

REGISTERED COMPANY NUMBER: 01415700 (England and Wales)
REGISTERED CHARITY NUMBER: 277570

Report of the Trustees
and
Financial Statements for the Year Ended 31 March 2026
for
The Society for Horticultural Therapy

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The Society for Horticultural Therapy
Contents of the Financial Statements for the Year Ended 31 March 2026

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LETTER FROM THE CHAIR

Dear Supporter,

Every week we hear stories that remind us that health and social care in the UK is under unprecedented strain. Demand is rising faster than services can respond, resources remain constrained, and too many people are still unable to access the support they need. This widening gap is placing growing pressure on individuals, professionals and the voluntary sector alike. Yet despite their proven benefits, nature-based approaches such as Social and Therapeutic Horticulture (STH) remain underutilised. We continue to see demand for our STH programmes rise, underscoring both their value and the urgent need to expand access.

Awareness of the national challenges facing health and social care is growing, as is recognition of the non-medical factors which influence health outcomes. In the last year, we have seen positive progress in Green Social Prescribing, notably its inclusion within Natural England's Strategy as a key approach to improving health and wellbeing and reducing pressure on health and care services through nature-based interventions. Despite this progress, the absence of strategic government investment to support delivery organisations, places significant strain on charities like us. This year, the National Academy for Social Prescribing commissioned us to co-develop a report to strengthen standards across Green Social Prescribing; in time this will elevate practice and reduce risk for both participants and practitioners.

As planned, we launched a new Continuing Professional Development service, which provides ongoing support for those we have trained. This aligns well with our ongoing work alongside Trellis to establish a new UK Association for Social and Therapeutic Horticulture including publishing co-created practice standards, competencies and routes to [professional] registration.

Over the past year, our established programmes and short courses across our three centres in Birmingham, London and Reading have continued. I am particularly pleased that we have supported 10% more people this year and launched targeted programmes to extend our reach.

In the coming year, we will publish already commissioned new research, focused on the state of the STH sector and the economic case for our work, as we build towards an influencing campaign in Spring 2027. A new website will help us better connect with key audiences and extend our reach and impact. With demand for in-person training continuing to grow, we will also explore opportunities to expand delivery beyond our three centres, bringing training to new locations.

In taking on the role of Chair in January 2026, I have immediately seen the dedication shown by our Senior Leadership Team and all our staff. Their commitment to our purpose is truly impressive, and it is a privilege to work alongside such skilled and passionate colleagues. Our volunteers are outstanding and your continued support is essential to delivering services and making our work possible.

My sincere thanks too to all our donors, funders and supporters: individuals, businesses, organisations, trusts, grant-makers, legators and those who give in memory of loved ones. Every contribution enables us to deliver meaningful and lasting impact; your generosity is fundamental to achieving our mission.

Finally, our collective thanks are owed to Thrive's outgoing Chair, Faith Ramsay – she helped Thrive 'stay the course' through challenging lockdown years and much more beside.

Yours sincerely



Sarah Philbrick
Chair of the Board of Trustees

REPORT OF THE TRUSTEES

The Trustees, who are also 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 31 March 2026. The trustees have adopted the provisions of 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).

ABOUT THRIVE

What we do

We create life-changing impact for disabled people and people living with ill health or disadvantage. Through Social and Therapeutic Horticulture (STH), we use gardening, purposeful activity and supportive environments as powerful tools to improve health and wellbeing.

We lead the use of STH in the UK, addressing identified individual needs and achieving clearly defined outcomes. Our practitioners use gardens as safe, calm and restorative spaces to support rehabilitation, recovery and personal growth. Programmes are tailored to each person, using gardening activities to support goals identified by the individual, or with their families, carers or support networks.

Through regular engagement in our programmes, individuals can increase their independence and experience a range of benefits, including:

- improved physical health through movement and activity
- better mental wellbeing, with increased sense of purpose and achievement
- stronger social connections, reducing isolation and exclusion
- opportunities to develop new skills and confidence
- a deeper connection to nature, supporting overall health

While improving health and wellbeing is at the heart of STH, the impact can go further. Helping people gain skills, explore food growing, build confidence, and in some cases progress towards qualifications and employment.

How we do it

We work in a range of ways to maximise our reach and impact:

- **Direct delivery**: We run therapeutic programmes at our centres in London, Reading and Birmingham, as well as in care homes, public spaces, schools and community settings, supporting a wide range of client gardeners.
- **Accessible resources**: Through our Get Gardening resources and gardening club, we provide practical advice, inspiration and guidance to help people start or continue gardening at home or in their community, making it accessible and enjoyable for disabled people and people living with health conditions.
- **Training and professional development**: We deliver the UK's largest curriculum in STH, offering high-quality training, qualifications and advice to individuals and organisations looking to use horticulture for therapeutic, social and developmental outcomes.
- **Advocacy and sector support**: We champion STH as a credible therapeutic intervention and work to create the conditions for scale. Strengthening standards, building workforce capability and ensuring provision can meet growing demand.

Why we do it

Across the UK, millions of people are disabled or living with long-term health conditions or mental ill-health. With demand for support continuing to rise, health and social care systems are under sustained pressure, and too often people are left without access to the support they need to live well.

Conditions such as mental ill-health, cardiovascular disease, diabetes, dementia and musculoskeletal conditions affect a significant proportion of the population. Rising levels of social isolation, economic inactivity linked to ill-health, and the lasting impacts of the pandemic and cost-of-living crisis are further deepening health inequalities.

We see the impact of these challenges every day in our gardens. People arrive feeling isolated, anxious or unsure, and through supported, purposeful activity begin to rebuild confidence, skills and independence. Client gardeners tell us they have found a place they can 'be', alongside improved physical health, better mental wellbeing and a renewed sense of purpose. Just as importantly, they form connections with others, reducing isolation and creating a sense of belonging. These are not marginal gains; they are meaningful, life-changing improvements that enable people to live well and participate more fully in their communities.

STH is effective because it combines several powerful elements into a single approach. Gardening provides physical activity, creativity and a sense of future orientation, while the natural environment supports mental restoration and reduces stress. Meaningful, goal-oriented tasks build confidence and a sense of achievement, and shared spaces create opportunities for social connection. Crucially, STH is adaptable and person-centred, enabling activities to be tailored to individual needs and goals. This combination allows it to address multiple aspects of health and wellbeing at once, making it a uniquely holistic and effective intervention.

While STH is a proven and cost-effective approach, access to it remains highly unequal, shaped by geography, awareness and local capacity rather than need. For many people, particularly those experiencing mental ill-health or disadvantage, this means missing out on support that could significantly improve their health and wellbeing.

