



TRUST LINKS LIMITED

REPORT & ACCOUNTS

For the Year Ended 31 March 2025



CONTENTS

Trustees Report	pg. 03-32
Independent Examiner's Report	pg. 33-35
Statement of Financial Activities	pg. 36
Balance Sheet	pg. 37-38
Notes to the Accounts	pg. 39-51



/trustlinksltd



/trustlinkscharity

THE REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025



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 2025. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities issued in March 2005.

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

(Appointed 14 May 2024)

Ms S Dallat

(Appointed 14 May 2024)

Mr D Grosvenor

(Appointed 18 March 2025)

Mr J Hodge

Ms L Norman

(Appointed 14 May 2024)

Ms A J Paterson

(Appointed 14 May 2024)

Ms J Phillips

Mrs P M Stratford

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.



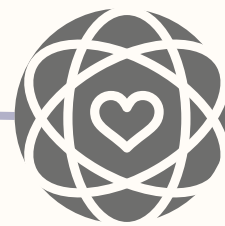
Our Vision

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.



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

Our services and projects have continued to grow and develop during the year, helping to support mental health, wellbeing and environmental education and engagement with increasing numbers of people in Essex.



During the year, Trust Links was recognised for our work with a range of nominations and awards. We were shortlisted for the King's Award for Voluntary Service, the charity equivalent of the MBE. Thirty-two volunteers were nominated for the SAVS Volunteer Awards and two were selected as finalists for their Awards Evening in June 2024. Trust Links won the Essex Business Awards in the Community Charity category and was also a finalist in the Environment category.

The Growing Together Westcliff, Shoeburyness and Thundersley sites all won the Green Flag Community Awards, recognising the hard work that our members, volunteers and staff put in to tending and developing the green spaces for our local communities.



We have continued the discussions and plans for new sites in Thurrock and Chelmsford. Havens Hospices are implementing the design for a community garden space that we developed with them.

Our online community continued to grow across our social media platforms, and our primary channel, Facebook, now exceeds 5,000 followers, with an additional 500 followers from the previous year. Our Instagram followers increased by 350, taking our followers to 1,850. 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 developments at The Gunny project on Canvey Island.

Trust Links in south Essex celebrat

16TH JULY CHARITY



Trust Links celebrating their 25th anniversary (Image: DAMIAN)

By Sophie England
Reporter
@Sophie_England_

Essex
Chelmsford
Echo

Our services and projects have continued to grow and develop during the year, helping to support mental health, wellbeing and environmental education and engagement with increasing numbers of people in Essex.



Our community events remain popular including Wassailing at St Laurence Orchard, Seed Potato Day in partnership with SEEOG and the Essex Asian Women's Association at Rochford, May Fayre at Westcliff, Shoeburyness Summer Fayre, Thundersley Afternoon Tea, Apple Day at St Laurence Orchard, and the Christmas Fayre at Westcliff. Additionally we ran a Great Big Green Week event in partnership with Rochford Council in June 2024. Several local businesses have attended, volunteered and sponsored key events.

We had 30 walkers raising funds at the annual Walking Together fundraiser, with a circular walk around the Shoeburyness area in September. Other fundraising events during the year included the Snowdon Sunrise Challenge in May 2024 with 30 participants, Barn Dance with 54 attending, Speakeasy Jazz Evening with 75 attendees and the Cycle Challenge in March 2025 with 31 cyclists.



Over the Christmas period we were nominated by the Castle Point Mayor as one of their charities and benefited from fundraising and raising awareness at the schools Christmas Concerts on Canvey Island. We have enjoyed being Charity of the Year for Aegon UK, Furtherwick Women's Institute and Boyce Hill Golf Club.

We were delighted to have been awarded a grant from the People's Postcode Lottery towards our core costs, which will be paid over three years.



THE YEAR IN NUMBERS



people supported

7395



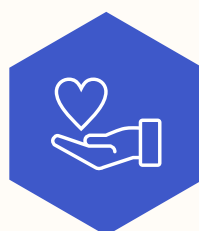
with 3,851 people
'actively engaging'
across all projects



52 staff

17 bank staff

42.8 FTE as of
31 March 2025



2848

Wellbeing Groups
& Activity Sessions
provided across all services

160

volunteers
in regular
roles



GROWING TOGETHER

587

members



581 actively engaging

228 newly enrolled members

134 members moving on

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

Sessions run



551
Individual
Member days



51
Women's Group
sessions



15
Cooking Together
sessions



46
Music Group
sessions



45
Art Group
sessions

Outcome Measures



77% Felt they had **meaningful structure** to their week

81% Felt **part of a community**

84% Felt they were **learning new skills**

78% Felt more comfortable **meeting new people**

79% Felt they were improving or maintaining their **physical fitness**

68% Felt they were progressing towards **employment or supported volunteering**

64% Felt **less dependent** on other people or services

16 people completed the **Level 2 Diploma in Practical Horticulture**

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

low wellbeing moderate wellbeing high wellbeing

19.1
Baseline
score

23.1
Review
score

Baseline
Review

65% 34% 1%
39% 49% 12%

REACH RECOVERY COLLEGE AND WELLBEING HUB

1004
referrals into
the service



801 courses, workshops, positive
activity sessions delivered

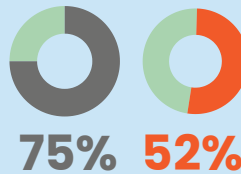
839 people receiving one to one
support sessions

216 People engaging with
Depression and Suicide
Prevention Pathway

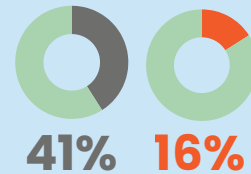
CSRI data: Service Usage (Client Service Receipt Inventory)



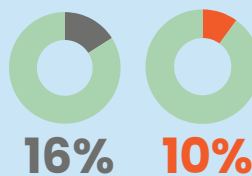
// Primary Care



// Secondary Care



// A&E Attendance



■ baseline ■ review

PHQ9 Scores

18.2 **12.0**

Assessment First Review
(Reduction in rate of depression)



Outcomes

Average S-WEMWBS scores
increased from 17.1 to 20.8



26
Progressed
to Education



18
Gained
Employment



29
Progressed to
Volunteering

CHILDREN, YOUTH AND FAMILIES

Families Growing Together and Dad's Group



1207
total
attendances

279 sessions delivered
249 individual families
supported including
133 new families

Bouldering Together



546
total
attendances

78 sessions delivered
79 young people
supported including 58
new young people
(21 of these had previously
attended other Trust Links
groups)

