



**The
Hardman
Trust**

Annual Report

2024-2025



The Hardman Trust supports people on long prison sentences to take their next steps in life. This could be through training, education and employment opportunities, or by helping someone identify and reach other personal goals.

Over the past year we've continued to work towards our vision of **a future where everyone can achieve their potential within and beyond prison.**

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Our purpose





➤ Our purpose

Over the past 30 years, the prison population in England and Wales has nearly doubled. Sentences have grown longer, with over 11,000 people currently serving extended or life terms. Each year, more than 2,000 people are released after 10 years or more behind bars, often with limited tailored support. **There are more people in prison, doing longer sentences, with fewer resources to support them.**

Why it matters

The transition after a long sentence is complex. Time inside can weaken skills, strain family ties, and affect mental well-being. Many return to society facing stigma, poverty, poor health, and a digital world they barely recognise. **The need for support is urgent and distinct; this is not the same as short-term release.**

The reality of release

Release is not just a transition; it can be a shock. Technology, prices, and communities have changed. Every day tasks can feel overwhelming. People need time, space and the right support to rebuild confidence, reconnect with others, and rediscover skills and opportunities, whether in education, employment, or personal growth.

Our approach

We walk alongside people on long prison sentences as they prepare to return to the community. Whether someone's goals are education, emotional healing, creative expression, or reconnecting with others, we offer support grounded in hope, strengths, and purpose.

We believe reintegration should be personal, not one-size-fits-all. That's why our approach is responsive, relational and tailored to the individual.

“Having people believe in me was the turning point. For the first time in years, I felt like I mattered, and that gave me the strength and motivation to keep going and rebuild my life.”

➤ Our mission

Specialising in the unique needs of people on long sentences, we provide tailored practical and financial support to help people find belonging, move into work or training, and reach their personal goals.

➤ Our purpose

We support people on long sentences to take their next steps in life so they benefit, their families benefit and the wider community benefits too.

➤ Our vision

A future where everyone can achieve their potential within and beyond prison.

➤ Our values and behaviours

Listening & learning: We ask, listen and learn from people in prison. We seek feedback and insight, adapting and improving our products and services as we learn.

Knowledge & evidence: We use data, research and evidence to inform and improve our work. We stay up to date and are open to changing our minds and our practices.

Performance & impact: We care about making a difference and we want to understand the difference we make. We are here to have a positive impact, and we do this with professionalism and integrity. We are results driven.

Partnership & connection: We are part of a varied and vibrant sector. We believe in partnership working to achieve more together, and we connect people to the services that can make a difference.

Challenge & innovation: We challenge ourselves and others to try new things and learn. We build on what goes well, and learn from what doesn't.

Person centred & fair: People are at the heart of what we do, and we understand no two people are the same. We tailor our approach to recognise each person's goals, strengths and agency. We know everyone's needs and experiences of prison will vary, so we strive for fairness, equitable access and inclusion.



“Support from the Hardman Trust has provided me with a future, something I never thought possible.”

Our work is guided by the following beliefs:

Help into education, training and employment drives down reoffending, diverts people from poverty and homelessness and improves mental and physical health.

We know that when we invest in prison leavers we are collectively building safer, more connected communities that thrive.

Not everyone on a long sentence will leave prison and for some leaving prison may be a long time away.

Education, training and employment works for many, but isn't the goal for everyone. We believe in the dignity of providing opportunities for meaningful use of time, and access to support throughout a sentence, not just at the point of release.

Prison populations are increasing and the needs and experiences of each person in prison vary.

No single organisation can solve this challenge alone. We believe in partnership working and connecting people to the services that can help.

➤ Introduction from our Chair

I'm delighted and honoured to introduce this report and commend the brilliant staff, trustees, volunteers and beneficiaries who have all contributed to our success over the last year.

This has been a transformative period for the Hardman Trust with much change in personnel across the organisation. In April 2024, a team restructure aligned our people with our strategic priorities. We recruited for new roles, strengthening our ability to serve our community with maximum impact and potential for growth.

Then, in early 2025, Kerry Wotton stepped down as CEO after three years shaping our exciting strategic vision and assembling a talented team to implement it. Her legacy of organisational step-change has been roundly appreciated. Kerry handed over to Alice Dawnay as interim CEO in January. With extensive experience in justice charity leadership, Alice has worked closely with our senior team to ensure internal systems complement the delivery of our 2023–2026 Strategy, preparing us to welcome a new permanent CEO.

Throughout this period of transition, service delivery has continued apace. As a small organisation we are fortunate to have the agility to be responsive. For instance, we have increased individual grant amounts from £1,000 to £1,500 in direct response to urgent need.

After a year's pause in the annual production of the Hardman Directory while we digitised the content for electronic access, we are deeply proud of our new hard copy edition and How-To Guide, both beautiful publications distributed this Spring. We know they will be a lifeline to people both inside and outside prison as they resettlement in communities across the UK.



“This has been a transformative period for the Hardman Trust”



The London Support Project has valiantly progressed through the ups and downs of working within prisons and our trained Peer Mentors can now support people while on the wings serving long sentences.

We have improved integration between our London Support Project, Penfriends Programme, and grant-making functions. With further investment in our Salesforce database platform, we have improved the monitoring and evaluation of our work to enhance responsiveness, data quality, and impact reporting.