Too often, people are left with limited options and fall through gaps in the current system. We know that Green Social Prescribing engages people who do not typically connect with other services. Without greater access to holistic, preventative approaches that build long-term resilience, confidence and independence, we will continue to see poorer outcomes for individuals and sustained pressure on already stretched services.

Health and social care services do not always meet the needs of the most vulnerable. Care is too often shaped by what services can offer, rather than what individuals need, leaving dignity, agency and personal choice overlooked. Too little focus is given to addressing the root causes of poor health. We believe care can and should be better: more person-centred, more holistic, and focused on enabling people to live fulfilling, independent lives.

At the same time, people are increasingly disconnected from nature, despite strong evidence of its role in supporting physical and mental health. There is significant untapped potential to better integrate nature into care settings, enabling more people to benefit from reduced stress, positive stimulation and enhanced recovery.

We believe the use of STH should not be the exception, but the norm. Alongside delivering services across our centres in Reading, London and Birmingham, we are working to grow the reach and recognition of STH and address the barriers to embedding it within health and care systems, so that more people can access the support they need to live healthier, more independent lives.

OBJECTIVES AND GOALS

Our vision:
We are creating a future where disabled people and people living with ill health or disadvantage experience the life-changing benefits of gardening and nature.

Our priorities:

- **Grow our Impact**
  - Deliver measurable outcomes through STH for clients across our three centres
  - Increase access to preventative, person-centred interventions that improve lives
  - Strengthen understanding and measurement of STH impact
  - Enable self-directed gardening through trusted guidance
  - Expand high-quality services for professionals
- **Grow our Sector**
  - Reduce unequal access to STH by creating the conditions for widespread STH adoption
  - Build and share robust STH evidence to support integration of STH within health and care
  - Establish sector wide best practice standards and support STH workforce development
- **Grow our Organisational Sustainability**
  - Align workforce capacity and capability with strategy
  - Improve infrastructure to support service delivery
  - Diversify and grow income to support long-term financial resilience
  - Build strategic partnerships to extend reach and influence
  - Generate a surplus with which to sustain our services and invest in growth

Our Values**:**
We believe everyone can improve their health through gardening. Our core values are:

- **People Focused**: We care about and respect people as individuals
- **Collaborative**: We achieve greater things by working with others
- **Excellence**: We hold high standards for ourselves and those we train
- **Ambitious**: We grow, adapt and innovate

We achieve this through four key activities:

- Delivering life-changing Social and Therapeutic Horticulture programmes
- Training practitioners and advancing professional standards in Social and Therapeutic Horticulture
- Providing gardening advice for disabled people and those living with health conditions
- Advocating to get Social and Therapeutic Horticulture recognised and more widely utilised

STRATEGIC REPORT

Review of 2025/26 (achievement and performance)

This year saw the continuation of our work under our 5-year strategy as well as the continuation of existing delivery and projects. Our 5-year strategic plan sets out our vision and goals under 3 broad outcomes; priority activities have been aligned with each.

Grow our Sector

Vision:	**STH sector is recognised as part of the health & social care landscape.** Working collaboratively at the local, regional and national levels, the STH/Green Care sector plays a clear role in connecting communities to their local green spaces, improving health outcomes and reducing health inequalities, and in delivering measurable savings for the NHS and social care sectors.
Goals and Objectives:	• **To lead and shape the debate about how a larger and more professional STH sector can support the care systems and provide improved outcomes for people with a defined health, social care or education need** • **To build a movement towards professionalising the sector, engaging providers/STH Practitioners and commissioners to actively progress an agenda for professionalisation**
Achievements & performance:	Over the past year, we have continued to build the foundations needed for social and therapeutic horticulture (STH) to grow as a recognised and scalable approach within health and care systems. A key focus has been strengthening the evidence base to support wider adoption. We commissioned a Social Return on Investment (SROI) study and a State of the Sector report, with sector-wide engagement already underway. Together, these will provide a clearer picture of the impact, value and potential of STH, and will underpin an influencing campaign planned for Spring 2027. Alongside this, we have made significant progress in sector support. Through our partnership with Trellis, the Association for Social and Therapeutic Horticulture has advanced key components including a competency framework and routes to registration, with publication of competencies marking an important milestone. This work brings us closer to establishing a professional register and consistent standards to support workforce development and quality across the sector. We have also strengthened our role in influencing policy and practice. Engagement with parliamentarians, government consultations and sector forums has ensured that the value of STH is represented within national conversations. Public and professional awareness of STH continues to grow. Thrive has been featured across national media, sector publications and professional platforms, contributing to increased visibility and understanding of nature-based approaches to health. Together, these activities represent important progress in creating the conditions for STH to grow. Strengthening evidence, standards and partnerships so that access can expand more widely and equitably.

Grow our Impact

Vision:	**STH is recognised as providing genuine positive impact.** Thrive is able to make a national-scale impact on health and wellbeing through delivery of STH programmes and a digital information service, and using our knowledge and expertise to enable others to deliver STH.

Goals and Objectives:	• **To use our delivery of STH to achieve improved outcomes for people with a defined health, social care or educational need.**
	• **To use our knowledge and expertise to deliver gardening for health information that enables people to harness the health and wellbeing benefits of gardening in their own space and time.**
	• **To use our knowledge and expertise to enable delivery of STH beyond our 3 centres, by**
	  ○ **training others to increase their horticultural therapy skills and supporting their ongoing professional development**
	  ○ **working in partnership with national horticultural/land-based organisations**

Achievements & performance	Over the past year, we have continued to expand the reach and impact of our services, supporting more people to improve their health and wellbeing. We are pleased to report a 10% increase in the number of client gardeners to 437 accessing our programmes, alongside consistently high outcomes reported by both clients and carers: • Improved physical health — 99% • Improved mental wellbeing — 98% • Increased social connection — 94% • Gained new skills or knowledge — 97% • Spent more time gardening or outdoors — 99% • Increased or restored confidence — 93% We have strengthened delivery across our centres, while also developing more flexible models of provision. This includes launching new programmes, adapting delivery to reach different groups, and securing new tender frameworks such as our inclusion on the NHS Social Impact Framework. This provides an important pathway for working more directly with health systems and expanding access to our services. Our training and education offer has continued to perform strongly, with high demand for courses and full subscription of diploma cohorts. The introduction of our Continuing Professional Development service, Growth Point, has created new opportunities to support ongoing learning and engagement. We have also continued to develop our information and digital services, producing new condition-specific resources in partnership with organisations such as ADHD UK and Autistica. These resources have been well received and are extending our reach to audiences beyond those we directly support. While our digital app has not progressed as planned, a recent decision to close the app has enabled us to refocus our efforts on areas delivering the greatest value. We have also taken steps to strengthen our delivery, including initiating a programme-wide review of practice aligned with emerging sector standards. This will support greater consistency and impact as we continue to grow. Overall, we have made strong progress in increasing access to our services and improving outcomes.