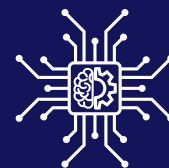
Youth Links



1226
total
attendances

159 sessions delivered
85 young people
supported including
50 new young people

Learning Together



450
total
attendances

72 sessions delivered
43 young people
supported

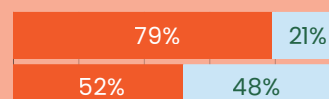
Short Warwick-Edinburgh Mental
Well-Being Scale (S-WEMWBS):

■ low wellbeing ■ high wellbeing
■ moderate wellbeing

19.1
Baseline
score

22
Review
score

Baseline
Review



TALKING TOGETHER



24

befriendees



15

befrienders



558

contacts



TRUST LINKS COUNSELLING (TLC)

31

clients



Online

engaged with face-to-face, telephone and online sessions

3

Volunteer
Counsellors

13

Placement
Students



THE GUNNY CANVEY ISLAND



The development and build of The Gunny site on Canvey Island was well underway in the year, with the launch of the building works taking place in December 2024. Significant additional capital funding has been raised from the government's Community Ownership Fund, Wolfson Foundation, Veolia Environment Trust, Edward Gostling Foundation and other funders, helping to ensure that the ambitions of the Canvey Island Big Local can be realised.

With thanks to funding from Active Essex, physical activity sessions including gardening, walking, cycling and litter picks have been provided on Canvey Island, engaging the community in the run up to The Gunny site opening in September 2025.

LISTENING TOGETHER

The Listening Together project took place from November 2024 to March 2025 and was delivered by our Peer Members and Volunteers, headed up by our Co-production Lead. The team undertook a series of engagement workshops across Castle Point and Rochford, gathering the voices and experiences of more than 100 people, using innovative methods learnt through our partnership with Citizens UK.

The engagement project resulted in these key recommendations, which have been disseminated widely with statutory authorities and decision makers:

1. Invest in local, face-to-face support options that are flexible, inclusive, and non-clinical in feel especially for those who are digitally excluded or isolated.
2. Embed lived experience into service design at every level, ensuring Co-Production isn't a one-off event, but an ongoing relationship with communities.
3. Fund preventative and community-based initiatives, such as peer support groups, youth projects, and drop-in wellbeing hubs that create meaningful connections before a crisis point.

4. Improve service continuity and follow-up care by tackling staff shortages and enabling smoother collaboration between services so people aren't repeatedly telling their story from scratch.

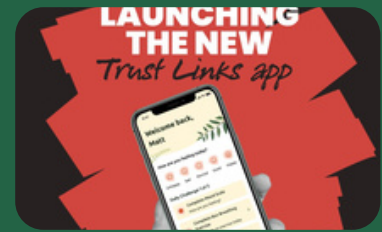
5. Strengthen mental health education in schools, workplaces, and communities, and provide self-advocacy training to empower individuals to seek help earlier.

This project has shown us that people know what they need and when they're given the space to speak, they offer not just insight, but hope. Our ask is simple: let's listen, and act together.

The Listening Together findings were shared at our Wellbeing and Recovery Conference in March, which was attended by 100 people including stakeholders, commissioners, peers and supporters. The conference also engaged people in the ICB's mental health service consultation, Greater Essex Devolution engagement and included a keynote presentation from Citizens UK about the way community organising can be used to influence system change.

TRUST LINKS WELLBEING APP

We were delighted to receive funding from Essex County Council and Mid and South Essex ICB to develop a new Wellbeing App. The App will be an essential resource to enable people to track their mental health and wellbeing, access a library of tips and techniques to improve their wellbeing and will also be an efficient way to capture outcome data at scale. We look forward to the App launching in September 2025.



GROWING TOGETHER

The Growing Together projects have been busier than ever. Each garden has continued to evolve and thrive, with therapeutic gardening for adults with mental health issues and mild learning disabilities at the heart of our offer. In total we had 581 adults actively engaged with the Growing Together service over the last year. Many have been referred to the project this year, whilst some have been members for several years. We had 228 new members start with the Growing Together projects during the year, and 134 members move on to other things.

Growing Together Westcliff continues to be our flagship garden. The project has been busy throughout the year, with 321 members attending and benefiting from the service. Members enjoyed the range of activities on offer alongside horticulture including art, music, yoga, creative writing, employment support, cooking and woodwork. The site hosted our May Fayre and Christmas Fayre, engaging the wider public in seasonal activities and providing an opportunity for fundraising to support the charity.

Our EmpowHer project piloted a women's only wellbeing group in the morning and a women's only gardening afternoon session at Westcliff on Thursdays. We have seen a large number of referrals of vulnerable women who lack self-confidence and have been victims of abuse who may find it difficult being in a largely male dominated space. The 6 week course focusses on female empowerment and development. Activities include recognising abuse, empowerment, self-confidence and self-belief, mindfulness, and meaningful crafts.

A, who had experienced up to 15 years of extreme social isolation and a significant loss of confidence, joined the Growing Together Westcliff project seeking support. Initially preferring quiet, solitary tasks, he was gently encouraged by staff to build trust and gradually engage with others in low-pressure environments. Over the course of 12 months, A made remarkable progress. He became more confident, began socialising in small groups, resumed old hobbies like working on his vintage car, and significantly reduced his anxiety. He credits the supportive environment, staff, and fellow members for helping him recognise his own growth and embrace a more positive outlook on life.

M, who faced long-term challenges including depression, anxiety, addiction, and trauma, joined the EmpowHer women's group feeling lonely, unmotivated, and stuck in negative thinking. Despite briefly withdrawing due to family issues, she re-engaged with support from staff and found the sessions to be transformative. In the safe, creative, and non-judgemental environment, M rebuilt her confidence, self-esteem, and sense of purpose, becoming an inspiration to others. Reflecting on her journey, she shared: "I feel a freedom that I can be myself here... I can honestly say this is the best thing I have ever chosen to do for myself... Every time you run this course you are literally saving someone's life."

We hosted a Permaculture Design Course in partnership with Graham Burnett from Spiralseed, enabling staff, volunteers and members of the public to learn Permaculture principles and how to put these into practice.



Growing Together Shoeburyness continued to be well maintained and very well used, with 103 adults with mental health issues and mild learning disabilities regularly engaging with the therapeutic gardening at the project. We ran adult days on Tuesday and Thursday, a women's group on Wednesday afternoons, Families Growing Together on Mondays and REACH on Fridays at the site. Home education groups and the Southend YMCA Bump to Breast Group also used the space regularly.

The Summer Fayre in July was a highlight of the year, welcoming hundreds of people from the local community to the garden.

Our team delivered the City & Guilds accredited Level 2 Diploma in Practical Horticulture at Growing Together Shoeburyness each Tuesday for 19 people.