This last year has been one of reflection, refinement, and renewal: strengthening internal systems, ensuring the Hardman Trust is a great place to work, and prioritising both the breadth and depth of our impact. These efforts lay the groundwork for an ever more relationship-based service model. We are all really excited about our future under a new CEO this autumn, leading us into the next chapter of The Hardman Trust story.

Alexandra Marks

Alexandra Marks CBE
Chair of Trustees
14th July 2025

➤ Paul's story

“There is a future after prison.”



“Having support enabled me to see a way out of the vicious cycle I was in. There is a future after prison, trust me, I’m living it.”

When Paul was planning for his release, he carried the weight of more than just his past; he carried hope for a different future. Having spent over 20 years within the Criminal Justice System, he knew the road ahead wouldn't be easy. He worried about how he would reach his goals and rebuild his life.

Through The Hardman Trust, Paul found the space and support to reflect on his goals. As part of the grant process, he recognised that access to a laptop would be essential to move forward, especially after being away from the digital world for so many years.

Financial support from The Hardman Trust enabled him to purchase a laptop, which quickly became a gateway to opportunity. “The laptop opened my life to options,” Paul shared. “I was able to research the field I wanted to work in, create a LinkedIn profile, and start networking to find employment.”

It also enabled him to apply for jobs and attend virtual interviews, essential steps that would have been out of reach without digital access.

Today, Paul is proud to have secured a role as a Support Worker, a position that aligns with his goals and enables him to assist others on their own journeys.

Our work



➤ Our impact

Grants programme



**£160,696 grants
given in 2024-25**

Grants have been awarded for:



Courses including tree surgery,
HGV and electrical



Laptops for business start-ups,
music, arts and fitness equipment



Battery for a wheelchair and
adapted shoes to aid mobility

London Support Programme



**36
women**



6 prisons



**3 peer
mentors**

The Hardman Directory



1,400 Directories

distributed in 2025

59% increase

in listed services

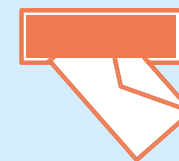
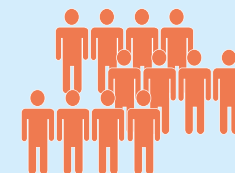


**Distributed in
new prisons**

including HMP Millsike

Penfriends

**156 people
supported**

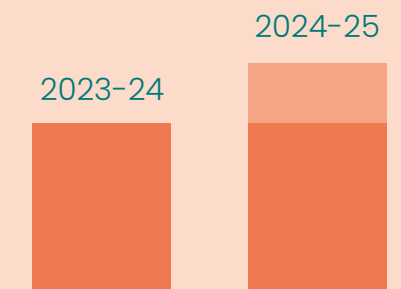


**Over 1,650 letters
exchanged**

**94 prisons
engaged**



Our income



Our income has
grown 36% year on year

Strategic aim 1

➤ Reviewing the way we offer financial support to people leaving prison after long sentences

In line with our 2023–2026 strategy, we reshaped our grants programme this year to make it more responsive, inclusive and aligned with the needs of those leaving long sentences. An internal review of our grant-making processes identified key areas for improvement, including the need for a more comprehensive collection of data on demographics to understand better who we work with and any potential gaps.

We are reviewing our grant decision-making to ensure it is fair, inclusive, and free from bias. This includes training for new Grants Volunteers and developing a new monitoring and evaluation framework to better track outcomes and drive continuous improvement.

“The grant helped me complete the courses I needed to return to my offshore career. We’re no longer under financial strain and are looking forward to a more positive future. I’m truly grateful to The Hardman Trust.”

**£160,696 grants
given in 2024–25**



17 women supported

32 people
on Imprisonment for
Public Protection (IPP)
sentences supported with
£29,372 grants

Progress

This year, we updated our eligibility criteria for women in prison, reducing the threshold from 10 years to 6 years. Developed in partnership with the Prison Reform Trust, this change aligns with national sentencing data, enabling us to support more women and respond to their gender-specific needs. As a result, we more than doubled the number of women supported.

Grants were awarded to individuals on long-term and indeterminate sentences, supporting education, training, employment tools and wellbeing. Each grant is designed to empower individuals to take purposeful steps forward, whether still in prison or preparing for release.

We also supported those on Indeterminate Sentences for Public Protection (IPP), with grants aimed at addressing both the unique challenges of release planning under indeterminate sentencing.

To extend our reach, we launched a new communications plan across the prison estate and expanded into more Category C prisons. Stronger relationships with prison staff and delivery partners have enabled us to better identify those most in need, with early signs indicating a positive increase in applications.

Our goal is to increase both the number and value of grants awarded in 2025–26, enabling even more people to move forward with confidence, dignity and purpose.

“Being able to work straight after release made it much easier to reconnect with my family and rebuild my life.”



Strategic aim 2

➤ Developing our pre- and post-release support offer

London Support Project

As part of our 2023–2026 strategic priority to strengthen pre- and post-release support, we launched the London Support Programme, a pilot initiative funded by The City Bridge Foundation. The programme supports people on long-term sentences, either based in or returning to London, starting up to two years pre-release and continuing into the community.

Co-designed with individuals who have lived experience and informed by over 20 years of frontline insight, the programme addresses key barriers including institutionalisation, digital exclusion and resettlement anxiety.

“I think you should always be thinking about your release plans sooner rather than later. Having support to help you put things in place helps when you are released.”



