaningful increase in wellbeing**
- **improvements are seen in confidence, sense of purpose and feeling useful**
- **social loneliness reduces, with statistically significant improvements observed**

Importantly, the data highlights that:

- **emotional loneliness improves through participation**
- **sense of community and belonging increases significantly**
- **structure, skills and social confidence all improve over time**

This reflects the unique combination of:

- **nature-based activity**
- **peer support**
- **flexible, person-centred engagement**



Case Study: Stability, Belonging and Recovery

“Giles” joined Growing Together following a sudden and severe deterioration in his mental health, which led to hospitalisation, loss of employment and the breakdown of his relationship.

When he arrived, he was experiencing acute anxiety, isolation and a loss of identity. He described feeling that others *“did not know what to do with [him]”*. Through attending Growing Together, he found a welcoming, non-judgemental community, opportunities to connect with others through shared activity and a flexible environment with no pressure or expectations.

He described the environment as: *“Comfortable, like an old pair of socks.”*

Over time, this sense of belonging and routine helped stabilise his mental health. While wider life challenges

remained, Growing Together provided a consistent, grounding space that supported his recovery.

Reflecting on his experience, he said:

“

***“It’s like having a friend...
in times of trouble, they’re
there. Got your back.”***

He now volunteers and remains connected to the project, demonstrating the long-term impact of sustained, community-based support.



Why Growing Together Works

Research and evaluation consistently highlight three core mechanisms underpinning the success of Growing Together:

1. Connection with Nature

Engagement in gardening and outdoor activity supports:

- **reduced stress and anxiety**
- **improved mood and attentiveness**
- **increased connection to the natural environment**

Nature connection scores increase significantly over time, exceeding national averages.

2. Community and Belonging

Members consistently report:

- **feeling accepted and understood**
- **developing friendships and social networks**
- **reduced isolation**

The gardens are experienced as a safe, non-clinical environment where people can be themselves without stigma.

3. Purpose, Skills and Progression

Participants benefit from:

- **structured activity and routine**
- **opportunities to learn new skills**
- **pathways into volunteering, education and employment**

There are clear improvements in:

- **feeling useful**
- **confidence and self-esteem**
- **progression towards independence**

Growing Together continues to demonstrate the power of community-based, nature-led approaches to mental health.

The evidence shows that the programme:

- **stabilises wellbeing during periods of crisis**
- **reduces emotional loneliness**
- **builds confidence, skills and social connection**
- **supports long-term recovery and progression**

Recent research by University of Essex shows that our members join Growing Together with wellbeing scores statistically below the national average. Longitudinal analysis over five years demonstrated that Growing Together provides a protective, grounding environment that helps sustain wellbeing during periods of significant distress, instability and social disruption.

While deeper social isolation can persist and requires wider support, Growing Together provides a vital foundation – offering belonging, purpose and hope.

It is not always about rapid transformation, but about creating the conditions where people can feel safe, rebuild and move forward at their own pace.

Case Study: Rebuilding Trust and Hope

A middle-aged member Henry joined Growing Together while facing severe challenges including social isolation, psychological abuse within a domestic relationship, and suicidal thoughts. Initially, he had very low trust in services and professionals.

Through therapeutic gardening and consistent support from staff, he began to engage at his own pace. He accessed practical help, including emergency funding, and gradually built friendships within the group.

Over time, his outlook shifted significantly. He reported reduced suicidal thoughts, increased trust in others, and a renewed sense of hope. He is now actively making plans for the future.





EmpowHER

As part of the Growing Together offer, the EmpowHER programme has continued to provide targeted support for women experiencing isolation, low confidence, trauma and disadvantage.

Over a six-month period:

- **30 women engaged in the programme**
- **participants reported reduced isolation and increased confidence**
- **women built strong peer relationships and developed new skills**

The impact has been tangible:

- **one participant is preparing to return to medical studies**
- **two participants have secured employment**

Participants consistently highlight the importance of a safe, supportive, women-only space:

“

“I feel so confident when I leave, empowered to go on and do things for myself... I love the activities, the group dynamic, the creativity.”

“

“Amazing group, one of a kind... great support.”

As the cohort has progressed, participants began working collaboratively to design a cut-flower garden – a shared project reflecting their growing confidence, creativity and sense of ownership. EmpowHER demonstrates how tailored interventions within Growing Together can support specific groups to rebuild identity, confidence and independence.



Growing Together for Dementia

Growing Together for Dementia, delivered in partnership with Hamelin, provides therapeutic gardening and community-based support for people living with dementia and their carers, offering a meaningful alternative to traditional day provision. During the year, **54 sessions were delivered, supporting 38 people living with dementia and 7 carers.**

The programme has demonstrated clear impact in **reducing isolation, improving wellbeing and enabling people to remain active, engaged and connected within their communities.** Participants have reported increased confidence, renewed sense of purpose and enjoyment, while carers have benefited from valuable respite and peer support.

Many attendees had previously struggled to engage with other services. The project has created a **safe, welcoming environment** where people can reconnect with interests, build friendships and experience joy in shared activity. As one participant reflected:

“

“I was just sat at home looking at the same four walls... then the minibus brought me here and I’m so happy to be here with everyone.”



Case Study: Rebuilding Confidence, Connection and Joy

Cheryl, who is living with young-onset dementia alongside other physical and mental health challenges, joined Growing Together for Dementia having lost her connection to community and the hobbies she previously enjoyed.

Following her diagnosis, she had become isolated and experienced a loss of confidence and identity. Through attending the gardening sessions, she began to rebuild her confidence and rediscover a sense of purpose.

Over time, Cheryl developed new skills and reconnected with the natural environment. She began taking what she had learned home with her, demonstrating that learning and growth remain possible following a dementia diagnosis.

Cheryl's experience highlights how the programme supports individuals to rebuild confidence, maintain independence and reconnect with meaningful activity, even in the context of progressive conditions.

She describes the impact of the programme:

“

“I’ve really, really enjoyed my time here. I’ve learnt so much about gardening skills, I’ve taken these skills home with me. The garden is gorgeous here. The staff have been encouraging and supportive and have helped me a great deal.”



Working Together

Working Together supports people to **move towards employment, education and volunteering** through **tailored one-to-one support and group-based skills development**. Participants build confidence, improve wellbeing and develop practical employability skills such as CV writing, interview techniques and job searching.



Through this project, strong outcomes have been achieved, with participants progressing into employment, further education and volunteering roles in their local communities. **Of the 10 people on the programme, 5 have progressed to paid employment, 3 to education and 2 into volunteering.** Alongside this, measurable improvements in wellbeing and confidence highlight the programme's role in helping people overcome barriers and take positive steps towards independence.

Case Study: Rebuilding Confidence and Finding a New Path

Tracy joined Working Together after experiencing negative workplace environments that had impacted her confidence and self-esteem. Through one-to-one support, she was able to reflect on these experiences, rebuild her confidence and explore new career pathways. She describes the support as transformative:



"I felt supported and understood and most important of all, I never felt judged... I was given the chance to speak about my confidence and self-esteem and how I could rebuild it."

With this support, Tracy was able to identify a new direction and successfully secured a role as a Teaching Assistant. Reflecting on her journey, she said:



"Our chats were very therapeutic and made me realise that I can do this... I can believe in myself and my potential."

Her experience highlights the importance of personalised, relational support in helping people regain confidence and move forward into meaningful employment.





Let's Grow Together

Let's Grow Together aims to **share the successful model of our Growing Together project with other groups and organisations beyond Essex**, so that they do not have to reinvent the wheel and can learn from and replicate our approach in their own areas and contexts.