Grow our Organisational Sustainability

Vision:	**Thrive has a sustainable operating model.** Achieved through an engaged and effective workforce, effective use of our assets (land & investments) and infrastructure (including facilities, data and digital tools), maximising revenue from our assets and ensuring that our spending is aligned with income.
Goals and Objectives:	• **To ensure that our workforce has the required competencies and that the organisation is structured to support the effective deployment of the workforce to achieve our strategic aims** • **To develop our infrastructure to effectively support current and new service delivery** • **To deliver an annual surplus with which to maintain our reserves and invest in our continued development.**
Achievements & performance	Over the past year, we have continued to strengthen Thrive's organisational foundations, ensuring we are well positioned to sustain and grow our services. We are pleased to report a year-end operating surplus, supported in part by strong legacy income, alongside continued growth in overall income. We have made progress in diversifying income and building new funding opportunities. This includes launching a Thrive lottery, developing a legacy giving programme, and progressing targeted appeals to support our centres. We have also strengthened our approach to corporate engagement, securing new partnerships and building a stronger pipeline of future opportunities. Investment in infrastructure has been a key priority. Significant progress has been made in modernising our IT systems, including the successful migration to cloud-based platforms and the introduction of new telephony systems. Alongside this, work has progressed on the development of a new website to improve user experience, extend reach and support future growth. We have continued to align our workforce capacity with our strategy, although we recognise that staffing gaps have at times created operational pressure. Recruitment has progressed well and changes to our approach to hiring, induction and team development are underway to strengthen resilience across our teams. At the same time, we have refreshed our core messaging, clarifying our purpose, vision and values to better articulate who we are and what we aim to achieve. This will support stronger engagement with partners, funders and stakeholders as we move forward. While external conditions remain challenging, and some income streams have not grown as anticipated, we have maintained a stable financial position and continued to operate efficiently. Overall, we have made good progress in strengthening our financial resilience, infrastructure and organisational capacity, providing a solid platform for future growth.

Our Staff & Volunteers

We would like to thank Thrive's staff and volunteers for their continued commitment and professionalism throughout this period. Many of them go well beyond what is expected of them and are always doing all they can to support people living with ill-health, disability, loneliness or disadvantage.

Our volunteers have also played a vital role in enabling the delivery of all our services and we are extremely grateful to the 214 people who have volunteered with us across the year, most turning out week after week to work with the client gardeners, others providing invaluable support in our offices. Together they gave some 30,325 hours of their time to Thrive. In addition, we hosted 59 corporate days across the 3 centres, providing a further 3,608 hrs of additional work in the gardens.

Financial review

In 2025/26 we delivered a surplus of £85,859. This continued the progress we made in the previous year to ensure financial stability. Total income of £2,223,149 was the highest we have achieved, and 5% increase on the previous year. Our Client Services showed an increase of £60,424 (6%) compared to 2024/25, and fundraised income grew by £117,972 (14%), with bequests accounting for 34% of the total. Training income fell slightly by £6,038 (-3%). Our Cultivating Wellbeing app faced challenges gaining traction in a highly competitive market, and we were unable to secure additional funding to improve engagement and effectiveness. As a result, investment in the app was paused, reducing both anticipated income and expenditure.

The overall balance of our income was as follows

Income source	**Amount (% of total income)**	
	2025/26	**2024/25**
Charitable Activities	£1,167,129 (52%)	£1,167,110 (55%)
Donations & legacies	£932,179 (42%)	£814,206 (39%)
Investments	£67,328 (3%)	£66,866 (3%)
Trading activities	£56,513 (3%)	£62,461 (3%)

Expenditure for the year was £2,139,385, an increase of £133,017 (6.6%) compared to the previous year. Staff costs represent 69% of total costs and rose by £117,405 (9%) compared to 2024/25. We awarded a pay increase to all staff in October 2025, a minimum of 4%. The majority of the increase in cost was due to the increase in Employer National Insurance contributions from April 2025. Our expenditure on activities to support our charitable delivery increased significantly and were 15% higher than 2024/25. This was largely due to our continued investment in IT, website and business development. This was possible due to the continuation of a restricted grant. The UK Retail Price Index continued to rise in 2025/26, and this added costs across our activities.

Reserves and investment policies

Thrive holds long-term investment assets to generate a return, protecting the charity's capital base and supporting future delivery of charitable activities and aims. Shorter term assets are held to provide revenue to support the operational requirements of the charity. We review the level of reserves annually in line with the budget and business plan to ensure that sufficient and appropriate resources are available to deliver charitable aims, support the charity's strategy and to meet contingencies.

Total reserves at 31 March 2026 were £3,518,491 (2025- £3,432,632). This includes fixed assets totalling £1,193,357 which can only be realised upon disposal of those assets and £82,958 in restricted funds for use only on existing, committed projects. Our reserves also include amounts designated for specific, strategic

projects to enhance our charitable activities and improve long-term financial sustainability. We have reviewed the level of and purpose of these funds in view of current and future organisational need and the external environment. In 2025/26 we worked with a specialist to progress options to make better use of our assets, with the aim of improving financial returns. There have been a number of delays to the project and we will ensure that we regain momentum in 2026/27. We have made good progress in enhancing our IT provision and will be in a position to maximise the benefits of a cloud environment during the coming year. At the end of the financial year our Designated Funds stood at £117,273.

Remaining reserves total £2,124,903. This includes investments (listed and unlisted) which we use to generate income to support ongoing operations. We therefore do not consider these investments to be part of available reserves in the short to medium term. Our free reserves are £1,082,725. This represents 7 months' operating cover. Our reserves policy, which is reviewed annually, includes a target of 6 months' cover. Trustees consider, in light of ongoing economic uncertainty, the headroom provided by Thrive's 2025/26 financial results is appropriate.

Priorities for 2026/27

As we enter the final year of our current 5-year strategy we will be completing elements of the existing strategy, whilst also investing time in the development of a new strategy and testing approaches and ideas which may form the basis of our new strategy from April 27 onwards. For 2026/27 our priorities are as follows:

Grow our Impact

- We will increase access to our services by strengthening relationships with NHS, local authority and community partners, and securing new commissioned programmes.
- We will embed quality and consistency across our services by implementing sector standards, improving monitoring tools and strengthening pathways for client progression.
- We will expand our reach through training and consultancy, including re-engaging existing audiences, developing new partnerships and trialling delivery in new locations beyond our three centres.
- We will continue to develop our information services, implementing the outcomes of a review into this service and adapting to changes in digital access to ensure people can continue to benefit from our guidance at scale.