Progress

Support is delivered through an integrated triad model of:

A dedicated staff lead coordinating personalised release plans and post-release support



Research Volunteers
providing real-time support
from the community

**Peer Mentors in
prison** offering lived
experience-led guidance

Together, this model enables individuals to co-create tailored release plans focused on housing, finances, employment, wellbeing, and community reintegration.

Formal partnerships are now in place with six prisons, with active delivery underway at HMP Downview and HMP High Down. At Downview, three trained Peer Mentors support women serving long sentences, helping to foster trust, safety, and early engagement with release planning. Training follows safeguarding and boundaries guidance informed by Skills Build Partnership frameworks.

The programme is guided by our Insights Summary 2025, shaped by early engagement with people in custody and partner agencies. Emerging themes highlight the value of lived experience, the importance of personalised support and the need to start planning early.

Looking ahead, we will continue refining this model through a 'test and learn' approach, with a view to developing a scalable, relationship-based framework for national rollout.

Strategic aim 3

➤ Developing new products and services

The Hardman Directory

Leaving prison can be a daunting experience, particularly for those who are unsure about what support is available in the community. The Hardman Directory is a vital resource used by individuals in prison, their families and partner agencies to help people connect with the services, information, and guidance they need to prepare for life after release.

Progress

In 2025, we updated and distributed The Hardman Directory across the UK prison estate, including new establishments like HMP Millsike. The latest edition features a 59% increase in listed services, significantly broadening its coverage across housing, employment, health and addiction.

The Directory remains fully accessible online and via the Virtual Campus in prisons across England, ensuring that individuals, both in prison and in the community, can connect with trusted support.

This year's updates were made in collaboration with partner agencies to ensure that all listings are accurate, up-to-date and easy to navigate. This reflects our continued commitment to making the Directory a reliable, user-friendly tool for those planning their transition back into society.

Our longstanding partnership with Insidetime, the national prison newspaper, continues to drive visibility and awareness across the prison network. We are grateful for their support in circulating the Hardman Directory and 'How to' guide to all prisons across the UK.



1,400 Directories

distributed in 2025

59% increase

in listed services



Distributed in new prisons

including HMP Millsike

Digital access

via Virtual Campus
and online



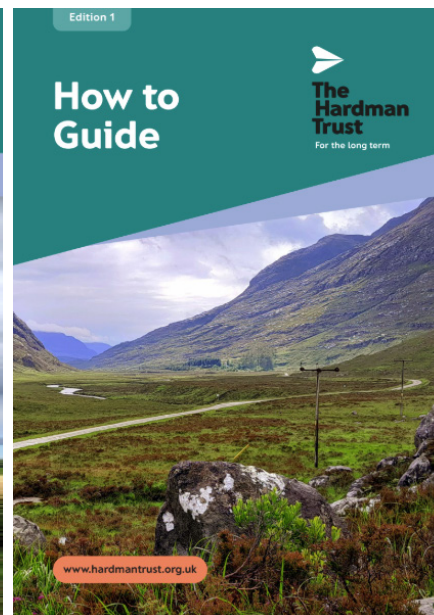
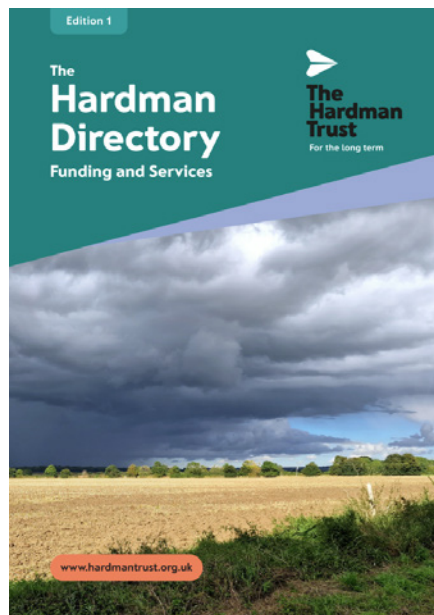
Featured in Insidetime

for national visibility

New release planning resources

To meet growing demand for practical release planning tools, we developed a new How-To Guide and Workbook in collaboration with Approved Premises. Covering education, housing, employment and health, these resources promote autonomy, reflection, and structured planning and preparation for release.

Designed for flexible use, alone or with support, they empower individuals to take charge of their resettlement. Grounded in lived experience and informed by desistance theory, they are now central to our expanding toolkit for resettlement.



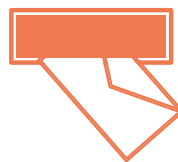
Penfriends

This year, our Penfriends scheme continued to offer a vital connection to people in prison through regular letter exchanges. At a time of isolation, loneliness, and uncertainty, these personal relationships offer encouragement and a sense of connection to the outside world. Many penfriends stay in contact for years, helping to build confidence, resilience, and a renewed sense of purpose.

Progress

Following the scheme's integration into The Hardman Trust, we launched new promotional materials and delivery plans to reintroduce Penfriends in prisons where activity had paused or needed renewed visibility. We have worked closely with chaplaincy teams, prison librarians, neurodiversity leads and organisations such as the Shannon Trust to embed the scheme within wider support services.

156 people supported



Over 1,650 letters exchanged

94 prisons engaged



This year also saw the scheme begin aligning with prison reading strategies, a significant new development that frames Penfriends as part of a broader rehabilitative offer. By emphasising the importance of literacy, peer connection and regular communication, we aim to enhance engagement and foster personal growth.