The fourth Let's Grow Together cohort provided training for **5 people representing organisations from across the UK**. Participants benefited from the programme, which included online sessions in project planning, fundraising, communications, garden design, staff and volunteer management, and project evaluation and impact assessment. Some of the participants also completed two days of work experience at our sites.



St Laurence Orchard

The 100 year old St Laurence Orchard continues to be maintained for the **benefit of wildlife, people and the harvest**. Regular work parties during the spring, summer and autumn helped to maintain the Orchard, looking after the century old trees alongside the newer trees and wide variety of species in the one acre space. **Wassailing in January** woke the trees up for the new year with traditional singing and a procession through the Orchard and meadow. **Apple Day in October** brought people together for the harvest and celebration of the Orchard.





Planters in Basildon Town Centre

Greening Projects

The Greening Basildon project, funded by Basildon Council through the UK Shared Prosperity Fund, officially launched on 27 March 2025 with a well-attended community event. Volunteers helped install new planters across the **town centre, Pitsea and Laindon**.

Since the launch, we have delivered 21 sessions involving 74 individual volunteers and creating 134 volunteering opportunities.

The Beechwood Community Garden project began in January 2024 in partnership with the Beechwood Village Community Trust. The goal is to transform a small area of land into a vibrant community garden for local residents.

Between April 2025 and March 2026, we delivered 16 gardening sessions, 3 Eco Days collaborations, and 5 Forest School sessions engaging with 26 children and 16 adults.

Victoria Weeden, Progression Tutor at TCHC Group College, shared:

“

“My learners gave me really good feedback from this afternoon's session. Thank you so much for making them feel welcome”.



Case Study: Ana and Mirela

Ana is 6 years old and has really enjoyed attending the Beechwood Forest School sessions. She particularly loves the crafts and hands-on activities, which have allowed her to be more creative, learn new skills, and explore nature in a fun and engaging way. The activities have helped build her confidence and encouraged her curiosity about the natural world. She always looks forward to the sessions and enjoys taking part in the different projects.

For me as a parent, the sessions have been equally valuable. They have given us quality time together in a calm and welcoming setting, away from the pressures of everyday life. Being outdoors and involved in nature-based activities has had a positive impact on our wellbeing and has helped us create enjoyable, shared experiences and memories.

What we appreciate most is the warm and inclusive atmosphere created by Emma and Frazer. Both are so friendly, encouraging, and always made us feel welcome. The sessions have not only been enjoyable but have also contributed positively to our wellbeing and sense of connection with the local community.

We are very grateful for the opportunity to attend the Forest School sessions at Beechwood Community Gardens and for the positive impact they have had on both of us.

Winter Tree Planting

Since December 2023, Trust Links has run annual winter tree planting sessions this year we have run them in partnership with Southend Forest Project. Together, we delivered five public planting sessions and four school-based sessions. **Over 3,000 trees were planted by more than 200 volunteers.**

Over the past three years, this partnership has enabled the planting of over 7,000 trees across Southend, Basildon, and Canvey.





Thurrock Community Food Growing Programme

The Thurrock Community Food Growing Programme is a partnership between Trust Links and Thurrock Council to create new food growing spaces that support **healthier, more connected communities in South Ockendon**. The project establishes five school-based growing gardens and one community garden, **helping children, families, residents and volunteers to learn practical growing skills, spend time outdoors and connect with nature**. In schools, the gardens will act as outdoor classrooms, giving pupils opportunities to choose what to grow, sow seeds, plant, harvest and learn about healthy eating and the natural environment.

Trust Links is working with schools, community groups and residents to design, build and launch the gardens, alongside training and support to help each site thrive beyond the first year. Teachers, teaching assistants, volunteers and community groups will receive practical guidance, resources and management plans so they can use and look after the spaces with confidence. By combining food growing, education, community engagement and capacity building, **the programme aims to leave a lasting legacy of skills, wellbeing and local ownership** within the South Ockendon community.



Eco Days and Environmental Programmes

During 2025–26, Trust Links delivered a wide range of Eco Days and environmental programmes, **supporting community connection, improving wellbeing and encouraging sustainable practices**. Across Milton in central Southend, Basildon, Rochford and Canvey Island, **over 100 sessions were delivered**, engaging a diverse range of participants in activities including eco crafts, cooking, gardening and repair workshops.

Programmes were delivered in partnership with local organisations and funders, with new initiatives launched alongside established provision. Workshops provided welcoming, accessible spaces where people could learn new skills, share experiences and build friendships, often over shared meals that strengthened social connection.

“A wonderful range of workshops in the community, using recycled and natural resources. Warm, welcoming sessions and a great place to learn new skills and meet people from the local community.”

The programmes also generated income through corporate workshops and public events, while strengthening partnerships and contributing to wider environmental awareness. Feedback consistently highlights the value of these sessions in reducing isolation, improving confidence and creating a sense of belonging within local communities. Sessions also supported people to adopt sustainable practices in their day to day lives.

Case Study: Rebuilding Confidence and Connection

Nancy began attending Eco Days following the sudden loss of her husband, at a time when she was experiencing grief and isolation.

Initially attending after a recommendation from a friend, Nancy gradually built connections with others at the sessions, including forming friendships with other widows. Through regular participation, she rediscovered a talent for creativity and began to rebuild her confidence.

Since then, she has expanded her involvement in the community, joining local classes and creative groups, and developing a wider support network.



She reflects:



“It is a very enjoyable experience both social and creative. As a widow I look forward to meeting the very friendly people that attend, and I enjoy the interesting classes.”

Nancy’s experience demonstrates how Eco Days provides not only practical skills and environmental learning, but also vital opportunities for connection, creativity and recovery following life-changing events.

We were delighted to host another full Permaculture Design Course in partnership with Spiralseed at our Westcliff site. At Rochford we hosted ‘Three Acres and a Cow’ in partnership with SEEOG – a history of land rights and protest in folk songs and stories. In May 2025 we were delighted to co-organise the Essex Green Weekend in partnership with Othona at Bradwell-on-Sea. The weekend included a lively mixture of music, workshops, talks, food and connection centred around environmental sustainability and resilience.





MSE Recovery College Partnership

The MSE Recovery College Partnership launched on 1 April 2025, bringing together **Inclusion, Provide CIC and Trust Links to deliver a consistent Recovery College offer across Mid and South Essex**. The partnership covers Southend, Castle Point, Rochford, Thurrock, Chelmsford, Maldon, Braintree, Basildon and Brentwood, including areas where there had not previously been a consistent Recovery College offer.

The partnership delivers accessible mental health and wellbeing courses and workshops through a **person-centred, educational recovery model**. Courses are shaped by co-production, student feedback and the involvement of people with lived experience, ensuring the offer remains grounded in the needs, strengths and experiences of the communities we serve.

The first year of the partnership has been a significant period of mobilisation, development and delivery. Alongside maintaining access to Recovery College courses, the partnership has developed new shared infrastructure to support a more **consistent offer across Mid and South Essex**. This has included the development of a new MSE Recovery College website as a single point of access, a new CRM system, staff and student handbooks, refreshed course content and marketing materials, partnership branding, **a single prospectus and a shared training offer for staff**.

The partnership has also expanded Recovery College provision into Basildon and Brentwood, strengthening access to recovery-focused education **in areas where there had not previously been a service offer**. As part of this expansion, Trust Links has extended its delivery into Laindon, Pitsea and Basildon Town, while continuing to deliver across its established South East Essex localities.