Growing Together Thundersley is well established with therapeutic community garden days on a Friday, with 61 regular members.

Cooking Together ran successfully in Thundersley as well as Basildon, providing opportunities for people with mental health challenges to learn recipes and techniques for cooking on a budget.

The Community Shed is run by 5 volunteers, one of whom takes the lead. Last year they were also supporting one of our members, who gained new skills in woodwork and was empowered by being able to carry out some very difficult tasks. He said: "I love going to do the woodwork and I love making objects to sell at our events."

One participant began her journey with uncertainty, doubting whether she could complete the Level 1 qualification. Despite her apprehension, she was determined to progress to Level 2, though she felt particularly anxious about the written components, plant planning, and the use of Latin botanical names. Thanks to dedicated support from both the tutors and assessors, as well as encouragement from the Shoeburyness staff team, she not only completed the course but achieved some of the highest scores in plant identification. Her confidence in the garden has flourished. She now approaches tasks with initiative and has begun to take a leadership role in several projects - an inspiring example of personal growth and the power of community support.

Growing Together Rochford has been maintained to a high standard. 18 members enjoy accessing the project on a Friday and benefit from a healthy hot lunch each week.

Growing Together Cressing Temple, located between Witham and Braintree, continues to be enjoyed each Friday, with 21 members regularly engaging with the project.

A middle-aged male member joined the Growing Together project while facing severe challenges, including isolation, psychological abuse in a domestic relationship, suicidal thoughts, and deep mistrust of services. With support from staff, he engaged in therapeutic gardening, received listening support, and was gradually introduced to external agencies in a safe environment. He accessed emergency funding and began forming friendships, which helped rebuild his trust in professionals and services. As a result, he is now less suicidal, has hope for the future, and is actively making plans to improve his life, expressing that the support he received has been life-saving.



Growing Together Basildon has been open on Mondays and Wednesdays throughout the year. We have seen the garden continuing to mature and develop, with excellent engagement from the project's 47 members and support from the public. The site is now used throughout the week, with regular hires from Clarion Housing and Adult Community Learning, and weekly sessions run by REACH Recovery College.

Funding has been obtained from the Wates Family Enterprise Trust to provide educational sessions on nature-based solutions, improving biodiversity and sustainability in construction. Sessions will be provided in partnership with John Little in the summer of 2025 for local builders and construction professionals as well as community members.

GROWING TOGETHER FOR DEMENTIA

With thanks to Health Inequalities funding from the MSE ICB, we worked with Hamelin to pilot a dedicated therapeutic gardening programme for people living with dementia. Based at Hamelin's walled garden in Sutton Road, Rochford, we provided weekly sessions each Tuesday for adults with mild to moderate dementia and have seen 15 to 20 regular attendees each week, with 32 members and 6 carers engaging with the project in total.



A carer said: "Tuesdays are now "ME" days! My husband has never been a gardener – always played sport – now with dementia, unable to remember where the next hole is at golf, he actually enjoys these garden tasks and the company every Tuesday. When we leave home- he says, "I don't want to go", once here – he doesn't want to go home!! It's been SO good for him, fresh air, nice company – so much better than TV and dozing in his armchair. SO good for me too. I stayed the first few weeks to acclimatize him with the surroundings, now I leave him for a couple of hours and 10 he's fine and well-looking after. [The team] seem to know and understand dementia sufferers' needs and I'm forever grateful to them all for all they do. A few hours away for me helps my mental state, so we both benefit from Tuesdays. Many thanks to all, long may this venture continue."

ROOTS TO WORK

Our DWP-funded employability programme provided keyworker support, positive and therapeutic activities, support with job searching and applications for 32 adults.

Over the course of the year, members participated in a 12-week course designed to support their journey back into work and personal development. The programme focused on building confidence, self-esteem, and practical skills such as interview techniques, teamwork, and managing workplace relationships. Members created personal development plans, identified and addressed barriers to employment, and engaged in group discussions and one-on-one support. Many also achieved the Level 1 Certificate in Horticulture, gaining hands-on experience in lawn care, plant maintenance, and tool use, which significantly boosted their confidence and motivation.

In addition to the structured course, members took part in weekly therapeutic gardening sessions at Growing Together, where they engaged in creative and wellbeing-focused activities such as music, art, and woodwork. These sessions fostered a strong sense of community and achievement, with members producing handcrafted items like planters and festive decorations. The programme successfully met its objectives, with members regularly attending, engaging with staff and peers, and achieving both skills-based and social justice outcomes. They developed essential life and employability skills, improved their communication and self-belief, and exceeded their own expectations.



A member referred by outreach support to the Roots to Work programme initially struggled with severe anxiety and depression, rarely leaving her home or engaging socially. With gentle encouragement through gardening and one-to-one support, she gradually built confidence and joined the Roots to Work programme. Through small group work and skill-building, she began applying for jobs, secured two interviews, and was offered work over the summer holidays. Her transformation has been remarkable. She now attends garden sessions twice weekly, participates in therapeutic art and music groups, and has rekindled her passion for social activities, demonstrating significant personal growth and resilience.



WORKING TOGETHER

The Working Together project supports individuals with mental health challenges in moving towards employment, education, and volunteering. By the end of March 2025, 7 members are volunteering, 12 are enrolled in training courses (mainly through Southend Adult Community College), and 10 are in paid employment across a variety of sectors. The programme focuses on building basic employability skills, which are assessed at the start and reviewed throughout participation. All 21 participants who completed both stages showed improvement, demonstrating the project's strong impact. Successes are attributed to the tailored, consistent support offered to overcome personal barriers.

The project also fosters community engagement and volunteering through events like the Knitworking Day, where participants made donations for local causes, and the Seed Potato Day promoting sustainable gardening. A community litter pick on Canvey Island brought people together in meaningful environmental action. Across these events, 35 members volunteered their time, gaining confidence and forming supportive peer relationships. The project has proven to be more than a pathway to employment – it's a space where people build resilience, friendships, and a renewed sense of purpose.



"I was introduced to Trust Links via my Mental Health Nurse who diagnosed me with PTSD, after experiencing some medical trauma. To begin with I had no idea who Trust Links were, and was initially reluctant to engage with any support from them. However, the team did not give up on me and in my darkest times they supported me when I had no hope."

The check-in phone calls, inviting me to employment events, advice on grants, food banks or just being a sounding board for applications/interview prep helped me to keep going one day at a time. I want you to know how truly valuable your service is in the community, and in particular the work that the team do. There are many people that are suffering right now and unfortunately some will slip through the cracks. So I feel so fortunate that I was introduced to your Trust Links and that you've employed staff with empathy, kindness and patience.