As the number of active matches increases, we are strengthening our operational infrastructure, for example, introducing a postal franking machine to manage growing volumes of correspondence. We remain focused on expanding Penfriends across more prisons in the UK, enabling more individuals to benefit from this simple but powerful form of support.

Strategic aim 4

➤ Become a respected voice on long-term sentences

In 2024–25, we focused on strengthening our internal infrastructure and rebuilding organisational capacity during a key period of transition. This included appointing a Transitional CEO, restructuring our staff team, and refining core systems to support the delivery of our 2023–2026 strategy.

As a result, progress on external influencing activities related to long-term sentencing was limited. However, this foundational work was essential to building a credible and sustainable platform from which to advocate more effectively in the future.

Looking ahead, we will build on insights from our service delivery, particularly through the Grants Programme and London Support Project, to inform national conversations on long sentences, resettlement and rehabilitation. Improved data systems and continued engagement with individuals with lived experience will strengthen our evidence base and amplify the voices of those directly affected.

Under new leadership, we are looking forward to prioritising this area in the coming year. We will work with partners across the sector to champion the needs of people on long sentences and ensure their experiences shape policy and practice. We remain committed to becoming a trusted and informed voice in this space.



Supporting factors

To deliver on our strategic priorities and grow our impact, we continue to invest in the systems, people and values that underpin our work. These organisational foundations ensure that our services remain effective, ethical and responsive to the needs of long-term prison leavers.

Income generation

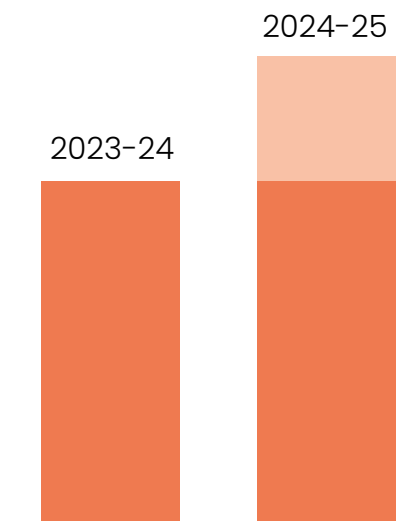
This year marked an exceptional period of fundraising for The Hardman Trust, with a record level of income secured and a year-on-year growth of 36%. We continued to benefit from the generosity of our existing donors and long-standing funding partners, while also securing significant new support, including a multi-year grant from The National Lottery Community Fund: Reaching Communities England.

To ensure the Hardman Directory's long-term sustainability, we have begun reviewing its financial model. We are exploring other opportunities to offset rising production costs and support the continued delivery of our services across the estate.

We were honoured to receive a legacy donation from the City and Metropolitan Welfare Committee. Following their decision to wind up their endowment, and with the approval of the Charity Commission, their remaining capital was distributed to a small group of valued organisations. We are deeply grateful to have been among them.

In recognition of the Committee's generous and long-standing support, we are currently exploring meaningful ways to honour their legacy.

The Trustees extend their heartfelt thanks to all our donors and funders. Your support plays a vital role in helping people on long sentences take hopeful, forward-looking steps toward reintegration.



Our income has
grown 36%
year on year

People and culture

We are committed to making The Hardman Trust a workplace where skilled and motivated individuals are supported to thrive and reach their full potential.

In 2024–25, we reviewed our staff benefits and recruitment processes to ensure they are fair, transparent and aligned with our organisational values. We also strengthened cross-team communication by introducing quarterly in-person meetings and shared learning sessions, helping to build a more collaborative and cohesive culture.

As detailed in the Volunteering section (see page 26), we continue to invest in our volunteer programme, recognising their vital contribution to our work and enhancing our systems to better support their engagement, development, and impact.

Brand awareness & communication

This year, we expanded our reach by launching an Instagram channel, supported by our Fundraising and Communications Volunteer. As we grow our visibility, we aim to bring more voices and lived experiences to the forefront.

In 2025–26, we plan to deepen our storytelling work by developing short films and digital content, giving people the opportunity to share their journeys and highlight both the challenges of long sentences and the transformative power of tailored support.

Systems and processes

We are proud of the progress made in improving our internal infrastructure. Highlights include the development of Salesforce and the integration of our support teams, which has enabled a more streamlined and coordinated experience for the people we work with.

In 2025–26, we will focus on enhancing our monitoring and evaluation systems, using data to inform decision-making, improve service quality, and demonstrate our impact more effectively.

➤ Our year ahead

This coming year, we are focusing on the following four areas of our strategic plan 2023–26.

1

Expanding access to financial support

In 2025–26, we will continue to strengthen our financial support and learn directly from the experiences of our beneficiaries. We will continue to enhance our monitoring and evaluation framework to understand the impact of our grants better and ensure that we are meeting the greatest areas of need. Alongside this, we will grow our income generation efforts to extend our reach and support more people. We also look forward to hosting our celebration event, which will recognise the achievements of our grant recipients.

2

Enhancing pre- and post-release support

Our focus in the year ahead is to further develop and test our pre- and post-release support model, ensuring it offers a joined-up, person-centred approach from within prison through to resettlement in the community. Through continued learning and evaluation, we aim to build a model that supports smoother, more sustainable transitions and helps individuals prepare for meaningful, independent lives beyond prison.