Grow our Sector

- We will progress our programme of research to strengthen the case for STH, including publishing a State of the Sector report, developing condition-specific case studies, and using our Social Return on Investment findings to support engagement with commissioners and policymakers.
- We will build momentum towards our 2027 influencing campaign, engaging stakeholders across the sector, government and health systems, and developing a clear policy position for the role of STH within health and care pathways.
- In partnership with Trellis and sector stakeholders, we will progress the establishment of the Association for Social and Therapeutic Horticulture, including piloting the practitioner register, promoting registration and strengthening the case for professional standards across the sector.

Grow our Organisational Sustainability

- We will continue to strengthen our workforce by supporting practitioner development, progressing professional registration and developing new roles for volunteers to support delivery and fundraising.
- We will improve our infrastructure and systems, including launching a new website, strengthening data and insight capabilities, and investing in our centres to support delivery.
- We will grow and diversify income through targeted appeals, corporate partnerships and legacy giving, while improving the efficiency and return on our fundraising activities.
- We will explore opportunities to make more effective use of our land and assets and take forward actions arising from our asset review.

Risk management

As Trustees, we are responsible for overseeing the charity's risk-management activities. The Board manages Thrive's risks through a Strategic Risk Register, which is incorporated in the Annual Business Plan and is monitored by the Finance and Risk Committee.

Strategic risks are the high-level risks that could prevent Thrive from meeting its objectives and they are identified following the annual Board workshop to review forward objectives and external influences. We describe each risk, giving the scenario under which it may occur; we then assess each risk in terms of the impact it would have on the organisation and the likelihood of it occurring, given the current controls and mitigation plans in place. We have identified actions required to mitigate the risk further; with all risks and actions assigned to a named individual. Risks with an impact-likelihood score above our threshold are prioritised for immediate action and close monitoring. Risks with an impact-likelihood score below the threshold are of lower priority but are still monitored and assessed throughout the year.

For 2026/27, the following are identified as the most significant risks:

- *Unable to secure grant funding for new and existing activities*
  Funding has already been secured for many of the programmes in 26/27, with further bids in for remaining. We continue to apply for funds to replace funding arrangements that are coming to an end. We are also developing new Fundraising activities (e.g. targeted appeals) to diversify our sources of income.
- *Inability to identify and begin realisation of affordable options for utilisation of land assets*
  We have established a Working Group of Senior Managers and Trustees to assess options, with the help of external specialist support. Plans for land use are well advanced.
- *Income growth targets are not met.*
  Targets are set in the context of external environment, current pipeline and recent track record. Progress against targets is monitored monthly alongside ongoing monitoring of costs to identify and implement reductions.
- *Failure or compromise of critical IT*
  All data is backed up daily, cyber security of third-party providers is a key factor in tendering processes, regular and timely security updates, real time activity and device monitoring in place and multi-factor authentication access routines enforced for all staff.

Operational risks are kept under regular review by the senior leadership team and a 'Protecting People Risk Register' has been produced in accordance with Charity Commission guidance.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Thrive was established under the terms of its governing Memorandum and Articles of Association in 1978, which were updated in 2009 and 2015, and is constituted as a company limited by guarantee.

Recruitment, appointment, induction and training of new trustees

The Board currently comprises 11 Trustees who delegate the running of the charity to the CEO and the Chief Finance & Operating Officer. After an incredible 9 years Faith Ramsay came to the end of her term as Chair of Trustees. We are hugely grateful to Faith for her leadership over such a sustained and challenging period. Following an extensive recruitment process, supported by an external recruitment agency, the Board selected Sarah Philbrick. Faith provided a 3month handover following the AGM in September 2025 and Sarah formally started as Chair from January 2026. As well as Sarah, the Board were pleased to appoint 3 further trustees to their number, following a skills audit and recruitment campaign.

Trustees are recruited to the Board in response to the need for a recognised skill or capacity. Recruitment is conducted via open advertising, with a description of the key skills, knowledge or experience required and an overview of the role and responsibilities of a Trustee. Thrive's own networks and communication channels are used along with recognised recruitment websites.

Trustees may serve on the Board for up to nine years. One third of Trustees are required to stand down each year and may be re-appointed. The Chair and Vice Chair(s) are elected annually from amongst the Trustees; there are no restrictions on re-appointment.

All new Trustees undertake an induction process, which includes a full briefing on the business strategy, organisational structures, financial and risk matters, hands-on experience of working with clients and volunteers, and attendance on a governance training course. Further training is made available based on individual needs.

Recent Trustee recruitment and the adoption of video conferencing for Committee and some Board meetings has helped to widen the diversity of the Board in terms of experience, age and geography.

Organisational structure and decision making

During the year the Board met five times for formal business meetings, including the AGM, and held a further strategy review workshop.

At our formal meetings, we considered long-term strategy, risk, current direction and finance. The senior leadership team monitors the budget each month and provided updates at each Board meeting.

The Chair and the CEO have regular meetings for the purpose of keeping up to date with developments and providing support to the CEO.

The Board delegates aspects of its responsibilities to four sub-committees:

- Finance & Risk Committee focuses on the longer-term financing of the charity's activities as well as the more immediate cash flow management and in-year financial performance and risk profile.
- Fundraising, Communications and Marketing Committee provides oversight of these activities, helping to evaluate options Thrive wishes to use.
- People and Culture Committee provides oversight of our staffing and volunteer management, wellbeing, health & safety and safeguarding; they maintain the Protecting People Risk Register and make recommendations to the Board on staff pay and benefits.
- Charitable Delivery Committee is responsible for overseeing our three charitable services, focused on ensuring Thrive's services are beneficial and effective.

We reviewed and amended the work and terms of reference of these Committees, as well as our overall Scheme of Delegation in 2024/25, following a review which was held in 2023/24.

There have been no changes to incumbents or role design within the Senior Leadership Team in 25/26.

Remuneration statement

Thrive relies heavily on donated funds and the ongoing support of its volunteers and funders. It is important to us that these resources are used to maximum effect so that we can continue to deliver quality services to some of the most vulnerable people in our communities. Thrive employs 48 staff, more than half of whom work on a part-time basis (total 38 full time equivalents, FTEs). We also use experienced casual workers to provide essential cover as needed.

Staff costs (salaries, National Insurance and pension contributions) make up a large proportion of the annual cost of running Thrive. Managing staff costs and ensuring that the charity has the appropriate mix of skills and

expertise to achieve its objectives is an important part of ensuring the ongoing success and viability of Thrive. The total staff cost for Thrive in 2025/26 was £1,465,694. This is a 9% increase on the previous year, much of which is due to the statutory increase in employer National Insurance Contributions introduced in April 2025.

The total staff costs (including National Insurance and employers pension contributions) for the Senior Leadership Team (listed on page 15) were £318,133. This includes full year costs of the changes implemented in 2024/25. Our CEO was the highest-paid member of staff. The CEO's salary in 2025/26 was £73,542; this sits well within sector benchmarks; it is less than three times the median salary and less than four times the lowest salary.