I hope that one day in the future I can pay back in kind all of the amazing things that Trust Links have done, and continue to do for me."

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 third Let's Grow Together cohort provided training for fifteen people representing organisations from across the UK. Participants benefited from the programme, which included sessions in project planning, fundraising, garden design, staff and volunteer management, and project evaluation and impact assessment.

"The course has provided me with the information and support to move forward with our project. It has inspired me to realise what is achievable and I came away from the 2 work experience days filled with enthusiasm, great ideas, meeting members using the gardens was so motivating. The course content has been useful and the speakers very helpful and I also learnt from the other participants and their project ideas. Thank you to the team for an excellent experience."

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.

In the meadow the tool store, container classroom and composting toilet have been invaluable, providing essential facilities for people on work parties and an educational space for workshops and groups, helping the Orchard to be far more accessible and usable.

We have received some funding from the Veolia Sustainability Fund to create a wildlife pond and other habitats in the St Laurence Orchard's meadow area.



GREENING PROJECTS

Following three years of Greening projects in Basildon, we have successfully enabled the Friends of Northlands Park to operate as an independent group.

We have been funded by Basildon Council to recruit volunteers to maintain the planters in Basildon Town Centre over the course of three years.

Working in partnership with Beechwood Village Community Trust, we have engaged 11 regular residents in 16 activities in the local area. Significant progress has been made in the community garden area, with the installation of new accessible paths, raised beds, a tool store, compost bays and benches, and have planted espalier apple trees.

A participant from the Friends of Northlands project was inspired by the positive impact of small, consistent changes. Motivated by this, she took initiative to transform an overgrown communal space on her street. After engaging her neighbours and gauging interest, they collaborated and secured support from the local community group, Heart of Pitsea, to fund plants. Together, they organised a community action day to revitalise the area. The group continues to care for the space, holding seasonal action days to maintain and replant it as needed. This initiative strengthened community ties and turned a neglected area into a shared, valued green space.

11 Regular Residents **16 Activities in the local area**

We hosted another Green Get Together in Southend in September, enabling environmentally interested individuals and groups to share their projects and aspirations.

During the year we held 6 tree planting sessions across Essex including: St Laurence Orchard, Northlands Park, The Gunny, Oakwood Park, Southchurch Park, and Gainsborough Park. We planted 1,300 trees in total with 197 volunteers supporting the project.

ECO DAYS

Eco Days at Milton, run by Trust Links on behalf of Milton Community Partnership since May 2024, offer a relaxed, inclusive space for local residents to learn new skills, connect socially, and improve wellbeing. Co-designed with a core group and supported by SAVS Milton Community Builder, the sessions include communal meals, informal signposting, and workshops shaped by community feedback. Attendees report benefits to their mental health, and strong friendships have formed, with some participants arranging meet-ups outside the sessions. Sessions run mornings, afternoons, and evenings to ensure accessibility for all, including those who work during the day.

At the end of the project 39 workshops have been delivered covering cooking, eco crafts, and gardening. Highlights include jam-making, sauerkraut, eco dyeing, and aromatherapy candles. The sessions also promote community resources like the Southend Food Club and LEAP, helping people access affordable food and energy support. The communal meals provide a chance for people to chat and make friends. With 78 active members and 206 total attendances recorded, the project has shown strong engagement and positive social impact.

"It is a very enjoyable experience both social and creative. As a widow I look forward to the workshop to meet up with the very friendly people that attend, and I enjoy the very interesting classes. Fiona is so lovely; she is a very good teacher and the food she prepares for lunch is always tasty too." Nancy

”

"Met up with friends but also met new people. Always so friendly and welcoming. Lunch is lovely, particularly Fiona's famous soups! Great to learn new skill and also revisit and improve on previously learnt skills. Favourites have been marmalade, chutney, sauerkraut, Christmas treats, eco printing, and many more that I can't remember! Thank you." Val

Since January 2025, the Eco Days project has been successfully running in Basildon, building on the popularity of workshops previously delivered in Southend, Rochford, and Castle Point. The programme is now active across three key sites: Trust Links Basildon, The Beech Community Hub, and Beechwood Community Garden, in collaboration with Greening Basildon.

To date, we've delivered 13 workshops, with 7 more planned. Sessions have included Saturday events, Friday after-school activities, and dedicated days with Growing Together members. So far, 38 individuals have taken part, engaging with nature, sustainability, and community-led learning.

We organised the Essex Green Weekend at Othona in May 2024 and supported a number of other events throughout the year such as the Hamlet Court Road in Harmony Festival in May and the Great Big Green Week Event with Rochford District Council.



REACH

REACH WELLBEING HUB

The REACH Wellbeing Hub has continued to be in great demand, with a high number of referrals from the Primary Care Mental Health Nurses, social prescribers, social services and other agencies. We respond with an initial assessment, signposting to other specialist agencies where appropriate. Members access a weekly call or meeting for a fixed number of weeks if required. Working in partnership with the SS9 PCN in Leigh-on-Sea our Mental Health Navigator provided a bridge between REACH services, other groups in the community and the Primary Care Network's mental health multidisciplinary PACT Team.

We delivered the Depression and Suicide Prevention Pathway, responding to people referred by Primary Care with up to six weekly telephone calls to support the wellbeing and recovery of individuals.

We delivered and sustained a range of support groups and peer groups through the REACH Wellbeing Hub across Southend, Castle Point, Rochford and online. 508 individual groups were delivered included walking groups, mindfulness, art and crafts, music, fishing, bouldering at Indirock, cycling with Hadleigh Country Park, Rowing with Lower Thames Rowing Club, and Pottery with Southend Adult Community College among other partners within our community.

The Wellbeing Hub received 750 referrals to the Hub and associated projects in the year. 227 of these referrals went via the Depression and Suicide Prevention Pathway. Due to the demand, we had a growing waiting list.

NW was in a vulnerable state when intervention began, experiencing severe mental and physical health challenges. Illiterate and socially isolated, he struggled to manage correspondence from housing and external agencies. His broken bed contributed to poor sleep, worsening his mental health. He received six weeks of in-person support at our Canvey Island social group, focusing on reading and addressing his letters. Despite initial challenges with engagement, practical interventions such as obtaining a new bed, liaising with his GP regarding suicidal thoughts, and initiating support for benefits and a bus pass helped stabilise him. Support from Peabody and Castle Point Borough Council became ongoing. By week five, he reported improved sleep and reduced distress. He reconnected socially through the group, recognized familiar faces, and showed interest in continuing attendance. A referral to Growing Together Thundersley was made for long-term support. Ongoing efforts include securing hearing aids and progressing his mental health nurse referral and bus pass application.