3

Developing new products and services

We will continue to listen to and learn from people in prison to evolve our services. This includes enhancing the Hardman Directory and its digital version, as well as expanding awareness of our new resources – the How-To Guide and Workbook – in partnership with agencies across the prison estate. We also plan to increase visibility and uptake of our Penfriends scheme, including extending its reach into prisons in Scotland.

4

Strengthening our voice on long-term sentences

This year, we are looking forward to bringing renewed focus to this area under new leadership. We will further develop our partnership model, recognising that collaboration is essential to achieving meaningful, system-wide change. Through shared learning, advocacy, and lived experience, we aim to amplify the voice of long-term prison leavers and influence the support they receive at the time they need it most.

➤ Sarah's story

**“I don't know
what would
have happened
without the
Hardman Trust”**

Growing up in care, Sarah always felt different and turned to drugs and alcohol for comfort. Facing a 25-year prison sentence, she was unsure of her future. In prison, she found focus and motivation through the gym and took part in every opportunity available, including creative, practical, and health-based courses.

A talk on women's health became a turning point. Inspired to help other women make positive changes, Sarah trained as a personal trainer. Through the Hardman Directory, she discovered The Hardman Trust, which supported her to plan for release and funded the next stage of her training.

Now working in a new area, Sarah is thriving, helping women through fitness and giving back to her community.

“I don't know what would have happened without the Hardman Trust. Their support gave me the motivation and confidence to keep striving toward my goal of becoming a personal trainer.”



Our governance and finance

Including our Statement of Accounts
for the year ending 31st March 2025





Trustees Report

The Trustees, who are the directors for the purposes of company law, present the annual report together with the financial statements of the charitable company for the year ended 31st March 2025.

Objectives and aims

The charitable objects, as stated in our governing documents, are to promote the relief and rehabilitation of people in prison and anyone who has received a criminal sentence.

Public benefit

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard for the public benefit guidance published by the Charity Commission for England and Wales.

The trustees ensure that the charity is always managed with a view to benefiting the public and with regard to its beneficiaries. It also means identifying and minimising risks of harm. Decisions are made in accordance with the 7 principles of decision making.

Our volunteers

Volunteers continue to play a vital role in delivering our work and extending our reach across the prison estate and beyond. This year, we conducted an internal review of our volunteer processes, focusing on enhancing recruitment, onboarding, training and ongoing support.

As a result of this review, we have strengthened our systems to ensure that volunteers are well-prepared, confident in their roles and receive ongoing support throughout their time with us. Our new onboarding process now includes enhanced training in safeguarding, confidentiality, and prison-specific context, ensuring our volunteers can deliver their roles safely and effectively.

We have also begun developing new volunteer pathways that better reflect the evolving needs of the organisation and the people we support. This includes the introduction of Research Volunteers, who provide real-time information and support to individuals in prison.

In 2024/25, we offered a wide range of volunteering opportunities, including:



88 penfriends
actively writing, including
13 new penfriends.

14 Grant Assessors

including 2 new
assessors



Fundraising & communications

volunteer recruited

4 administration volunteers

including 2 new recruits



We are proud to have welcomed 18 new volunteers during the year, who have added fresh energy and ideas to our existing team.

We are committed to making volunteering with The Hardman Trust inclusive, purposeful and impactful for both volunteers and the individuals they support. As we look ahead to 2025-26, we will continue to build on this work, expanding opportunities and ensuring that volunteering remains a core part of our delivery model.

We extend our deepest gratitude to all our volunteers, past and present, whose commitment and generosity make our work possible.

Structure, Governance and Management

Nature of the Governing Document and Constitution of the Charity

The company is a charitable company limited by guarantee and was set up by a Memorandum and Articles of Association on 03/01/2000, and as amended by Special Resolution.

Strategic and other major decisions are made at Board meetings held four times a year. The day-to-day running of the Trust is delegated to the CEO, who is answerable to the Trustees. The CEO is supported by a senior leadership team comprising the Head of Service Delivery, Fundraising and Communications Manager and Finance Manager.

The Board currently has no formal subcommittees, but we plan to introduce working groups on fundraising and board recruitment later this year.

Recruitment and appointment of trustees

New trustee roles are advertised to ensure openness, inclusion and a wide range of applicants. An ad hoc committee of trustees oversees the recruitment process and makes its recommendations to the Board for consideration and appointment.

The Chair of Trustees and the CEO are responsible for the induction of new Trustees and will ensure they are familiar with their responsibilities as Trustees, as well as with the ethos and operation of the charity.

Each new trustee is provided with an induction pack which includes a copy of the governing documents and the minutes of the last two Board meetings along with a copy of the most recently independently examined accounts and signposting to the online version of the Charity Commission's publication, 'CC3 The Essential Trustee; What You Need to Know'.

The Trust periodically undertakes a Board-skills audit, the purpose of which is to identify any gaps in Board expertise and to help profile suitable candidates for future appointment.

Risk management

The trustees have assessed the major risks to which the charity is exposed, in particular finance, funding and operations and are satisfied that systems and procedures are in place to mitigate our exposure to the major risks.

➤ Financial summary

We are pleased to report a surplus of £88,505 for the year ending 31st March 2025. This is largely attributable to the exceptional legacy gift from the City and Metropolitan Welfare Committee referred to previously.

The income and expenditure for the year ended 31st March 2025 is summarised below.