Fundraising Standards Compliance

We continue to adhere to the Code of Fundraising Practice and maintain our compliance with the Fundraising Standards set by the Fundraising Regulator to whom we pay an annual levy.

We received no complaints in relation to our fundraising activities. Our website clearly sets out our Fundraising Promise, outlines our complaints policy for the public and sets out the systems, recording and reporting we have in place. We do not use third-party or professional fundraisers.

In 2025 Thrive established the Thrive Gardening for Health Lottery. A single brand lottery administered by Woods Valldata. The Affinity Lottery, provided by the leading fundraising services provider, enables UK charities to meet the Gambling Act 2005 and raise money through their own weekly lottery. The registered Responsible Person for the Thrive Gardening for Health Lottery is Edmund Jackson.

We adhere to the Charities (Protection and Social Investment) Act 2016, and regularly check the guidance, making sure that we protect those who may have a vulnerable status. If we believe that an individual (or group of individuals) is unable to make a certain decision or does not have the mental capacity to do so, we will not accept the donation from that person. If the donation has already been made, and at the time of donating the individual lacked capacity (and Thrive receives evidence of this) we will return the donation.

GOING CONCERN

It is the view of the Trustees that Thrive remains a going concern.

In 2025/26 we achieved an operating surplus for the second successive year. Our reserves and cash position have improved over the last two years and our current long-term forecasts provide Trustees with confidence that we will remain financially sustainable. In the coming twelve months we will be developing our new strategic plan, and this will investigate areas for growth and review operational efficiencies to maximise our resources. We balance strategic longer-term planning with close management of day-to-day running costs, to ensure value for money in the supply chain.

Trustees are pleased with the progress made over the last two years and, while fully aware of ongoing financial challenges, are confident that the charity can continue to grow.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered company number
01415700 (England and Wales)

Registered charity number
277570

Registered office
The Geoffrey Udall Centre
Beech Hill
Reading
RG7 2AT

Our Royal Patron
HRH Princess Alexandra

Trustees
The Trustees are also the directors of the company. At the time of writing, the following Trustees are in post or were in post during part of the year:

Prof. Sam Brockington (joined 29 March 2021, resigned 24 November 2025)
Mr David Dyer (joined 13 June 2019)
Mr Laurence Goodman (joined 8 September 2025)
Ms Victoria Hemmingway (joined 9 September 2021 resigned 8 September 2025)
Dr John James (joined 29 March 2021)
Ms Debbie Jarrett (joined 15 November 2018)
Ms Bene Kariger (joined 13 June 2019)
Mr Mark Kenny (joined 8 September 2025)
Ms Sophy Kershaw (joined 15 November 2018)
Mr Neil Leadbitter (joined 9 September 2021)
Mr Euan MacLennan (joined 16 March 2026)
Mr Ian Miller (joined 9 September 2021)
Mrs Sarah Philbrick (joined 8 September 2025)
Mrs Faith Ramsay – Chair (joined 12 Nov 2014, resigned 31st December 2025)

Senior Leadership team
Mr Ben Thomas – Chief Executive Officer
Mr Andrew Storm – Chief Finance and Operating Officer
Mrs Sally Wright – Head of Innovation and Marketing
Mrs Sarah Bowers – Head of Client Services
Mrs Wendy Bates – Head of Business Development

Independent auditors	Solicitors	Bankers
Sumer Audit	Field Seymour Parkes	National Westminster Bank
Hermes House	The Old Coroner's Court	5 High Street
Fire Fly Avenue	1 London Street	Bracknell
Swindon	Reading	Berkshire
SN2 2GA	RG1 4QW	RG12 1DH

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of The Society for Horticultural Therapy for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charity Statements of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also 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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Report of the Trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 7th September 2026 and signed on the Board's behalf by:



Sarah Philbrick - Chair of Board of Trustees

Report of the Independent Auditors to the Members of The Society for Horticultural Therapy

Opinion
We have audited the financial statements of The Society for Horticultural Therapy (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable 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 charitable 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, 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 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 the audit:
- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes 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 charitable 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.

Our responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the horticultural therapy industry, we identified that the principal risks of non-compliance with laws and regulations related to safeguarding, health and safety, employment law, Companies Act 2006 and Charity Law, and we considered the extent to which non-compliance might have a material effect on the financial statements of the charity. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Statement of Recommended Practice and Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, management override, and management bias in accounting estimates and judgemental areas of the financial statements such as the valuation of investment property and valuation of fixed asset

investments. Audit procedures performed by the audit engagement team included:
- discussions with management, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- understanding and review of management's internal controls designed to prevent and detect irregularities, and fraud;
- review of the minutes of the Trustees meetings;
- designing audit procedures to incorporate unpredictability;
- performing analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud;
- review of the financial statements disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring about actual and potential litigation and claims;
- testing transactions entered into outside of the normal course of the charity's business; and
- identifying and testing journal entries, in particular any journal entries with fraud characteristics.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 auditors' 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.



James Gare (Senior Statutory Auditor)
for and on behalf of Sumer Auditco Limited
Statutory Auditor
Hermes House
Fire Fly Avenue
Swindon
Wiltshire
SN2 2GA

Date: 18 September 2026

Statement of Financial Activities
(Incorporating an Income and Expenditure Account)
for the Year Ended 31 March 2026

	Notes	Unrestricted funds £	Restricted funds £	2026 Total funds £	2025 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	839,483	92,696	932,179	814,206
Charitable activities	6				
Training and Education		171,608	-	171,608	177,645
Client services		708,716	286,162	994,878	934,453
Information Service		643	-	643	55,012
Other trading activities	4	56,513	-	56,513	62,461
Investment income	5	67,328	-	67,328	66,866
Total		1,844,291	378,858	2,223,149	2,110,643
EXPENDITURE ON					
Raising funds	7	181,951	128,126	310,077	314,472
Charitable activities	8				
Training and Education		295,598	-	295,598	279,532
Client services		1,197,836	271,162	1,468,998	1,334,598
Information Service		64,712	-	64,712	77,766
Total		1,740,097	399,288	2,139,385	2,006,368
Net gains on investments		2,095	-	2,095	345,938
NET INCOME/(EXPENDITURE)		106,289	(20,430)	85,859	450,213
RECONCILIATION OF FUNDS					
Total funds brought forward		3,329,244	103,388	3,432,632	2,982,419
TOTAL FUNDS CARRIED FORWARD		3,435,533	82,958	3,518,491	3,432,632

The notes form part of these financial statements

The Society for Horticultural Therapy (Registered number: 01415700)