A key focus during the year has been the development of a clearer and more consistent student journey across the partnership. This has included shared approaches to referrals, Individual Learning Plans, student reviews, course booking, attendance monitoring and progression planning. These developments have helped to create **a more joined-up experience for students**, while supporting staff across the partnership to work to common standards.

A new partnership-wide **co-production structure** has been agreed, and development has started to **strengthen student voice at every level of the service**. This includes local

co-production meetings within each partner area, alongside central partnership co-production meetings where student representatives from across Mid and South Essex can **contribute to wider service development and decision-making**. This approach ensures that feedback from students and people with lived experience informs both day-to-day delivery and the strategic direction of the Recovery College.

Despite the scale of mobilisation during the first year, all three partners have continued to deliver a strong Recovery College offer. **During 2025/26, the Trust Links element of the partnership received 333 referrals or Expressions of Interest and registered 231 new students.** Trust Links created 228 Individual Learning Plans (ILPs) and completed 131 ILP reviews, supporting students to identify their goals, reflect on their progress and access courses relevant to their recovery journey.

Across the year, **Trust Links delivered 167 courses across 388 individual learning sessions.** This generated 1,160 course bookings and 778 attendances across South East Essex and the new Basildon localities, representing an attendance conversion rate of 67.1%.

Across the full MSE Recovery College Partnership, there were 803 referrals or Expressions of Interest and 646 new students registered during 2025/26. The partnership created 436 Individual Learning Plans and completed 564 ILP reviews. In total, the partnership delivered 555 courses across 912 individual learning sessions, generating 2,945 course bookings and 2,135 attendances. This represents an overall attendance conversion rate of 72.5%, **demonstrating strong engagement with the Recovery College offer** across Mid and South Essex.

Student feedback continues to highlight the positive impact of the Recovery College on confidence, connection, self-understanding and overall wellbeing. Students have valued the opportunity to learn alongside others with shared experiences, develop practical tools for managing their mental health, and access a supportive and inclusive learning environment.

The MSE Recovery College Partnership has created **safe, welcoming and recovery-focused spaces where people feel listened to, valued and supported.** The first year has laid strong foundations for a more consistent partnership model across Mid and South Essex, while retaining the flexibility to respond to local needs. Priorities for the year ahead include strengthening student progression pathways, embedding the co-production model, improving outcome reporting, and continuing to develop the quality, accessibility and reach of the Recovery College offer.



Case Study: Natasha's Story

Natasha enrolled with the MSE Recovery College Partnership on 8 January 2026.

Before joining the Recovery College, Natasha was experiencing significant challenges with her mental health, including anxiety, panic attacks and periods of low mood. Around the same time, she had also received a diagnosis of fibromyalgia, a condition that can affect both physical and mental wellbeing. These challenges became even more difficult when Natasha lost her job shortly afterwards.

As a result, Natasha became increasingly isolated and would only leave the house for essential outings. She explained that the thought of meeting new people, and the fear of being judged, felt extremely anxiety-inducing. This had affected her confidence, her belief in her own abilities, and her ability to engage socially or rebuild a daily routine.

After enrolling with the MSE Recovery College Partnership, Natasha initially signed up to the Arts and Crafts for Wellbeing course. This five-week course supports mental health recovery through hands-on creative activities and provides opportunities for students to meet others with shared experiences in a calm, welcoming and non-judgemental space.

Natasha said:



"I went to the Arts and Crafts for Wellbeing course initially. I really enjoyed meeting friendly, welcoming people and trying different activities in a peaceful cabin in an allotment setting. I enjoyed the journalling and check-in at the start, including sharing the bright points of the week and knowing others have similar lows, like anxiety around medical appointments".

"I actually started adult colouring after using the lovely acrylic pens on the course. I enjoyed the air-dry clay. I like keeping my hands busy and creating for mental relief."

Following this initial course, Natasha felt more confident in trying new opportunities and went on to attend the Cooking for Confidence course. This helped her continue building confidence, interact with others and develop practical skills that she could use in everyday life.

Since engaging with the MSE Recovery College Partnership, Natasha has experienced a number of positive changes. She has grown in confidence when meeting new people, improved her ability to leave the house and take part in activities, and developed a greater sense of optimism about the future. She has also enrolled in an Art for Wellbeing course at Southend City College and has begun attending psychoeducational evening courses online.

Natasha said:



"I now even attend a weekly evening course on understanding mental health with Trust Links, which before would have been too much for me, to be in a group, think and talk about how my mental health impacts me and the mechanisms behind it. These sessions are excellent: the content, delivery and compassion for people on the calls."

Through her time with the MSE Recovery College Partnership, Natasha has made meaningful progress in rebuilding her confidence, increasing social engagement and developing coping strategies to manage both her mental and physical health. She continues to build on this progress through ongoing learning and community involvement, demonstrating a positive recovery journey through the college.





Healthy Mind Hub

During 2025/26, Trust Links continued to deliver community-based mental health and wellbeing support, while also preparing for and mobilising a significantly expanded service across Mid and South Essex.

For the first six months of the financial year, Trust Links continued to deliver the REACH Wellbeing Hub under the previous contract. This longstanding service provided accessible wellbeing support across South East Essex, helping people experiencing low to moderate mental health challenges to build confidence, reduce isolation, develop coping strategies and connect with wider community opportunities.

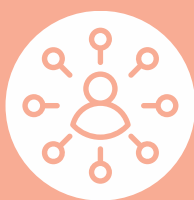
From October 2025, Trust Links began delivery of the new Healthy Mind Hub contract in partnership with Thurrock and Brentwood Mind, following a successful tender to Mid and South Essex Integrated Care Board. The Healthy Mind Hub builds on the strengths and learning from the previous REACH Wellbeing Hub, while significantly expanding the offer to cover the full Mid and South Essex footprint.

The move from the previous Wellbeing Hub contract to the new Healthy Mind Hub has represented a major period of mobilisation, transition and service development. **The service has moved from a more localised wellbeing offer into a wider partnership model covering Southend, Castle Point, Rochford, Basildon, Brentwood, Thurrock, Chelmsford, Maldon and Braintree.** This has required the development of new referral pathways, delivery locations, staffing structures, partnership arrangements, resources and systems to ensure that people across Mid and South Essex can access a consistent, safe and community-based wellbeing offer.

The Healthy Mind Hub provides accessible, community-based mental health and wellbeing support for adults experiencing mild to moderate mental health challenges. It offers a **welcoming alternative to more clinical services** and is designed to **complement existing pathways** by **supporting people at an earlier stage**, before difficulties escalate or require more intensive intervention.

At the heart of the service is a focus on what matters most to each individual. Participants begin with a one-to-one Wellbeing Conversation to explore their goals, strengths, current challenges and the changes they would like to make. This helps shape their journey through a structured six-week

based on the Five Ways to Wellbeing: Connect, Be Active, Keep Learning, Take Notice and Give. Through group-based workshops and activities, delivered both in person and online, **participants are supported to build confidence, develop routine, reduce isolation and connect with others in a safe and inclusive environment.**



Connect



Be Active



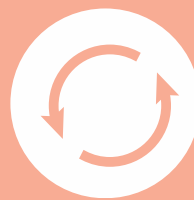
Take Notice



Keep Learning



Give



Review

A key purpose of the Healthy Mind Hub is to help people access the wider support already available in their communities, rather than duplicate existing provision. The service works closely with voluntary, community and statutory partners to bring local opportunities into the Hub and support participants to take their next steps into other groups, activities or services. Where helpful, this can include building peer connections before attending something new, or staff supporting participants within the group setting to attend initial sessions with other organisation, reducing the anxiety and stress that can come with accessing a new setting for the first time.