KM, a 39-year-old with moderate learning difficulties and a history of severe mental health challenges, was referred to Trust Links by his GP due to suicidal ideation and auditory psychosis. Initially reluctant to engage, KM struggled with multiple agency involvement and confusion around support pathways, but gradually built trust with his key contact at Trust Links. Over six months, he disclosed more about his traumatic childhood, complex diagnoses including EUPD and suspected PTSD, and his reliance on his partner for managing daily life. Through a trauma-informed approach, KM has begun to engage with services more effectively, is now connected to Adult Social Care for a personal assistant, and is awaiting therapy support. He views Trust Links as a safe and supportive environment, and is working toward transitioning to the Growing Together programme, with ongoing support from NHS mental health services.

REACH RECOVERY COLLEGE

The REACH Recovery College team has delivered a wide range of courses and workshops across South East Essex and online, all developed and delivered in co-production with people who have lived experience of mental health challenges. In response to feedback from our members, our historic course topics, such as anxiety, confidence, self-compassion, food and mood, and healthy sleep habits were refreshed and consolidated into a structured 15-week Recovery Programme. This programme is divided into three modules: Understanding, Managing, and Maintenance. It is designed to help individuals gain insight into their mental health, build practical tools to manage their wellbeing in the present, and feel empowered to maintain positive mental health beyond their time at the Recovery College.

The Recovery College has continued to go from strength to strength, successfully delivering 400 individual courses to 647 students across South East Essex. Feedback from our students consistently highlights the positive impact on confidence, connection, and overall wellbeing. Many participants have gone on to access volunteering, training, and employment opportunities, while others have joined our co-production group to shape future courses and services. The Recovery College has created a safe, inclusive space where people feel listened to, valued, and supported, laying the foundations not just for recovery, but for personal growth and long term resilience.

An analysis of outcomes for the REACH Wellbeing Hub and Recovery College suggests that engagement with the service is having a positive impact on individuals' mental health and wellbeing, with average SWEMWBS[1] scores increasing from 17.1 to 20.8. PHQ-9[2] depression scale scores dropped from an average of 18.2 (moderately severe depression) to 12 (moderate depression), and secondary care usage dropped from 41% of individuals to 16% of individuals accessing secondary care services. In addition to this, Accident & Emergency attendances for mental health crises reduced from 16% of individuals

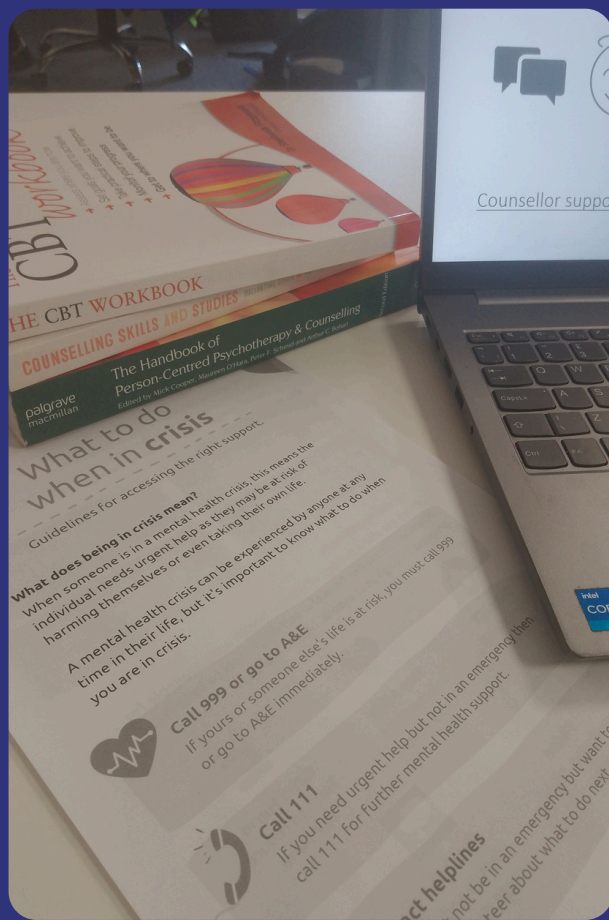
attending in the previous three months to 10%, demonstrating a reduction in demand on costly NHS services. REACH supported 28 members in gaining employment, 26 into further education and 29 into volunteering posts.

Additional Health Inequalities Funding enabled us to extend the Recovery College offer to Basildon during the year, with regular delivery from our site in Vange.

B, a man in his 50s, was referred to Trust Links for support with PTSD, stress, and anxiety, compounded by housing challenges. He began attending the Growing Together therapeutic gardening sessions in Basildon and later enrolled in the REACH Recovery College, completing all three modules of the programme. Throughout the course, B grew in confidence, actively participating and supporting fellow group members. Inspired to give back, he transitioned into a peer volunteer role, contributing to the development and delivery of a new course, Drawing for Mindfulness. He now co-facilitates the group with staff support. Beyond Trust Links, B has also started volunteering with a local cycling organisation, further strengthening his connection to the community.

During the course of the year, we worked with MPFT and Provide CIC to align the Recovery College delivery across Mid and South Essex through a structured dialogue approach. We have secured a further three year's contract for the Recovery College through our new partnership, which is led by MPFT with the MSE ICB.

"I can honestly say I don't know where I would be now without these amazing people who go above and beyond in helping me and others with their mental health issues so thank you all."





TALKING TOGETHER TELEPHONE BEFRIENDING

During the year we worked with 15 volunteers supporting 24 befriendees. Talking Together was originally set up as a response to COVID for those that were unable to leave their home and to provide flexible volunteering opportunities. As volunteering habits have changed and the need for the service has decreased, we decided to end the project, transitioning volunteers and beneficiaries to other projects within Trust Links as appropriate.

Rosy, a 66-year-old woman living with severe sight loss, has faced significant grief and isolation due to her deteriorating vision and limited local support. Though in touch with Southend in Sight, her independence and financial situation restrict access to wider assistance. For the past five months, Rosy has been receiving regular befriending calls from volunteer Susan, which she has found very supportive. As the call cycle nears its end, plans are underway to help Rosy stay connected by attending sessions at Growing Together Westcliff with a PA, offering her valuable social inclusion and sensory engagement opportunities.