	Year ending 31/03/2025 £	Year ending 31/03/2024 £
Income	670,403	492,423
Expenditure	(581,898)	(498,659)
Surplus/(Deficit)	88,505	(6,236)

Reserves policy

The Board of Trustees operates a reserves policy set against the cash balance held by the Trust from time to time. The current reserves equate to:

- A. All Hardman Grants awarded but not yet claimed as at the end of the financial year less 15% provision for unclaimed awards
- B. Any Restricted funds held as at the end of the financial year
- C. Unrestricted Grants to be awarded soon after the financial year-end in respect of the Grant applications process completed before the year end less 15% provision for unclaimed awards
- D. Three months of other day to day organisational running costs. This represents the level of funds considered adequate to provide for an orderly disbursement of liabilities in the event the Trust is wound down.

The table below shows the breakdown of our Reserve Policy. Please note that Section D relates to our free reserves (unrestricted funds)

Cash balance as at 31 March 2025	£473,736
Allocations	
A – Outstanding award / grant commitments less 15% provision of unclaimed awards (note 9 to the accounts)	(£123,886)
B – Restricted funds as at year end (note 5 to the accounts)	(£90,238)
C – Awards/ grants commitments April 2025 less 15% provision of unclaimed awards	(£33,754)
D – Three months budgeted organisational running costs (salaries, overheads etc)	(£123,346)
Total allocated reserves	£371,224
Surplus/(Deficit) cash against reserve policy	£102,512

Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the charity has adequate resources to continue its operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

➤ Statement of responsibilities

The trustees (who are also the directors of The Hardman Trust for the purposes of company law) are responsible for preparing the trustees' report and financial statements in accordance with the applicable law and United Kingdom Accounting Standards (UK GAAP), including FRS 102 "The Financial Reporting Standard applicable to the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS102 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 charitable company will continue in business.

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



Alexandra Marks CBE
Chair of Trustees
14th July 2025

➤ Legal and administrative responsibilities

CHARITY NUMBER	1098118
COMPANY REGISTRATION No.	04629036
DATE OF INCORPORATION	14 November 1994
START OF FINANCIAL YEAR	1st April 2024
END OF FINANCIAL YEAR	31st March 2025
DIRECTORS	Alexandra Marks CBE (Chair) Cathal Cunningham (Treasurer) James King David Maguire (resigned 02/04/2025) Edward de Boulay (resigned 14/04/2025) Perry Sutherland (resigned 14/04/2025) Kim Evans Christopher Leslie Melanie Essex Louise Spencer
OBJECTS	The charitable objects as stated in our governing documents are to promote the relief and rehabilitation of people in prison and anyone who has received a criminal sentence.
WEBSITE	http://www.hardmantrust.org.uk/

REGISTERED ADDRESS	7 Bell Yard London WC2A 2JR
BANKERS	CAF Bank 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ
INDEPENDENT EXAMINER	Independent Examiners Ltd 2 Broadbridge Business Centre Delling Lane Bosham West Sussex PO18 8NF

➤ Independent examiner's report on the accounts

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

RESPONSIBILITIES AND BASIS OF REPORT

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

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

INDEPENDENT EXAMINER'S STATEMENT

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Charity Independent Examiners, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

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

K Gomes FCIE MAAT
Independent Examiners Ltd
2 Broadbridge Business Centre
Delling Lane
Bosham
West Sussex
PO18 8NF

Signed on their behalf :



Date : 14.7.25

➤ Statement of financial activities

31st March 2025 (Incorporating Income & Expenditure Account)

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 2025 £	TOTAL 2024 £
INCOME					
Income from:					
Donations and Legacies	3a	378,580	269,570	648,150	491,018
Charitable Activities	3b	14,500	-	14,500	31
Investment Income	3c	7,754	-	7,754	1,374
TOTAL INCOME		400,833	269,570	670,403	492,423
EXPENDITURE					
Expenditure on:					
Raising Funds	4a	29,370	-	29,370	18,024
Charitable Activities	4b	289,399	263,129	552,528	480,635
TOTAL EXPENDITURE		318,769	263,129	581,898	498,659
NET INCOME/ EXPENDITURE		82,064	6,441	88,505	(6,236)
Transfers between Funds		-	-	-	-
Funds Brought Forward		139,440	83,797	223,237	229,473
TOTAL FUNDS CARRIED FORWARD		221,504	90,238	311,742	223,237

Movements on all reserves and all recognised gains and losses are shown above.
All of the organisation's operations are classed as continuing.

The notes on pages 40 to 51 form part of these financial statements.

➤ Balance sheet

As at 31st March 2025

	Note	Unrestricted Funds £	Restricted Funds £	31-Mar-25 Total £	31-Mar-24 Total £
Fixed Assets					
Tangible Assets	2	-	-	-	2,672
		-	-	-	2,672
Current Assets					
Debtors & Prepayments	8	16,497	-	16,497	43,510
Cash at Bank and in Hand	7	383,498	90,238	473,736	348,576
Total Current Assets		399,996	90,238	490,234	392,086
Creditors: amounts falling due within one year	9	(178,491)	-	(178,491)	(171,521)
NET CURRENT ASSETS		221,505	90,238	311,743	220,566
TOTAL ASSETS less current liabilities		221,504	90,238	311,742	223,237
NET ASSETS		221,504	90,238	311,742	223,237
Funds of the Charity					
General Funds		221,504	-	221,504	139,440
Restricted Funds	5	-	90,238	90,238	83,797
Total Funds		221,504	90,238	311,742	223,237

Directors' Responsibilities:

For the financial year ending 31 March 25 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

- The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476; and
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

The financial statements on pages 35 to 51 were approved by the trustees, and authorised for issue and signed on their behalf by:

Approved by the Directors on :

14th July 2025

Signed on their behalf by Director :

A handwritten signature in dark ink that reads "Alexandra Marks". The signature is written in a cursive, flowing style.