Since the new contract began in October 2025, significant work has taken place to embed the Healthy Mind Hub within local communities. This has included mapping local assets, building relationships with voluntary and community sector partners, engaging with primary care and wider referral routes, identifying suitable venues, developing promotional materials and creating links with organisations that can support participants beyond the initial programme. **This community-based approach is central to ensuring that people can access the right support, in the right place, at the right time.**

The partnership with Thurrock and Brentwood Mind has been central to the development of the new service, **bringing together local knowledge, mental health expertise and shared experience of delivering community-based support.** This collaborative approach has strengthened the reach of the Healthy Mind Hub and supported the mobilisation of the service across new areas of Essex.

Feedback from participants across both the previous Wellbeing Hub and the new Healthy Mind Hub has highlighted the value of community-based wellbeing support in improving confidence, connection, routine and wellbeing. People have valued the opportunity to access support in a non-judgemental environment, take part in meaningful activities, and connect with others who may be facing similar challenges.

The 2025/26 financial year has therefore been both a year of continued delivery and significant transition. Trust Links has maintained community-based wellbeing support through the previous REACH Wellbeing Hub, while also working with Thurrock and Brentwood Mind to establish the foundations of a new Mid and South Essex-wide Healthy Mind Hub. Priorities for the year ahead include increasing awareness of the new offer, strengthening referral pathways, embedding participant feedback and co-production, developing progression routes, improving outcome reporting, and **continuing to build strong local partnerships across the communities we serve.**



Therapeutic Services

Mental Health First Aid (MHFA) Training

During the year our inhouse trainer provided **training for 74 staff, volunteers and external partners** in MHFA.

“

“The course was very informative; the pace was good, and the mini tasks helped to reinforce and practice what we learnt.”

“

“A lot of information to take away, and effective delivery helped learn a lot. Self-reflecting tools were good, and helped understand where I can develop or bring skills into my job.”

TLC – Trust Links Counselling

We further developed our counselling service with volunteers and student placements as well as paid counsellors employed on a sessional basis. TLC is offered face to face at our Westcliff site and is also available online and via telephone.

We offer a competitive and affordable service with rates of £20 per session with a qualifying student, and £30 with a qualified counsellor.

39 Assessments completed

31 paying clients engaged with face-to-face, telephone and online sessions

3 volunteer counsellors

13 placement students



"I'm glad that I came to Trust Links for my counselling as you perfectly matched me with the right person. Everyone that I met at Trust Links were very friendly and it made me feel comfortable." – E



"She was amazing! I feel I got a lot out of our sessions and I'm in a much better place than I was when we started. I've got my homework and will continue." – T



"I cannot thank Trust Links enough for helping me throughout this process, I quite literally would not be the person I am now without your support." – P

Long COVID Group

We have been running a Long COVID Group (peer support meet-up and talking group) at Growing Together Westcliff every month since July 2023.

We have 18 members signed up to the group and average five to six attendees per session. Most of the members hold a diagnosis of Long COVID.

Children Youth & Families

Learning Together

Learning Together is an alternative provision for young people aged 11 to 16 who are unable to access mainstream education due to mental health challenges, often linked to conditions such as Autism or ADHD. Designed as a supportive and flexible environment, the project offers two-hour sessions over 12-week terms. These sessions focus on psychoeducation, emotional literacy and practical mental health tools, while also helping young people re-establish routines, build confidence and develop positive relationships with peers and professionals. Referrals are accepted from schools, parents and other agencies, with a focus on personalised support.

Workshops are experiential and cover a wide range of topics including managing emotions, building resilience, self-care, identity, and creative therapies such as pottery, animal therapy and drama. Outdoor trips and activities, including rock climbing and survival skills, help to keep sessions engaging, therapeutic and enjoyable. During 2025/26 the project delivered **72 sessions**, supporting **68 young people**, including **47 new participants**, with **567 attendances** across the year. Trust Links continues to encourage progression into its wider youth services, including Youth Links and Boulderling Together, helping young people build lasting support networks.

Learning Together measures outcomes using the *Me and My Feelings* questionnaire. Young people demonstrated measurable improvements in emotional wellbeing over time. The proportion experiencing elevated emotional difficulties reduced from **73%** at baseline to **58%** at review, while those within the expected range increased from **27%** to **42%**. Average Me and My Feelings scores improved from **18.2** to **14.8**, demonstrating the positive impact of early intervention and sustained support.

“

“Thank you all so much for your support, hard work, care and kindness you have showed my son over the last few months. He has grown in confidence and absolutely loves coming to Trust Links.”

“

“Thank you so much for helping me to be less anxious about school.”

“

“I can't thank you enough for the help and support you have all shown us over the last few months, you've all been absolutely wonderful!”

“

“Grace settled very quickly at Trust Links and found the sessions valuable. She felt the staff were supportive and friendly during her time at Trust Links. She enjoyed the practical sessions particularly the lavender therapy putty. Thank you for making her time with you so welcoming.”



Youth Links

Youth Links is a peer support group for young people aged 11–18, many of whom experience mental health challenges or are neurodiverse. It provides a safe, inclusive environment where young people can take part in creative activities, games, discussions and shared meals while developing friendships, confidence and practical life skills. Many attendees face anxiety, depression, social isolation, identity struggles or challenging home circumstances. Experienced youth workers provide trusted support within a welcoming, non-clinical setting where young people feel able to be themselves.

Sessions are delivered weekly across Trust Links sites in **Westcliff, Thundersley and Rayleigh**. During 2025/26 we delivered **180 Youth Links sessions**, supporting **136 young people**, including **88 new members**, with **1,335 attendances** across the year. The continued growth of Youth Links reflects the increasing demand for accessible community-based support that helps reduce isolation, improve wellbeing and create a strong sense of belonging.



"I just love it; it gives me something to do as I have nothing to do on Monday and it has now become the highlight of my week." Poppy – Thundersley Youth attendee

Bouldering Together

Bouldering Together offers affordable after-school climbing sessions at **Indirock**, providing young people with a fun, welcoming and supportive environment in which to improve both their physical and mental wellbeing. For just **£1 per session**, including a café voucher, young people can access two-hour climbing sessions supported by Trust Links youth workers. The project combines the benefits of physical activity with trusted adult support, helping young people develop confidence, resilience, perseverance and positive relationships while providing a healthy outlet for managing stress and anxiety.

During 2025/26 the project delivered **151 sessions**, supporting **104 young people**, including **71 new participants**, with **1,088 attendances** across the year. The combination of climbing, peer support and positive role models continues to provide an engaging and accessible way for young people to improve wellbeing, build confidence and develop skills that extend far beyond the climbing wall.



Families Growing Together

Families Growing Together, launched in 2021 as part of A Better Start Southend, used outdoor learning and environmental activities to support families' social and emotional wellbeing, while encouraging healthy eating, food growing and stronger connections with nature. Through gardening, Forest School activities and shared outdoor experiences, the project helped parents and children spend quality time together, build confidence and strengthen family relationships.

The project came to a successful conclusion in **May 2025**, following four years of delivery and significant impact across Southend. Throughout its lifetime, hundreds of families benefited from opportunities to improve wellbeing, reduce social isolation and develop practical skills together in supportive community settings. Many of the approaches developed through Families Growing Together continue to influence the wider Children, Youth & Families offer, ensuring its legacy lives on within Trust Links.



Forest School

Forest School provides children and families with regular opportunities to learn, play and develop through nature-based activities in safe, supportive outdoor environments. Sessions encourage curiosity, creativity, confidence and resilience while fostering a deeper connection with the natural world.