MENTAL HEALTH FIRST AID TRAINING (MHFA)

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

3
Volunteer
Counsellors

13
Placement
Students

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 2-hour sessions each week over 12-week terms. These sessions focus on psychoeducation, emotional literacy, and practical mental health tools, while also helping young people re-establish routines and regain confidence in engaging with peers and professionals. Referrals are accepted from schools, parents, and other agencies, with a focus on individualised support. Workshops are experiential and cover a wide range of topics including managing emotions, building resilience, self-care, identity, and creative therapies like pottery, animal therapy, and drama. Outdoor trips and activities like rock climbing and survival skills are also incorporated to keep sessions engaging and therapeutic.

From April 2024 to March 2025, the project engaged 43 young people across multiple terms and received 60 referrals during the academic year. There were 450 attendances over 72 Learning Together sessions. Trust Links aims to integrate participants into its wider youth services, such as Youth Links and Boulderling Together, promoting long-term engagement and holistic mental health support.

Learning Together tracks progress using the Me and My Feelings questionnaire. Between October 2024 and March 2025, participants showed improvements in emotional and behavioural wellbeing. Average emotional difficulty scores dropped from 11 to 9, moving into the expected range, while behavioural scores decreased from 5 to 4. The percentage of young people with elevated emotional difficulties reduced from 44% to 37.5%, and elevated behavioural difficulties from 38% to 31%, showing positive impacts on mental health.

"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!"

"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."

"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 face mental health challenges or are neurodiverse. It offers a safe, inclusive space with therapeutic, creative, and social activities like crafts, games, and discussion sessions to support mental and physical wellbeing. Young people can also enjoy a meal and build life skills. Many attendees face issues such as anxiety, depression, identity struggles, or difficult home lives. Trained staff provide a non-clinical environment where young people can talk openly and for positive relationships.

Sessions run weekly across Trust Links locations in Westcliff, Thundersley and from a hired site in Rayleigh. During the year we ran 159 Youth Links sessions attended by 85 young people. There were a total of 1,226 attendances over the year.

Feedback from Thundersley Youth attendees:

"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.



"It's a safe place to talk about anything, I come to socialise, learn skills in teamwork, have a chat and learn new skills in the kitchen. I feel like I can openly speak about things that I wouldn't feel comfortable speaking to my parents about." Jess.



"I like that I can spend time away from my house, do fun activities and cook and it's a quiet safe space, where I can forget about all my problems." Isla.



"I can get away from my mad house and learn new things." Tilly.

"This is the best thing in my week, it's the only thing I look forward to." Casper.



"I love coming here as you let me cook, my mum doesn't let me near the kitchen at home." Casper.

Unfortunately lack of funds prevented us from delivering Dig It Youth during 2024/25, but thanks to a partnership with East Beach Residents Association, we were able to obtain funding to recommence delivery at our Shoeburyness site in Spring 2025.

**Thundersley
Youth**

FAMILIES GROWING TOGETHER

Families Growing Together, launched in June 2021, is an early intervention project that uses outdoor activities and environmental learning to support families' social and emotional wellbeing, as well as diet and nutrition. By offering opportunities to grow food, learn healthy habits, and connect with others in a supportive environment. The project aims to reduce social isolation, strengthen community cohesion, and improve mental health through nature-based education and peer interaction. During the year we delivered 279 sessions and worked with 249 individual families. There were 1,207 total attendances at our sessions.

The initiative contributed to the broader A Better Start Southend programme and focuses on outcomes within the Social and Emotional Health and Diet and Nutrition workstreams. Reported benefits include improved communication and social skills in children, reduced stress and anxiety among parents, and increased self-esteem and parenting confidence. Parents also gain practical skills in gardening and food preparation, enhanced knowledge of healthy lifestyles, and stronger emotional bonds with their children and peers. The project fosters a sense of community and belonging, helping families feel more connected and supported.

Quotes from parents (collected through University of Essex evaluation):

"...It has helped me develop a really good bond with my children and done things with them otherwise I might not have done."



"Families Growing Together helped me make friends and build positive connections in the local community. What's there not to like!"



"Through Families Growing Together I created a little network with other families and I get to meet them outside the project..."



"It's a safe place. It's a reliable place. Perfect for young families where 'safe' and 'reliable' is hard to find with young kids."



"When I first attended Families Growing Together I'd recently moved to the area. It's helped me connect with so many mums and the staff are fantastic!"



"It's a warm friendly welcome from staff. Feels like a family on a Friday at the Trust Links site."



We've been supporting a pregnant mum who is struggling with her 2-year old who has suspected additional needs. This mum feels ostracised by other groups and struggles to form friendships as she feels she is being judged. She says that Families Growing Together is the only group she feels safe to come to. She struggles with her child's behaviour and finds that they often both become overwhelmed. Through our project she has had positive interactions with other parents and learnt lots of helpful tips from them, and through positive reinforcement and having plenty of space to burn off his energy, the child is learning how to play nicely with other children.

The Children, Youth and Families Team and some other staff from across Trust Links have undertaken Level 3 Forest School Practitioner accredited training, as the service progresses to a chargeable model after the funding from A Better Start Southend ends.



BOULDERING TOGETHER

The Bouldering Together project offers 3,800 additional hours of youth work over 18 months through drop-in climbing sessions aimed at teens and young adults, particularly those facing mental health challenges or at risk of engaging in anti-social behaviour. These sessions, running three days a week after school, are designed to be low-pressure, welcoming, and flexible. For just £1 (which includes a café voucher), young people can join two-hour climbing sessions at Indirock, where they are supported by youth workers from Trust Links. This structure ensures young people feel empowered, nourished, and safe, while benefiting from positive adult role models in a supervised environment. During the course of the year we delivered 78 sessions, with 79 young people engaging and 546 attendances in total.

The initiative builds on Trust Links's existing work in youth mental health and successful partnership with Indirock. It aims to improve young people's wellbeing, confidence, social connections, and school or work engagement, while also reducing isolation and risky behaviours. During the course of delivery, the project aspires to lower rates of violence, gang involvement, and substance misuse by offering a healthy, structured outlet for risk-taking and emotional regulation. Climbing's physical and mental benefits, particularly for neurodivergent youth and those struggling with addiction or trauma, make it a powerful tool for resilience-building and personal development.

I enjoy coming to Bouldering Together to get to see my friends and meet new people. I find bouldering a lot of fun. It has changed my perspective alot. For people of my sort of age we don't have much money, so it's really convenient and helpful. The frequency of the sessions is great. It makes me feel better as I do exercise and get a sense of achievement and adrenaline. Coming here it feels like you are in different world - climbing helps you escape from all of your problems as you don't have to think about anything else while you are climbing. Finn 19.

It has helped me socialise and get out of the house. It helps me solve problems. I have make friends and it has helped me reduce anxiety and improve motivation. It is great that it is affordable. I get a sense of satisfaction. Helping to improve my self. My mum is pleased I'm out of the house. Isabelle 17.