Print Name:

Alexandra Marks CBE

Chair of Trustees

➤ Statement of cashflows

	2025 £	2024 £
Cash flows from operating activities		
Net cash income	88,505	(6,236)
Adjustments for non-cash items		
Depreciation	2,672	1,136
Investment income	(7,754)	(1,374)
	83,423	(6,474)
Working capital adjustments		
Decrease in debtors	27,013	(32,963)
Increase in creditors	6,971	33,238
Net cash flow from operating activities	117,407	(6,199)

	2025 £	2024 £
Cash flows from investing activities		
Interest receivable and similar income	7,754	1,374
Purchase of tangible fixed assets	-	-
Net cash flows from investing activities	7,754	1,374
Net increase in cash and cash equivalents	125,160	(4,825)
Cash and cash equivalents at 1 April	348,576	353,401
Cash and cash equivalents at 31 March	473,736	348,576
Reconciliation of net cash flow to movement in net funds		
Increase in cash	125,160	(4,825)
Net funds at 1 April 2024	348,576	353,401
Net funds at 31 March 2025	473,736	348,576

➤ Notes to the financial statements

31st March 2025

1. ACCOUNTING POLICIES

Statement of Compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)) (issued in October 2019)- (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Basis of Preparation

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

Going Concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charity.

Changes in Accounting Policies and Previous Accounts

There has been no change to the accounting policies since last year and no changes in the previous accounts.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the Directors are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability.

Donations and Legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Legacy gifts are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

Grants Receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Donated services and facilities

Where services or facilities are provided to the charity as a donation that would nominally be purchased from our suppliers, this benefit is included in the financial statements at its fair value unless its fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

Investment Income

Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

Expenditure and Liabilities

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of

resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising Funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable Activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Taxation

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Assets

Fixed Assets

Individual fixed assets costing £1,000.00 or more are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

- Computer equipment - 3 years straight line

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Fund Structure

Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

2. TANGIBLE FIXED ASSETS

		Furniture & Equipment £	Total £
Cost	01-Apr-24	13,219	13,219
Cost at	31-Mar-25	13,219	13,219
Depreciation	01-Apr-24	10,547	10,547
Charge		2,672	2,672
Depreciation at	31-Mar-25	13,219	13,219
Net Book Value	31-Mar-25	0	0
Net Book Value	31-Mar-24	2,672	2,672

There are no commitments under non-cancelling operating leases and capital commitments (2024: None)

3. INCOME

	Unrestricted Funds £	Restricted Funds £	TOTAL 2025 £	TOTAL 2024 £
a) Donations and Legacies				
Donations	7,826	-	7,826	37,369
Legacies	-	-	-	16,935
Gift Aid	210	-	210	-
Corporate donations	2,459	-	2,459	1,959
Trusts and Foundations	368,084	269,570	637,654	434,755
	378,580	269,570	648,150	491,018
b) Income from other Charitable Activities				
Workbook Income	14,500	-	14,500	31
	14,500	-	14,500	31
c) Investment Income				
Interest	7,754	-	7,754	1,374
	7,754	-	7,754	1,374

4. EXPENSES

	Unrestricted Funds £	Restricted Funds £	TOTAL 2025 £	TOTAL 2024 £
a) Expenditure on fundraising				
Staff Costs	28,687	-	28,687	15,030
Other direct costs	683	-	683	2,994
	29,370	-	29,370	18,024
b) Expenditure on Charitable Activities				
Awards paid payable	88,597	51,675	140,272	134,650
Award ceremonies & events	-	-	-	12,801
Accountancy and payroll costs	-	947	947	2,385
Advertising, comms and impact report	396	3,289	3,685	-
Bank Charges & Interest	434	-	434	270
Consultancy fees	-	-	-	5,973
Depreciation	2,672	-	2,672	1,136
Hardman Directory and other publications	8,573	28,312	36,885	20,051
HR Costs	1,610	-	1,610	-

	Unrestricted Funds £	Restricted Funds £	TOTAL 2025 £	TOTAL 2024 £
Independent Examiners Fee	1,620	-	1,620	900
Insurance	150	-	150	-
Legal Fees	275	-	275	8,172
Miscellaneous	333	-	333	-
Office, telephone and IT costs	16,626	16,636	33,262	20,555
Postage, freight and couriers	1,352	351	1,703	5,479
Project resources	-	173	173	-
Staff Costs	144,104	140,939	285,043	212,372
Staff training, development	1,464	3,603	5,067	-
Subscriptions and accreditation	2,347	1,332	3,679	13,664
Recruitment costs	12,983	-	12,983	-
Rent	2,267	5,171	7,438	9,125
Trustee costs	1,263	-	1,263	3,062
Travel, subsistence and accommodation	1,976	10,200	12,176	30,040
Volunteer costs	357	502	859	-
	289,399	263,129	552,528	480,635