Following the conclusion of Families Growing Together in May 2025, Trust Links expanded its Forest School offer, introducing a new programme delivered every **Monday at Shoeburyness** and **Friday at Westcliff** throughout both term time and school holidays. During 2025/26, this new provision delivered **81 sessions**, supporting **584 children and young people**, with **1,503 attendances** across the two sites.

Alongside this community programme, Trust Links continued to deliver targeted Forest School sessions at **Thorpedene Primary School**, where **15 sessions** supported **10 pupils**, generating **82 attendances**. These sessions provide structured outdoor learning experiences that help children develop confidence, emotional resilience, teamwork and practical skills, while encouraging exploration, independence and a love of nature.

We were also proud that members of our Children, Youth & Families team successfully achieved their **Level 3 Forest School Practitioner qualification** during the year. This investment in our staff strengthens the quality and sustainability of our Forest School provision, ensuring children and families continue to benefit from high-quality, evidence-based outdoor learning experiences.

Forest School has become an increasingly important part of our Children, Youth & Families offer, providing accessible early intervention that supports wellbeing, encourages active learning and helps children build confidence, resilience and positive relationships with both their peers and the natural environment.



Achievement and Performance

The gross income for the year ended 31 March 2026 amounted to £2,915,773 including capital grants for Canvey Island at £745,381 (2025: £1,870,867) from the charity's own generated income, grants, donations and commissioned services. Resources expended for the same period totalled £2,170,412 (2025: £1,867,391) with the majority being applied to staffing costs in support of projects and the Charity's administration. The resources expended excludes capital expenditure, which is capitalised and included in the balance sheet as fixed assets in accordance with our accounting policies.

Trust Links continues to explore new opportunities, whilst endeavouring to sustain projects that are having a positive effect on people's outcomes and wellbeing.

Financial Review

Policies on reserves

The Board has established an objective whereby the General Unrestricted Funds (being the Unrestricted Funds not committed to or invested in fixed assets) held by the charity at the year-end should, if possible, be equal to 50% (six months) of the budgeted expenditure (other than capital expenditure) for the forthcoming year.

At this level of General Unrestricted Reserves, the Board believes it would be able to continue the current activities of the charity in the event of a significant short term drop in funding, although it would of course be necessary to consider how the funding would be replaced and / or activities changed if the shortfall was prolonged.

The General Unrestricted Reserves of £576,902 at 31 March 2026 represent approximately 3.2 months of the total expenditure budget (excluding capital expenditure) for the year ended 31 March 2027. The Board is endeavouring to gradually increase this towards the objective of 50% (six months) over the coming years, while recognising that this may not be achievable every year if existing activities are to be sustained. Although the current level of reserves is below the objective, the trustees believe, having taken into account the level of contracted income and promised grant income for the forthcoming year, that this is not inconsistent with their overall risk management strategy.

Principal funding sources and how expenditure in the year under review has supported the key objectives of the charity

Apart from expertise in many areas, a charity needs to have a healthy funding base to succeed in its objectives. Trust Links has been fortunate to obtain funding from a variety of sources since its inception.

We have been grateful to receive financial support from a number of sources, which are included in the Statement of Financial Activities forming part of this report.

During this year we have been successful in obtaining a broad range of funding sources to sustain and develop our projects including grants, commissioning, personal budgets, generated income and donations. We have also been awarded multi-year contracts and grants for many of our projects for the next few years, although fundraising will always be required to sustain and extend our vital work. We are further diversifying our income through investing in corporate and community fundraising and individual giving.

The investment policy and objectives, including the extent (if any) to which social, environmental or ethical considerations are taken into account

Trust Links is at present not able to consider specialist investment in any funds with a view to producing both income and capital growth. Most of its current income is applied to the costs of running the organisation, but if and when the receipt of income indicates that a sufficient surplus is being achieved, the Board will take professional advice with regard to the most appropriate investment opportunities.

Availability and adequacy of assets of each of the funds

The board of trustees is satisfied that the charity's assets in each fund are available and adequate to fulfil its obligations in respect of each fund.

Share Capital

The company is limited by guarantee and therefore has no share capital.

Structure, Governance and Management

Nature of the Governing Document and constitution of the charity

The charity is controlled by its governing document, a deed of trust, and constitutes a company limited by guarantee, as defined by Companies Act 2006.

The methods adopted for the recruitment and appointment of new trustees

The charity actively seeks to recruit trustees from as wide a spectrum as possible, the principal criteria being that they are supportive of the aims of Trust Links.

Those interested in becoming trustees are encouraged to take the opportunity to discuss the role and the work of the charity with other trustees and with members of staff and to visit our projects. Opportunities for understanding the charity and contributing to its work are made available to trustees.

We have successfully recruited additional trustees with skills in communications, HR and finance, further strengthening our board of trustees.

Board of Directors / Trustees

We regularly review the composition of our trustee board to ensure we have a wide range of skills and experience. We have several potential new trustees who are looking to be formally recruited to the board in the next year.

Staffing

We recognise and appreciate the commitment and dedication of all staff through times of change and their continuing efforts to support the aims of Trust Links and its members. We have continued to put extra support in place to protect and promote the wellbeing of staff whilst working from home and dealing with the additional demands on our services.

As of the end of March 2026 we have 61 regular staff working 48.3 full-time equivalent across 63 roles and 20 bank staff supporting across Trust Links projects. In the year we have successfully recruited 17 regular staff and 8 bank staff, with 6 regular staff leaving through the year and 5 bank staff. In addition we had 2 bank staff move to regular staff contracts and 2 staff move to bank contracts. We carry out exit interviews with leavers to understand and monitor the reason for leaving to gain an understanding of improvements that are needed to support staff retention.

This year we carried out our annual staff survey in-house. Feedback sessions were held with each team to understand the answers given and comments made. The focus was on what Trust Links did well, what needed improving and ways of doing things better. This was shared with managers, senior managers and trustees and an action plan drawn up for things to implement across the coming year. Overall results were positive, and actionable points raised to help to improve staff satisfaction and assist with staff retention and productivity.

Volunteers

Volunteers provide valuable support to the running of all Trust Links projects. We have a full-time Volunteer Service Manager to ensure that high calibre volunteers are recruited, inducted, trained and supported.

During the year we were fortunate to have 165 active volunteers.

We are grateful to all our volunteers for their commitment and support, making a significant contribution to the success of Trust Links in our communities.

The major risks to which the charity is exposed and reviews and systems to mitigate risks

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The Board has conducted a review of the major risks which the charity is exposed to and the systems in place to mitigate the risk. Internal risks are minimised by the implementation and regular monitoring of approved policies, procedures and protocols across Trust Links. These documents and their implementation are regularly reviewed to ensure not only compliance with legal and other requirements, but also so that they continue to meet the needs of the organisation and its clients.

Trustees

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

Mr M W Anderson

Mrs J Bliss

Ms J G Box

Ms S Dallat (resigned 6 May 2026)

Mr R Girgis (appointed 15 October 2025)

Mr D Grosvenor

Mr J Hodge

Ms L Norman

Ms A J Paterson

Ms J Phillips

Ms L Sharp (appointed 15 October 2025)

Mr M Singaravelou (appointed 15 October 2025, resigned 4 February 2026)

Mrs P M Stratford (resigned 17 March 2026)
Mr M Tebbs (appointed 27 January 2026)

Company secretary
Mr M A King

Patron
Mrs J Allen-King OBE

Auditor

In accordance with the company's articles, a resolution proposing that Maynard Heady LLP be reappointed as auditor of the company will be put at a General Meeting.

Disclosure of information to auditor

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees.