It's a good thing to do. It gets you out of the house. You have a chance to work out. I can socialise with my age group. I'm taking my anger out on the wall rather than on other people. It has helped me control my anger issues, which were very severe beforehand. This has helped with everything. I haven't snapped at people in the family as much since coming here. Mitch 17.



It's a really good opportunity and it gets you off your phone. The environment is comfortable. It makes me feel happy and excited, as it's a great opportunity to come to this. Violet's Mum. This is great value. There is a good consistency of staff and a chance to build rapport. All the kids that come have different needs. We like the flexibility of coming when we are able. Violet 12.



ACHIEVEMENT AND PERFORMANCE

The gross income for the year ended 31 March 2025 amounted to £1,870,687 (2024: £1,877,191) from the charity's own generated income, grants, donations and commissioned services. Resources expended for the same period totalled £1,867,391 (2024: £1,851,746) 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 £573,890 at 31 March 2025 represent approximately 28% (3 months) of the total expenditure budget (excluding capital expenditure) for the year ended 31 March 2026. This represents a small increase from the 18% (two months) reported for the year ended 31 March 2024. 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.

We have 52 regular staff working 42.8 full-time equivalent and 17 bank staff as of the end of March 2025. In the year we have successfully recruited 17 regular staff and bank staff, with 20 regular staff leaving through the year and 2 bank staff moving to regular staff 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, which allowed us to have full control over the questions, adding an additional feedback comments section and access to all data so we could collate and analyse answers in full. The survey consisted of six sections with five to six questions in each and was sent to all staff to complete. Feedback sessions were then 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 then 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 Co-ordinator to ensure that high calibre volunteers are recruited, inducted, trained and supported.

During the year we were fortunate to have 162 active volunteers, including 15 Talking Together befriending volunteers, 73 Growing Together garden and support volunteers, 3 qualified counsellors, and 3 Eco Days volunteers. We also had 47 events volunteers, who help at our community events, some of whom take on the event volunteering role as an additional occasional secondary role as they continue in regular weekly volunteering with us. We recruited 45 new volunteers over the 12 month period.

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	
Ms R Bengier	(Resigned 16 October 2024)
Mrs J Bliss	
Mrs V C Bloomfield	(Resigned 16 October 2024)
Ms J G Box	(Appointed 14 May 2024)
Mr P M Bridges	(Resigned 31 December 2024)
Ms S Dallat	(Appointed 14 May 2024)
Mr D Grosvenor	(Appointed 18 March 2025)
Mr J Hodge	
Ms L Norman	(Appointed 14 May 2024)
Ms A J Paterson	(Appointed 14 May 2024)
Ms J Phillips	
Mr K Spencer	(Resigned 19 April 2024)
Mrs P M Stratford	

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.


.....

Mrs J Bliss

Trustee

Dated 24th September 2025

Statement of Trustees' Responsibilities For the Year Ended 31 March 2025

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 2025 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 2025 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 statement 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](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.

Stephanie Caten FCA CTA (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

Dated 24th September 2025



STATEMENT OF FINANCIAL ACTIVITIES

INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	3	93,669	1,734	95,403	61,264	3,779	65,043
Charitable activities	4	114,515	1,647,345	1,761,860	117,845	1,684,639	1,802,484
Investments	5	13,424	-	13,424	9,664	-	9,664
Total income		221,608	1,649,079	1,870,687	188,773	1,688,418	1,877,191
Expenditure on:							
Charitable activities	6	203,434	1,663,957	1,867,391	149,939	1,701,807	1,851,746
Net income/(expenditure) for the year/ Net movement in funds		18,174	(14,878)	3,296	38,834	(13,389)	25,445
Fund balances at 1 April 2024		555,716	545,999	1,101,715	516,882	559,388	1,076,270
Fund balances at 31 March 2025		573,890	531,121	1,105,011	555,716	545,999	1,101,715

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 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	12		685,535		707,409
Current assets					
Debtors	13	445,600		113,095	
Cash at bank and in hand		870,396		723,662	
		1,315,996		836,757	
Creditors: amounts falling due within one year	14	(896,520)		(442,451)	
Net current assets			419,476		394,306
Total assets less current liabilities			1,105,011		1,101,715
Creditors: amounts falling due after more than one year			-		-
Net assets			1,105,011		1,101,715
Income funds					
<u>Restricted funds</u>					
General restricted funds		62,955		43,158	
Fixed asset funds		468,166		502,841	
	16		531,121		545,999
<u>Unrestricted funds</u>					
General unrestricted funds		356,520		351,148	
Fixed asset funds		217,370		204,568	
	17		573,890		555,716
			1,105,011		1,101,715

The financial statements were approved by the Trustees



 Mrs J Bliss
 Trustee

Company Registration No. 04351216

Dated 24th September 2025



STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	19		150,649		(60,138)
Investing activities					
Purchase of tangible fixed assets		(17,339)		(21,986)	
Investment income received		13,424		9,664	
Net cash used in investing activities			(3,915)		(12,322)
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			146,734		(72,460)
Cash and cash equivalents at beginning of year			723,662		796,122
Cash and cash equivalents at end of year			870,396		723,662

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

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 Accounting convention

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.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

1 Accounting policies

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

1 Accounting policies

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.



NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

1 Accounting policies

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



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

1 Accounting policies

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

1 Accounting policies

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 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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

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
	2025 £	2025 £	2025 £	2024 £	2024 £	2024 £
Donations and gifts	93,669	1,734	95,403	61,264	3,779	65,043
	<u>93,669</u>	<u>1,734</u>	<u>95,403</u>	<u>61,264</u>	<u>3,779</u>	<u>65,043</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

4 Charitable activities – Income

	Plant sales	Events, training and courses	Charges for day services	Grant income	Contracts & commission income	Total 2025	Total 2024
	2025	2025	2025	2025	2025		
	£	£	£	£	£	£	£
Recovery College	-	-	-	254,424	530,950	785,374	661,464
Trust Links	-	3,080	4,577	370,887	9,485	388,029	495,200
Growing Together	421	-	88,302	486,634	-	575,357	641,570
Wellbeing Hub	-	-	-	13,100	-	13,100	4,250
	<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>	<u>1,802,484</u>
Analysis by fund							
Unrestricted funds	421	3,080	92,879	8,650	9,485	114,515	117,845
Restricted funds	-	-	-	1,116,395	530,950	1,647,345	1,684,639
	<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>	<u>1,802,484</u>