Balance Sheet
31 March 2026

	Notes	2026 £	2025 £
FIXED ASSETS			
Intangible assets	14	39,730	-
Tangible assets	15	1,153,627	1,200,152
Investments			
Investments	16	1,042,178	1,040,083
Investment property	17	670,007	670,007
		2,905,542	2,910,242
CURRENT ASSETS			
Debtors	18	352,455	176,670
Cash at bank and in hand		479,831	477,892
		832,286	654,562
CREDITORS			
Amounts falling due within one year	19	(219,337)	(132,172)
NET CURRENT ASSETS		612,949	522,390
TOTAL ASSETS LESS CURRENT LIABILITIES		3,518,491	3,432,632
NET ASSETS		3,518,491	3,432,632
FUNDS	23		
Unrestricted funds:			
General fund		2,648,253	2,509,237
Designated - Property improvements and maintenance		33,761	50,000
Investment Property		670,007	670,007
Designated - Strategic Development		43,059	50,000
Designated - ICT & Digital		40,453	50,000
		3,435,533	3,329,244
Restricted funds		82,958	103,388
TOTAL FUNDS		3,518,491	3,432,632

The financial statements were approved by the Board of Trustees and authorised for issue on 7th September 2026 and were signed on its behalf by:



Sarah Philbrick – Chair of Board of Trustees

The Society for Horticultural Therapy

Cash Flow Statement for the Year Ended 31 March 2026

	Notes	2026 £	2025 £
Cash flows from operating activities			
Cash generated from operations	26	5,824	77,013
Net cash provided by operating activities		5,824	77,013
Cash flows from investing activities			
Purchase of intangible fixed assets		(42,846)	-
Purchase of tangible fixed assets		(17,719)	(38,120)
Sale of fixed asset investments		-	215,415
Sale of investment property		-	4,993
Dividends and rents from investments		59,185	65,104
Interest received		8,143	1,762
Net cash provided by investing activities		6,763	249,154
Cash flows from financing activities			
Loan repayments in year		(10,648)	(10,648)
Net cash used in financing activities		(10,648)	(10,648)
Change in cash and cash equivalents in the reporting period		1,939	315,519
Cash and cash equivalents at the beginning of the reporting period		477,892	162,373
Cash and cash equivalents at the end of the reporting period		479,831	477,892

The notes form part of these financial statements

The Society for Horticultural Therapy Notes to the Financial Statements for the Year Ended 31 March 2026

1.STATUTORY INFORMATION

The Society for Horticultural Therapy is a company limited by guarantee, without share capital, registered in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The charity's registration number and registered office address can be found in the trustees' report.

2.ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets and to include certain items at fair value

The financial statements are prepared on a going concern basis

The Society for Horticultural Therapy meets the definition of a public benefit entity under FRS 102.

The accounts are presented in Sterling which is the functional currency of the Charity, and rounded to the nearest pound.

Going concern
A surplus of some £85,859 was made for the year ended 31 March 2026 after investment gains. Free reserves (excluding fixed assets and designated funds) at 31 March 2026 were £2,164,633, of which £1,028,565 are held in unlisted investments and £670,007 in investment property.

In 2025/26 we achieved an operating surplus for the second successive year. Our reserves and cash position have improved over the last two years and our current long-term forecasts provide Trustees with confidence that we will remain financially sustainable. In the coming twelve months we will be developing our new strategic plan and this will investigate areas for growth and review operational efficiencies to maximise our resources. We balance strategic longer-term planning with close management of day-to-day running costs, to ensure value for money in the supply chain.

Trustees are pleased with the progress made over the last two years and, while fully aware of ongoing financial challenges, are confident that the charity can continue to grow.

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the charity has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity’s ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

The Society for Horticultural Therapy Notes to the Financial Statements for the Year Ended 31 March 2026

2.ACCOUNTING POLICIES - continued

Critical accounting judgements and key sources of estimation uncertainty
Valuation of Investment property
In ascertaining the market value of investment land - the Charity has relied on the professional judgement of surveyors. The valuation is based on their best professional judgement but does not necessarily reflect the final value the land would attract on the open market.

Valuation of non-listed shares
In ascertaining the market value of non-listed share prices - the charity has decided to adopt a policy of valuing the assets at the most recent sales price The Society of Horticultural Therapy have achieved, adjusted if there are any significant indicators that the profitability of the company has changed. This does not necessarily reflect the final value of the shares should they aim to sell them.

These estimates and assumptions have the most significant effect on recognition and measurement of assets. Actual results may be substantially different.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Interest
Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Grants
Income from government and other grants are recognised at fair value when the charity has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred. When entitlement occurs before income is received, the income is accrued.
The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet.

Donations
Donations are recognised on a receivable basis where there is certainty of receipt and the amount can be reliably measured.

Training income
Income from training courses is recognised in line with performance.

Legacies
For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is a treated as a contingent asset and disclosed if material.

The Society for Horticultural Therapy Notes to the Financial Statements for the Year Ended 31 March 2026

2.ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement The Society for Horticultural Therapy Notes to the Financial Statements for the Year Ended 31 March 2026 and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Allocation and apportionment of costs
Costs are apportioned by the basis of actual costs where possible. Where costs cannot be attributed directly to particular headings they have been allocated on a basis consistent with the use of head count.

Redundancy/ termination payments
Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date. If the expected settlement date of the termination payments is 12 months or more after making the provision and the effect would be material, the present value of the obligation is calculated using an appropriate discount rate.

Computer software
Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at costs less any accumulated amortisation and any accumulated impairment losses. Computer software is being amortised evenly over the estimated useful life of 5 years.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property - 2% on straight line basis
Long leasehold - 4% on a straight line basis
Improvements to property- 20% on straight line basis
Computer equipment- 10%-25% on straight line basis

All assets costing more than £750 are capitalised.

Investment property
Investment properties are included in the accounts at open market value. All movements arising from revaluation are shown in the Statement of Financial Activities. Realised gains and losses on investment properties are calculated as the difference between the disposal proceeds and the market value at the beginning of the year or cost of purchases during the year. Unrealised gains and losses are derived from the movement in the market values during the year.

Other investments
Investments are stated at market value at the balance sheet date. In ascertaining the market value of non-listed share prices - the charity has decided to adopt a policy of valuing the assets at the most recent sales price The Society of Horticultural Therapy have achieved, adjusted if there are any significant indicators that the profitability of the company has changed. The Statement of Financial Activities (SOFA) includes the net gains and losses arising on revaluations and disposals throughout the year.