Mr R Girgis
Trustee

Dated 22nd September 2026

Statement of Trustees' Responsibilities For the Year Ended 31 March 2026

The Charities Act and the Companies Act require the board of trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity. In preparing these financial statements the Board is required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business;
- State whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.

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

The trustees are also responsible for the contents of the Annual Report and Accounts and the responsibility of the independent examiner in relation to the Annual Report and

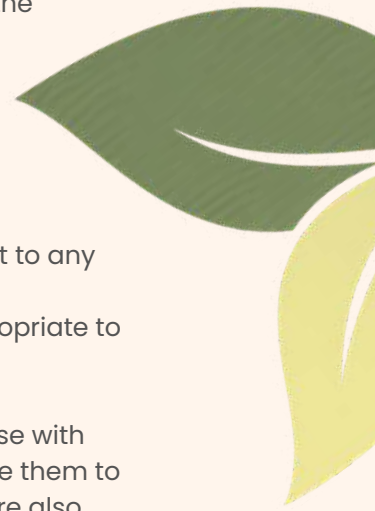
Accounts is limited to examining the report and ensuring that, on the face of the report, there are no inconsistencies with the figures disclosed in the financial statements.

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

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



Independent Auditor's Report to the Members of Trust Links Limited

Opinion

We have audited the financial statements of Trust Links Limited (the 'company') for the year ended 31 March 2026 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2026 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the

course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared, which includes the directors' report prepared for the purposes of company law, is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the statement of trustees' responsibilities, the Trustees, who are also the directors of the company for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from

fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Enquiry of management, those charged with governance around actual and potential litigation and claims.
- Enquiry of entity staff in tax and compliance functions to identify any instances of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

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

Daniel Keys ACA (Senior Statutory Auditor)

For and on behalf of Maynard Heady LLP, Statutory Auditor
Chartered Accountants
Matrix House
12-16 Lionel Road
Canvey Island
Essex
SS8 9DE

7 October 2026

Statement of Financial Activities including Income and Expenditure Account (for the year ended 31 March 2026)

	Notes	Unrestricted funds 2026 £	Restricted funds 2026 £	Total 2026 £	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £
Income from:							
Donations and legacies	3	139,691	2,604	142,295	93,669	1,734	95,403
Charitable activities	4	145,991	2,616,195	2,762,186	114,515	1,647,345	1,761,860
Investments	5	14,173	-	14,173	13,424	-	13,424
Total income		299,855	2,618,799	2,918,654	221,608	1,649,079	1,870,687
Expenditure on:							
Charitable activities	6	266,442	1,903,480	2,169,922	203,434	1,663,957	1,867,391
Net income for the year/ Net movement in funds		33,413	715,319	748,732	18,174	(14,878)	3,296
Fund balances at 1 April 2025		573,890	531,121	1,105,011	555,716	545,999	1,101,715
Fund balances at 31 March 2026		607,303	1,246,440	1,853,743	573,890	531,121	1,105,011

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derives from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

Balance Sheet

(as at 31 March 2026)

	Notes	2026 £	£	2025 £	£
Fixed assets					
Tangible assets	12		1,402,677		685,535
Current assets					
Debtors	13	78,336		445,600	
Cash at bank and in hand		1,252,413		870,396	
		1,330,749		1,315,996	
Creditors: amounts falling due within one year	14	(879,683)		(896,520)	
Net current assets			451,066		419,476
Total assets less current liabilities			1,853,743		1,105,011
Creditors: amounts falling due after more than one year			-		-
Net assets			1,853,743		1,105,011
Income funds					
<u>Restricted funds</u>					
General restricted funds		62,681		62,955	
Fixed asset funds		1,183,759		468,166	
	16		1,246,440		531,121
<u>Unrestricted funds</u>					
General unrestricted funds		388,385		356,520	
Fixed asset funds		218,918		217,370	
	17		607,303		573,890
			1,853,743		1,105,011

The financial statements were approved by the Trustees on 7 October 2026



.....
Mr R Girgis
Trustee

Company Registration No. 04351216

Statement of Cash Flows

(for the year ended 31 March 2026)

	Notes	2026 £	£	2025 £	£
Cash flows from operating activities					
Cash generated from operations	19		1,130,103		150,649
Investing activities					
Purchase of tangible fixed assets		(762,259)		(17,339)	
Investment income received		14,173		13,424	
Net cash used in investing activities			(748,086)		(3,915)
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			382,017		146,734
Cash and cash equivalents at beginning of year			870,396		723,662
Cash and cash equivalents at end of year			1,252,413		870,396

Notes to the Financial Statements

(for the year ended 31 March 2026)

1 Accounting policies

Charity information

Trust Links Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 47 Fairfax Drive, Westcliff on Sea, Essex, SS0 9AG.

1.1 Basis of preparation

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

Designated funds comprise funds which have been set aside at the discretion of the Trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used.

1.4 Income

Nature of income

Categories of Income

Income recognition

Gross income represents the value, net of value added tax and discounts, of goods provided to customers and work carried out in respect of services provided to customers.

Income is categorised as income from exchange transactions (contract income) and income from non-exchange transactions (gifts), investment income and other income.

Income from exchange transactions is received by the charity for goods or services supplied under contract or where entitlement is subject to fulfilling performance related conditions. The income the charity receives is approximately equal in value to the goods or services supplied by the charity to the purchaser.

Income from a non-exchange transaction is where the charity receives value from the donor without providing equal value in exchange, and includes donations of money, goods and services freely given without giving equal value in exchange.

Income recognition

Income, whether from exchange or non exchange transactions, is recognised in the statement of financial activities (SOFA) on a receivable basis, when a transaction or other event results in an increase in the charity's assets or a reduction in its liabilities and only when the charity has legal entitlement, the income is probable and can be measured reliably.

Income subject to terms and conditions which must be met before the charity is entitled to the resources is not recognised until the conditions have been met. All income is accounted for gross, before deducting any related fees or costs.

Income from legacies

Income from legacies is recognised when the charity has sufficient evidence that a gift has been left to them, that where required, probate has been granted, the executor is satisfied that the property in question will not be required to satisfy claims in the estate, that it is probable that the amount will be received by the charity, and the amount to be received can be estimated with sufficient accuracy, and that any conditions attached to the legacy are either within the control of the charity or have been met.

Where a payment is received from an estate or is notified as receivable by the executors after the reporting date and before the accounts are authorised for issue but it is clear that the payment had been agreed by the executors prior to the end of the reporting period, then the amount concerned is treated as an adjusting event and accrued as income in the accounting period if receipt is probable.

Where the charity has established entitlement to a legacy but there is uncertainty as to the amount of the payment, details of the legacy are disclosed as a contingent asset until the criteria for income recognition are met. Where a legacy is subject to the interest of a life tenant, the legacy is not recognised as income until the death of the life tenant.

If it is doubtful that full settlement of a legacy debtor will be received, then an adjustment is made to reduce the amount of the legacy debtor and legacy income rather than charging the adjustment as expenditure in the Statement of Financial Activities.

Donated goods, facilities and services

Donated fixed assets are recognised at the current fair value. All such donations are recognised as donation income, and debited to fixed assets.

Donated goods that are not fixed assets are accounted for at a fair value, unless it is impractical to reliably measure the value of the donated items.

In the absence of any direct evidence of fair value of donated goods, then a value is derived from the cost of the item to the donor or, in the case of goods that are expected to be sold, the estimated resale value after deducting any anticipated costs of sales.

If it is impracticable to measure the fair value of goods donated for resale, or the costs of valuation outweigh the benefits, the donated goods are recognised as income when sold,

with an equivalent amount being recognised as an expense.