4 Charitable activities – Income For the year ended 31 March 2024

	Plant sales	Events, training and courses	Charges for day services	Grant income	Contracts & commission income	Total 2024
	£	£	£	£	£	£
Recovery College	-	-	-	207,784	453,680	661,464
Trust Links	-	19,523	1,260	465,750	8,667	495,200
Growing Together	2,665	-	70,584	568,321	-	641,570
Wellbeing Hub	-	-	-	4,250	-	4,250
	<u>2,665</u>	<u>19,523</u>	<u>71,844</u>	<u>1,246,105</u>	<u>462,347</u>	<u>1,802,484</u>
Analysis by fund						
Unrestricted funds	2,665	19,523	71,844	15,146	8,667	117,845
Restricted funds	-	-	-	1,230,959	453,680	1,684,639
	<u>2,665</u>	<u>19,523</u>	<u>71,844</u>	<u>1,246,105</u>	<u>462,347</u>	<u>1,802,484</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	13,424	9,664

6 Charitable activities – Expenditure

	Plant sales 2025 £	Events, Charges for training and day services courses 2025 £	2025 £	Grant income 2025 £	Contracts and commission 2025 £	Donations 2025 £	Total 2025 £	Total 2024 £
Staff costs	154	1,125	33,647	835,799	535,704	33,478	1,439,907	1,493,523
Various other expenses	163	1,193	35,682	145,794	19,329	36,558	238,719	194,952
Professional fees	6	40	1,209	47,008	425	1,203	49,891	15,082
Insurance	20	146	4,355	5,288	1,355	4,333	15,497	14,512
Utilities	28	207	6,197	20,993	5,732	6,095	39,252	37,734
Building costs	13	99	2,950	30,868	304	2,936	37,170	47,064
	384	2,810	84,040	1,085,750	562,849	84,603	1,820,436	1,802,867
Share of support costs (see note 7)	306	2,243	8,253	20,482	7,929	-	39,213	41,644
Share of governance costs (see note 7)	2	14	405	4,945	2,376	-	7,742	7,235
	692	5,067	92,698	1,111,177	573,154	84,603	1,867,391	1,851,746
Analysis by fund								
Unrestricted funds	692	5,067	92,698	10,504	9,870	84,603	203,434	149,939
Restricted funds	-	-	-	1,100,673	563,284	-	1,663,957	1,701,807
	692	5,067	92,698	1,111,177	573,154	84,603	1,867,391	1,851,746

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

7 Support costs

	Support costs £	Governance costs £	2025 Support costs £	Governance costs £	2024 £
Depreciation	39,213	-	39,213	41,644	41,644
Audit fees	-	7,742	7,742	-	7,200
Governance costs	-	-	-	35	35
	<u>39,213</u>	<u>7,742</u>	<u>46,955</u>	<u>41,644</u>	<u>48,879</u>
Analysed between Charitable activities	<u>39,213</u>	<u>7,742</u>	<u>46,955</u>	<u>41,644</u>	<u>48,879</u>

Governance costs includes payments to the auditors of £7,742 (2024- £7,200) for audit fees.

8 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	7,742	7,200
Depreciation of owned tangible fixed assets	<u>39,213</u>	<u>41,644</u>

9 Trustees

K Spencer was reimbursed during the year for a software licence totalling £6 (2024 - £72). 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:

	2025 Number	2024 Number
	<u>60</u>	<u>69</u>
Employment costs	2025 £	2024 £
Wages and salaries	<u>1,439,907</u>	<u>1,493,523</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

10 Employees

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

	2025 Number	2024 Number
£60,000 - £70,000	1	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 2024	739,190	114,815	33,951	44,002	931,958
Additions	-	584	16,755	-	17,339
At 31 March 2025	739,190	115,399	50,706	44,002	949,297
Depreciation and impairment					
At 1 April 2024 Depreciation	78,726	89,732	23,557	32,534	224,549
charged in the year	14,784	13,682	5,650	5,097	39,213
At 31 March 2025	93,510	103,414	29,207	37,631	263,762
Carrying amount					
At 31 March 2025	645,680	11,985	21,499	6,371	685,535
At 31 March 2024	660,464	25,083	10,394	11,468	707,409

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

13 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	188,176	80,533
Prepayments and accrued income	257,424	32,562
	<u>445,600</u>	<u>113,095</u>

14 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Deferred income	15	846,788	395,557
Trade creditors		33,618	30,164
Other creditors		6,539	6,456
Accruals		9,575	10,274
		<u>896,520</u>	<u>442,451</u>

15 Deferred income

	2025 £	2024 £
Other deferred income	<u>846,788</u>	<u>395,557</u>

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	<u>846,788</u>	<u>395,557</u>
Movements in the year:		
Deferred income at 1 April 2024	395,557	526,934
Released from previous periods	(315,557)	(486,934)
Resources deferred in the year	<u>766,788</u>	<u>355,557</u>
Deferred income at 31 March 2025	<u>846,788</u>	<u>395,557</u>

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025 (CONTINUED)

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 2023 £	Netincome / (expenditure) £	Transfers £	Balance at 31 March 2024 £	Balance at 1 April 2024 £	Netincome / (expenditure) £	Transfers £	Balance at 31 March 2025 £
General funds	43,748	(13,389)	12,799	43,158	43,158	(14,878)	34,675	62,955
Fixed asset funds	515,640	-	(12,799)	502,841	502,841	-	(34,675)	468,166
	<u>559,388</u>	<u>(13,389)</u>	<u>-</u>	<u>545,999</u>	<u>545,999</u>	<u>(14,878)</u>	<u>-</u>	<u>531,121</u>

17 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 £	Netincome / (expenditure) £	Transfers £	Balance at 31 March 2024 £	Balance at 1 April 2024 £	Netincome / (expenditure) £	Transfers £	Balance at 31 March 2025 £
General funds	305,455	38,834	6,859	351,148	351,148	18,174	(12,802)	356,520
Fixed asset funds	211,427	-	(6,859)	204,568	204,568	-	12,802	217,370
	<u>516,882</u>	<u>38,834</u>	<u>-</u>	<u>555,716</u>	<u>555,716</u>	<u>18,174</u>	<u>-</u>	<u>573,890</u>

18 Related party transactions

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

19 Cash generated from operations

	2025 £	2024 £
Surplus for the year	3,296	25,445
Adjustments for:		
Investment income recognised in statement of financial activities	(13,424)	(9,664)
Depreciation and impairment of tangible fixed assets	39,213	41,644
Movements in working capital:		
(Increase)/decrease in debtors	(332,505)	8,786
Increase in creditors	2,838	5,028
Increase/(decrease) in deferred income	451,231	(131,377)
Cash generated from/(absorbed by) operations	<u>150,649</u>	<u>(60,138)</u>



TrustLinks



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