5. FUNDS - current year

	Balance 01-Apr-24 £	Income £	Expenditure £	Transfers £	Balance 31-Mar-25 £
Unrestricted Funds					
General Funds	139,440	400,833	318,769	-	221,504
Total Unrestricted Funds	139,440	400,833	318,769	-	221,504
Restricted Funds					
Access to Work	-	-	2,303	-	2,303
Hardman Directory	16,009	2,500	18,509	-	-
Grants	26,748	63,500	51,705	-	38,543
City Bridge Foundation - London Support Project	41,040	78,570	70,612	-	48,998
National Lottery Community Fund, Reaching Communities England - Support for People on Long Sentences	-	125,000	120,000	-	5,000
Total Restricted Funds	83,797	269,570	263,129	-	90,238
Total Funds	223,237	670,403	581,898	-	311,742

6. FUNDS - prior year

	Balance 01-Apr-23 £	Income £	Expenditure £	Transfers £	Balance 31-Mar-24 £
Unrestricted Funds					
General Funds	177,851	344,225	381,664	(972)	139,440
Total Unrestricted Funds	177,851	344,225	381,664	(972)	139,440
Restricted Funds					
Access to Work	-	3,153	3,228	75	-
Hardman Directory	11,500	10,000	12,766	-	8,734
Directory/Grants	6,750	2,025	1,500	-	7,275
Grants	33,372	48,350	55,871	897	26,748
City Bridge Foundation - London Support Project	-	84,670	43,630	-	41,040
Total restricted Funds	51,622	148,198	116,995	972	83,797
Total Funds	229,473	492,423	498,659	-	223,237

7. CASH AT BANK AND IN HAND

	Unrestricted £	Restricted £	TOTAL 31-Mar-25 £	TOTAL 31-Mar-24 £
Cash at Bank	383,498	90,238	473,736	348,576
	383,498	90,238	473,736	348,576

8. DEBTORS AND PREPAYMENTS

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Mar-25 £	TOTAL 31-Mar-24 £
Prepayments	15,904	–	15,904	–
Accrued Income	593	–	593	43,510
Total	16,497	–	16,497	43,510

9. CREDITORS AND ACCRUALS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	TOTAL 31-Mar-25 £	TOTAL 31-Mar-24 £
Trade creditors	23,472	-	23,472	-
Grants payable	145,748	-	145,748	153,448
Taxation and social security	3,821	-	3,821	10,593
Other creditors	1,408	-	1,408	-
Pensions payable	262	-	262	-
Accruals	3,780	-	3,780	7,480
Total	178,491	-	178,491	171,521

10. CREDITORS AND ACCRUALS: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

There were no Creditors or Accruals falling due in more than one year during this financial year (2024: None).

11. STAFF COSTS AND NUMBERS

	2025	2024
Gross Wages and Salaries	262,060	208,505
Employer's National Insurance Costs	20,837	14,964
Pension	9,016	2,536
	291,913	226,005

The monthly average number of persons (including senior management/leadership team) employed by the charity during the year expressed as full time equivalents was as follows :

Average number of persons employed	2025 TOTAL	2024 TOTAL
Fundraising	0.8	0.7
Activities in furtherance of organisation's objects	4.9	5.4
	5.6	6

No employees (2024: None) received emoluments in excess of £60,000. The total employee benefits of the key management personnel of the charity were £134,489 (2024 - £79,213)

12 . PENSION AND OTHER SCHEMES

Defined contribution pension scheme

The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £9,016 (2024 £2,536).

Contributions totalling £262 (2024 NIL) were payable at the end of the year end are included in creditors.

13. DIRECTORS AND OTHER RELATED PARTIES

No payments were made to directors or any persons connected with them during this financial period. No material transaction took place between the organisation and a trustee or any person connected with them.

The sum of £963 was re-imbursed to 3 trustees during the year, (£3,062 to 4 trustees in 2024) for travel, subsistence and accommodation costs.

14. RISK ASSESSMENT

The directors actively review the major risks which the charity faces on a regular basis and believe that maintaining the free reserves stated, combined with the annual review of the controls over key financial systems carried out on an annual basis will provide sufficient resources in the event of adverse conditions. The directors have also examined other operational and business risks which they face and confirm that they have established systems to mitigate the significant risks.

Thank you.

The Hardman Trust is deeply grateful for the continued generosity of our supporters.

We remain supported by long-standing funders and have welcomed new donors inspired by our mission. Many now back us through multi-year commitments, providing the stability needed to achieve the goals in our strategic plan through 2026. As demand for our services grows, we stay focused on a future where everyone can realise their potential, inside and outside prison. With the right support, meaningful change is possible.

Every donation matters. We hope this report inspires you to get involved, whether as a donor, volunteer, or partner, and help make a lasting difference for people leaving prison, their families, and the communities they return to.

“I didn’t think the trust could help me as I am not in the right place to think about work. Having art materials was a lifesaver; I use art to focus on my recovery.”

**Find out more at www.hardmantrust.org.uk/support-us/
Get in touch: info@hardmantrust.org.uk**

Special thanks to Andy Aitchison Photography and JG Creative Consultancy.



**The
Hardman
Trust**

For the long term

7 Bell Yard, London WC2A 2JR
Telephone: 0207 261 0084
Email: info@hardmantrust.org.uk
www.hardmantrust.org.uk

Company registration No: 04629036
Charity Registration No. 1098118