The costs of goods donated for distribution to beneficiaries is deemed to be the fair value of those goods upon receipt. When the goods are distributed freely or for a nominal consideration, then the carrying amount is adjusted at the time of sale, to the value at the point of distribution and the adjustment is shown as a cost of donations made.

The carrying amount of any stock held for distribution is assessed for impairment at the reporting date. All donated goods are recognised as donation income, and debited to trading stock. When trading stock is subsequently sold, or appropriated to meet an expense, then the carrying value of the stock is recognised as an expense. In accordance with the SORP, goods donated for distribution to beneficiaries, or for consumption by the charity are included in 'legacies and donations'. Goods donated for resale are included in 'Income from other trading activities'

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt. If the goods held are to be distributed freely or for a nominal consideration, then the carrying amount is subsequently adjusted to reflect the lower of deemed cost adjusted for any loss of service potential and replacement cost. Replacement cost is the economic cost incurred if the charity was to replace the service potential of the donated goods at its own expense in the most economic manner.

Donated services and facilities (including seconded staff and use of property) are included in the accounts on the basis of the value of the gift to the charity.

All donated services and facilities are recognised as donation income when received, (provided the value of the gift can be measured reliably) and recognised as an expense with an equivalent value.

Accounting for deferred income and income received in advance

Where terms and conditions relating to income have not been met or uncertainty exists as to whether the charity can meet any terms or conditions otherwise within its control, income is not recognised but is deferred as a liability until it is probable that the terms or conditions imposed can be met.

Any grant that is subject to performance-related conditions received in advance of delivering the goods and services required by that condition, or is subject to unmet conditions wholly outside the control of the recipient charity, is accounted for as a liability and shown on the balance sheet as deferred income. Deferred income is released to income in the reporting period in which the performance-related or other conditions that limit recognition are met.

When income from a grant or donation has not been recognised due to the conditions applying to the gift not being wholly within the control of the recipient charity, it is disclosed as a contingent asset if receipt of the grant or donation is probable once those conditions are met.

Where time related conditions are imposed or implied by a funder, then the income is apportioned to the time periods concerned, and, where applicable, is accounted for as a liability and shown on the balance sheet as deferred income. When grants are received in advance of the expenditure on the activity funded by them, but there are no specific time related conditions, then the income is not deferred.

Any condition that allows for the recovery by the donor of any unexpended part of a grant does not prevent recognition of the income concerned, but a liability to any repayment is recognised when repayment becomes probable.

1.5 Expenditure

A liability, and the related expenditure, is recognised when a legal or constructive obligation exists as a result of a past event, and when it is more likely than not that a transfer of economic benefits will be required in settlement, and when the amount of the obligation can be measured or reliably estimated..

Liabilities arising from future funding commitments and constructive obligations, including performance related grants, where the timing or the amount of the future expenditure required to settle the obligation are uncertain, give rise to a provision in the accounts, which is reviewed at the accounting year end. The provision is increased to reflect any increases in liabilities, and is decreased by the utilisation of any provision within the period, and reversed if any provision is no longer required. These movements are charged or credited to the respective funds and activities to which the provision relates.

Staffing – on the basis of time spent in connection with any particular activity.

Staffing – on a per capita basis, based on the number of people employed within any particular activity.

Premises related costs – on the proportion of floor area occupied by a particular activity.

Non specific support costs – on the basis of the usage of resources, in terms of time taken, capacity used, request made or other measures

1.6 Tangible fixed assets

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

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

Freehold land and buildings	2% straight line
Plant and equipment	25% straight line
Computer equipment	33.33% straight line
Motor vehicles	25% straight line

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

Accounting for capital grants and fixed asset funds.

Gifts of tangible fixed assets or grants of a capital nature, given for the purposes of acquiring specific assets to be fully utilised in the furtherance of the objects of the charity, are credited to fixed asset funds after the donated asset has been received or sums have been properly expended on the restricted purpose.

Where the terms of the gift require the charity to hold the asset on an ongoing basis for a specific purpose, then the fixed asset fund so created is categorised as a restricted fixed asset fund, and the relevant restrictions are noted in the fixed asset note 9.

Where the terms of the gift are met once the asset is acquired, so allowing the charity to use the asset on an unrestricted basis, including the right to receive the proceeds of any future sale of the asset on an unrestricted basis, then the fixed asset fund so created is categorised as a designated fixed asset fund.

When assets are acquired for the furtherance of the charity's objects, utilising the charity's

objects, utilising the charity's own unrestricted funds, a transfer is made from unrestricted funds to a designated fixed asset fund.

Whether acquired with unrestricted or restricted funds, the asset acquired is initially shown in the balance sheet at the full cost of acquisition or subsequent revaluation.

As the related assets are depreciated, in accordance with the depreciation policy, in order to reflect the diminution in the asset, a transfer is made from the relevant fixed asset funds to either unrestricted or restricted revenue funds, as appropriate to the terms of the original gift, if any.

The effect of this policy is that the aggregate of all fixed asset funds shall equate to the net book value of fixed assets.

In the first year that this policy was adopted, a transfer to fixed asset funds was made equivalent to the net book value of the assets.

Any residual liability to the donor arising from, for example, the asset's future sale, is disclosed as a contingent liability unless the event that would trigger repayment of the grant becomes probable in which case a liability for repayment is recognised.

Insofar as this policy relates to Government grants and to the extent that it may be a departure from the FRS 102 SORP (Statement of Recommended Practice for Accounting and Reporting by Charities) 2015, (as amended by the Bulletin issued in February 2016), (The SORP), such departure is justified on the basis that it is in order to comply with the SORP.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

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

1.9 Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried

at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.10 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 company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Critical accounting estimates and judgements

In the application of the company'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.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2026 £	2026 £	2026 £	2025 £	2025 £	2025 £
Donations and gifts	139,691	2,604	142,295	93,669	1,734	95,403
	<u>139,691</u>	<u>2,604</u>	<u>142,295</u>	<u>93,669</u>	<u>1,734</u>	<u>95,403</u>

4 Charitable activities - Income

	Events, training and courses 2026 £	Charges for day services 2026 £	Grant income 2026 £	Contracts and commission income 2026 £	Total 2026 £	Total 2025 £
Recovery College	-	-	334,753	585,859	920,612	785,374
Trust Links	3,399	1,393	1,069,621	4,487	1,078,900	388,029
Growing Together	-	127,304	632,842	-	760,146	575,357
Wellbeing Hub	-	-	2,528	-	2,528	13,100
	<u>3,399</u>	<u>128,697</u>	<u>2,039,744</u>	<u>590,346</u>	<u>2,762,186</u>	<u>1,761,860</u>
Analysis by fund						
Unrestricted funds	3,399	128,697	9,408	4,487	145,991	114,515
Restricted funds	-	-	2,030,336	585,859	2,616,195	1,647,345
	<u>3,399</u>	<u>128,697</u>	<u>2,039,744</u>	<u>590,346</u>	<u>2,762,186</u>	<u>1,761,860</u>

4 Charitable activities - Income

For the year ended 31 March 2025

	Plant sales £	Events, training and courses £	Charges for day services £	Grant income £	Contracts and commission income £	Total 2025 £
Recovery College	-	-	-	254,424	530,950	785,374
Trust Links	-	3,080	4,577	370,887	9,485	388,029
Growing Together	421	-	88,302	486,634	-	575,357
Wellbeing Hub	-	-	-	13,100	-	13,100
	<u>421</u>	<u>3,080</u>	<u>92,879</u>	<u>1,125,045</u>	<u>540,435</u>	<u>1,761,860</u>
Analysis by fund						
Unrestricted funds	421	3,080	92,879	8,650	9,485	114,515
Restricted funds	-	-	-	1,116,395	530,950	1,647,345
	<u>421</u>	<u>3,080</u>	<u>92,879</u>	<u>1,125,045</u>	<u>540,435</u>	<u>1,761,860</u>

5 Income from investments

	Unrestricted funds 2026 £	Unrestricted funds 2025 £
Interest receivable	<u>14,173</u>	<u>13,424</u>

6 Charitable activities - Expenditure

	Events, Charges for training and day services courses		Grant income	Contracts and commission	Donations	Total 2026	Total 2025
	2026 £	2026 £	2026 £	2026 £	2026 £	£	£
Staff costs	951	35,590	969,215	507,881	39,071	1,552,708	1,439,907
Various other expenses	1,725	64,640	273,579	57,087	70,842	467,873	238,719
Professional fees	17	622	21,720	22	683	23,064	49,891
Insurance	112	4,185	4,958	5,456	4,594	19,305	15,497
Utilities	32	1,214	12,129	8,269	1,333	22,977	39,252
Building costs	158	5,909	11,627	6,416	6,488	30,598	37,170
	<u>2,995</u>	<u>112,160</u>	<u>1,293,228</u>	<u>585,131</u>	<u>123,011</u>	<u>2,116,525</u>	<u>1,820,436</u>
Share of support costs (see note 7)	363	13,741	23,921	7,092	-	45,117	39,213
Share of governance costs (see note 7)	10	386	6,114	1,770	-	8,280	7,742
	<u>3,368</u>	<u>126,287</u>	<u>1,323,263</u>	<u>593,993</u>	<u>123,011</u>	<u>2,169,922</u>	<u>1,867,391</u>
Analysis by fund							
Unrestricted funds	3,368	126,287	9,328	4,448	123,011	266,442	203,434
Restricted funds	-	-	1,313,935	589,545	-	1,903,480	1,663,957
	<u>3,368</u>	<u>126,287</u>	<u>1,323,263</u>	<u>593,993</u>	<u>123,011</u>	<u>2,169,922</u>	<u>1,867,391</u>

7 Support costs

	Support costs £	Governance costs £	2026 £	Support costs £	Governance costs £	2025 £
Depreciation	45,117	-	45,117	39,213	-	39,213
Audit fees	-	8,280	8,280	-	7,742	7,742
	<u>45,117</u>	<u>8,280</u>	<u>53,397</u>	<u>39,213</u>	<u>7,742</u>	<u>46,955</u>
Analysed between Charitable activities	45,117	8,280	53,397	39,213	7,742	46,955

Governance costs includes payments to the auditors of £8,280 (2025- £7,742) for audit fees.

8 Net movement in funds

	2026 £	2025 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	8,280	7,742
Depreciation of owned tangible fixed assets	45,117	39,213

9 Trustees

K Spencer was reimbursed during the year for a software licence totalling £0 (2025 - £6). No other Trustee (or any persons connected with them) received any remuneration or benefits from the company during the year.

10 Employees

The average monthly number of employees during the year was:

2026 Number	2025 Number
63	60

Employment costs

2026 £	2025 £
-----------	-----------

Wages and salaries

1,552,708	1,439,907
-----------	-----------

The number of employees whose annual remuneration was more than £60,000 is as follows:

2026 Number

£60,000 - £70,000

-

£70,001 - £80,000

1

Of the employees whose emoluments exceed £60,000, no employees have retirement benefits accruing under defined benefit pension schemes.

11 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

12 Tangible fixed assets

	Freehold land and buildings £	Plant and equipment £	Computer equipment £	Motor vehicles £	Total £
Cost					
At 1 April 2025	739,190	115,399	50,706	44,002	949,297
Additions	732,672	12,355	17,232	-	762,259
At 31 March 2026	1,471,862	127,754	67,938	44,002	1,711,556
Depreciation and impairment					
At 1 April 2025	93,510	103,414	29,207	37,631	263,762
Depreciation charged in the year	22,111	8,143	9,791	5,072	45,117
At 31 March 2026	115,621	111,557	38,998	42,703	308,879
Carrying amount					
At 31 March 2026	1,356,241	16,197	28,940	1,299	1,402,677
At 31 March 2025	645,680	11,985	21,499	6,371	685,535

The Charity is the registered owner of the leasehold for the Shoebury and Vange sites, and both are held at no value.

13 Debtors

	2026 £	2025 £
Amounts falling due within one year:		
Trade debtors	19,626	188,176
Other debtors	20,476	-
Prepayments and accrued income	38,234	257,424
	<u>78,336</u>	<u>445,600</u>

14 Creditors: amounts falling due within one year

	Notes	2026 £	2025 £
Deferred income	15	825,278	846,788
Trade creditors		41,611	33,618
Other creditors		2,476	6,539
Accruals		10,318	9,575
		<u>879,683</u>	<u>896,520</u>

15 Deferred income

	2026 £	2025 £
Other deferred income	<u>825,278</u>	<u>846,788</u>

Deferred income is included in the financial statements as follows:

	2026 £	2025 £
Deferred income is included within:		
Current liabilities	<u>825,278</u>	<u>846,788</u>
Movements in the year:		
Deferred income at 1 April 2025	846,788	395,557
Released from previous periods	(841,788)	(315,557)
Resources deferred in the year	<u>820,278</u>	<u>766,788</u>
Deferred income at 31 March 2026	<u>825,278</u>	<u>846,788</u>

16 Restricted funds

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

	Movement in funds				Movement in funds			
	Balance at 1 April 2024 (expenditure) £	Net income / (expenditure) £	Transfers £	Balance at 31 March 2025 £	Balance at 1 April 2025 (expenditure) £	Net income / (expenditure) £	Transfers £	Balance at 31 March 2026 £
General funds	43,158	(14,878)	34,675	62,955	62,955	715,319	(715,593)	62,681
Fixed asset funds	502,841	-	(34,675)	468,166	468,166	-	715,593	1,183,759
	<u>545,999</u>	<u>(14,878)</u>	<u>-</u>	<u>531,121</u>	<u>531,121</u>	<u>715,319</u>	<u>-</u>	<u>1,246,440</u>

16 Unrestricted funds

The income funds of the charity include the following unrestricted funds comprising the following unexpended balances:

	Movement in funds				Movement in funds			
	Balance at 1 April 2024 (£)	Net income / (expenditure) (£)	Transfers (£)	Balance at 31 March 2025 (£)	Balance at 1 April 2025 (£)	Net income / (expenditure) (£)	Transfers (£)	Balance at 31 March 2026 (£)
General funds	351,148	18,174	(12,802)	356,520	356,520	33,413	(1,548)	388,385
Fixed asset funds	204,568	-	12,802	217,370	217,370	-	1,548	218,918
	<u>555,716</u>	<u>18,174</u>	<u>-</u>	<u>573,890</u>	<u>573,890</u>	<u>33,413</u>	<u>-</u>	<u>607,303</u>

18 Related party transactions

There were no disclosable related party transactions during the year (2025 - none).

19 Cash generated from operations

	2026 £	2025 £
Surplus for the year	748,732	3,296
Adjustments for:		
Investment income recognised in statement of financial activities	(14,173)	(13,424)
Depreciation and impairment of tangible fixed assets	45,117	39,213
Movements in working capital:		
Decrease/(increase) in debtors	367,264	(332,505)
Increase in creditors	4,673	2,838
(Decrease)/increase in deferred income	(21,510)	451,231
Cash generated from operations	<u>1,130,103</u>	<u>150,649</u>



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