The Society for Horticultural Therapy Notes to the Financial Statements for the Year Ended 31 March 2026

2.ACCOUNTING POLICIES - continued

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Debtors
Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash at bank and in hand
Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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

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

3. DONATIONS AND LEGACIES

	2026	2025
	£	£
Donations and grants	611,028	637,203
Legacies	321,151	177,003
	932,179	814,206

4. OTHER TRADING ACTIVITIES

	2026	2025
	£	£
Rental income	7,200	7,200
Other income	49,313	55,261
	56,513	62,461

5. INVESTMENT INCOME

	2026	2025
	£	£
Rents received	4,979	3,752
Investment income	54,206	61,352
Deposit account interest	8,143	1,762
	67,328	66,866

6. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2026	2025
		£	£
Training for professionals	Training and Education	171,608	177,645
Grants	Client services	286,162	220,351
Income for rehabilitation and training in horticultural skills	Client services	689,316	694,852
Other income	Client services	19,400	19,250
Grants	Information Service	-	55,012
Other income	Information Service	643	-
		1,167,129	1,167,110

Grants received, included in the above, are as follows:

	2026	2025
	£	£
Grow & Learn - Various	3,334	14,000
Julia Rausing Trust - Dementia Programme & Growing Out	100,000	40,000
Services for older people	-	9,992
Wolfson Foundation	-	25,000
Peter Sowerby Foundation	-	55,000
Forward Carers	12,445	24,890
National Lottery Community Fund	-	20,000
National Lottery Heritage Fund	113,583	86,469
Reading	15,000	-
London Marathon Foundation	40,000	-
BUPA Foundation	1,800	-
	286,162	275,351

7. RAISING FUNDS

Raising donations and legacies

	2026	2025
	£	£
Staff costs	141,235	162,187
Sundries	47,013	44,223
Support costs	121,829	108,062
	310,077	314,472

8. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 9)	Totals
	£	£	£
Training and Education	165,016	130,582	295,598
Client services	857,731	611,267	1,468,998
Information Service	44,283	20,429	64,712
	1,067,030	762,278	1,829,308

9. SUPPORT COSTS

	Management	Communication and Development	Governance costs	Totals
	£	£	£	£
Raising donations and legacies	66,312	43,002	12,515	121,829
Training and Education	92,535	24,632	13,415	130,582
Client services	433,166	115,306	62,795	611,267
Information Service	14,472	3,852	2,105	20,429
	606,485	186,792	90,830	884,107

Support costs have been allocated on the basis of head count.

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2026	2025
	£	£
Auditors' remuneration	15,891	14,192
Depreciation - owned assets	64,244	64,802
Computer software amortisation	3,116	-
Operating leases - other	6,172	2,276

11. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2026 nor for the year ended 31 March 2025.

Trustees' expenses

No trustee (2025 - 1) received reimbursement of travel and subsistence expenses (2025 - £251).

12. STAFF COSTS

	2026	2025
	£	£
Wages and salaries	1,279,630	1,198,531
Social security costs	138,394	103,133
Other pension costs	47,670	46,625
	1,465,694	1,348,289

The average monthly number of employees during the year was as follows:

	2026	2025
Raising donations and legacies	5	5
Governance	1	1
Charitable activities-Training/Education	5	5
Charitable activities-Client services	23	25
Support and Communication	14	12
	48	48

The Key Management Personnel of the charity consists of the Senior Management Team as listed on page 21. The total amount of employee benefits (salary, employer's national insurance and employers pension contributions) paid to key management personnel in the year was £318,133 (2025: £233,539).

The average number of full time equivalents during the year was 38 (2025 - 38).

Total redundancy/termination payments were £11,139 (2025: nil).

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	670,806	143,400	814,206
Charitable activities			
Training and Education	177,645	-	177,645
Client services	714,102	220,351	934,453
Information Service	12	55,000	55,012
Other trading activities	62,461	-	62,461
Investment income	66,866	-	66,866
Total	1,691,892	418,751	2,110,643
EXPENDITURE ON			
Raising funds	274,460	40,012	314,472
Charitable activities			
Training and Education	279,532	-	279,532
Client services	1,102,617	231,981	1,334,598
Information Service	22,766	55,000	77,766
Total	1,679,375	326,993	2,006,368
Net gains on investments	345,938	-	345,938
NET INCOME	358,455	91,758	450,213
RECONCILIATION OF FUNDS			
Total funds brought forward	2,970,789	11,630	2,982,419
TOTAL FUNDS CARRIED FORWARD	3,329,244	103,388	3,432,632

14. INTANGIBLE FIXED ASSETS

	Computer software £
COST	
At 1 April 2025	48,155
Additions	42,846
At 31 March 2026	91,001
AMORTISATION	
At 1 April 2025	48,155
Charge for year	3,116
At 31 March 2026	51,271
NET BOOK VALUE	
At 31 March 2026	39,730
At 31 March 2025	-

15. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Improvements to property £	Computer equipment £	Totals £
COST					
At 1 April 2025	1,215,166	604,664	327,707	184,131	2,331,668
Additions	-	-	16,919	800	17,719
At 31 March 2026	1,215,166	604,664	344,626	184,931	2,349,387
DEPRECIATION					
At 1 April 2025	375,082	297,146	281,108	178,180	1,131,516
Charge for year	22,297	23,805	14,763	3,379	64,244
At 31 March 2026	397,379	320,951	295,871	181,559	1,195,760
NET BOOK VALUE					
At 31 March 2026	817,787	283,713	48,755	3,372	1,153,627
At 31 March 2025	840,084	307,518	46,599	5,951	1,200,152

16. FIXED ASSET INVESTMENTS

	Listed investments £	Unlisted investments £	Totals £
MARKET VALUE			
At 1 April 2025	11,518	1,028,565	1,040,083
Revaluations	2,095	-	2,095
At 31 March 2026	13,613	1,028,565	1,042,178
NET BOOK VALUE			
At 31 March 2026	13,613	1,028,565	1,042,178
At 31 March 2025	11,518	1,028,565	1,040,083

There were no investment assets outside the UK.

The listed securities comprise of units in the charity common investment fund, Charifund, managed by M&G investments.

The unlisted securities comprise of shares in Estate Incomes Limited. The charity's holding is 10.68%.

Unlisted investments are valued on the basis of the most recent identifiable share price, adjusted for movements on distributable profit, using a 3 year average profit to account for natural annual fluctuations (such as a temporary void property).

17. INVESTMENT PROPERTY

	£
FAIR VALUE	
At 1 April 2025 and 31 March 2026	670,007
NET BOOK VALUE	
At 31 March 2026	670,007
At 31 March 2025	670,007

Properties gifted to the charity comprise land surrounding the charity's premises at Beech Hill.

The land was valued in April 2025 by BCM, in accordance with the appropriate sections of the current RICS Professional Standards and RICS Valuation Practice Statements contained in the RICS Valuation - Professional Standards 2014 incorporating the IVSC Valuation Standards (the 'Red Book'). In consultation with our valuers, the Trustees have concluded that there has been insufficient fluctuation since the last valuation to warrant the expense of a revaluation. The valuation has been assessed and reviewed by management and trustees and deem it to be fair value at 31 March 2026.

18. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	£
Trade debtors	72,294	79,752
Prepayments and accrued income	280,161	96,918
	352,455	176,670

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2026	2025
	£	£
Bank loans and overdrafts (see note 20)	390	11,038
Trade creditors	94,479	23,511
Social security and other taxes	30,277	25,572
Other creditors	11,711	13,375
Accruals and deferred income	82,480	58,676
	219,337	132,172

Deferred income of £53,434 (2025: £13,225) relates to fee income received for the provision of post year end courses.

20. LOANS

An analysis of the maturity of loans is given below:

	2026	2025
	£	£
Amounts falling due within one year on demand:		
Bank loans	390	11,038

The loan is supported by the Bounce Back Loan Scheme (BBLS). The Bank have received a guarantee from the UK Government under BBLS. The charity is responsible for the repayment of the loan. The interest rate is 2.5% per year.

21. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2026	2025
	£	£
Within one year	3,622	3,668
Between one and five years	8,048	2,504
	11,670	6,172

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	2026 Total funds £	2025 Total funds £
Fixed assets	1,193,357	-	1,193,357	1,200,152
Investments	1,712,185	-	1,712,185	1,710,090
Current assets	749,328	82,958	832,286	654,562
Current liabilities	(219,337)	-	(219,337)	(132,172)
	3,435,533	82,958	3,518,491	3,432,632

23. MOVEMENT IN FUNDS

	At 1.4.25 £	Net movement in funds £	At 31.3.26 £
Unrestricted funds			
General fund	2,509,237	139,016	2,648,253
Designated - Property improvements and maintenance	50,000	(16,239)	33,761
Investment Property	670,007	-	670,007
Designated - Strategic Development	50,000	(6,941)	43,059
Designated - ICT & Digital	50,000	(9,547)	40,453
	3,329,244	106,289	3,435,533
Restricted funds			
Business Development Grant	103,388	(35,430)	67,958
Thrive Reading	-	15,000	15,000
	103,388	(20,430)	82,958
TOTAL FUNDS	3,432,632	85,859	3,518,491

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,844,291	(1,707,370)	2,095	139,016
Designated - Property improvements and maintenance	-	(16,239)	-	(16,239)
Designated - Strategic Development	-	(6,941)	-	(6,941)
Designated - ICT & Digital	-	(9,547)	-	(9,547)
	1,844,291	(1,740,097)	2,095	106,289
Restricted funds				
Grow & Learn (Birmingham)	3,334	(3,334)	-	-
Forward Carers	12,445	(12,445)	-	-
National Lottery Heritage Fund	113,583	(113,583)	-	-
Julia Rausing Trust	100,000	(100,000)	-	-
Business Development Grant	92,696	(128,126)	-	(35,430)
Thrive Reading	15,000	-	-	15,000
Bupa Foundation	1,800	(1,800)	-	-
London Marathon Foundation	40,000	(40,000)	-	-
	378,858	(399,288)	-	(20,430)
TOTAL FUNDS	2,223,149	(2,139,385)	2,095	85,859

23. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.24 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
Unrestricted funds				
General fund	2,179,946	358,455	(29,164)	2,509,237
Designated - Property improvements and maintenance	87,110	-	(37,110)	50,000
Investment Property	670,007	-	-	670,007
Designated - Strategic Development	23,261	-	26,739	50,000
Designated - ICT & Digital	10,465	-	39,535	50,000
	2,970,789	358,455	-	3,329,244
Restricted funds				
Information Service 'Gardening for Health'	5,408	(5,408)	-	-
Forward Carers	6,222	(6,222)	-	-
Business Development Grant	-	103,388	-	103,388
	11,630	91,758	-	103,388
TOTAL FUNDS	2,982,419	450,213	-	3,432,632

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,691,892	(1,679,375)	345,938	358,455
Restricted funds				
Grow & Learn (Birmingham)	14,000	(14,000)	-	-
Information Service 'Gardening for Health'	55,000	(60,408)	-	(5,408)
Forward Carers	24,890	(31,112)	-	(6,222)
National Lottery Heritage Fund	86,469	(86,469)	-	-
Julia Rausing Trust	40,000	(40,000)	-	-
NNS Northfield (Sow & Grow)	9,992	(9,992)	-	-
Wolfson Foundation	25,000	(25,000)	-	-
National Lottery Community Fund	20,000	(20,000)	-	-
Business Development Grant	143,400	(40,012)	-	103,388
	418,751	(326,993)	-	91,758
TOTAL FUNDS	2,110,643	(2,006,368)	345,938	450,213

Designated Funds

Property improvements and maintenance : For maintenance of buildings & grounds and seek greater returns on investment.

Investment Property: Investment property fund - for longer term security of the charity.

Strategic Development: Funds for the development of Thrive's strategic aims.

ICT & Digital: upgrade of ICT hardware, telecoms security and operating environment, development of new website to improve user engagement and increase revenues

Restricted funds

Grow & Learn (Birmingham): The aim of this project is to enable 14 - 19 year olds with special educational needs to learn new skills, gain vocational qualifications and build self-confidence through a supported horticultural training programme.

Forward Carers (Birmingham): Is a service designed for Carers to be able to take time out in nature and have space and support for their own health and wellbeing.

Julia Rausing Trust - This is funding for our Dementia and 'Growing Out' Programmes in London.

Thrive Reading: For improvements to client delivery areas.

BUPA Foundation: 'Grow Wild' project at Thrive Birmingham.

London Marathon Foundation: Funding for two projects at Thrive London: 'Life Changers' and 'Sanctuary Garden'.

National Lottery Heritage Fund: This is a two year project to enhance the TV Gardens in Birmingham to increase accessibility and community engagement.

Business Development Grant: Funding for (1) Business Development to improve financial sustainability and (2) IT upgrades and improvements.

24. EMPLOYEE BENEFIT OBLIGATIONS

The charity operates a defined contribution pension scheme. The costs for the period was £47,670 (2025: £46,625). Contributions amounting to £7,699 were payable to the scheme at 31 March 2026 (2025: £8,052) and are included within other creditors.

25. RELATED PARTY DISCLOSURES

During the year ended 31 March 2026, the spouse of trustee I Miller was employed by the charity and earned gross pay of £15,764.

26. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2026 £	2025 £
Net income for the reporting period (as per the Statement of Financial Activities)	85,859	450,213
Adjustments for:		
Depreciation charges	67,360	64,802
Gain on investments	(2,095)	(345,938)
Interest received	(8,143)	(1,762)
Dividends and rents from investments	(59,185)	(65,104)
Increase in debtors	(175,785)	(6,599)
Increase/(decrease) in creditors	97,813	(18,599)
Net cash provided by operations	5,824	77,013

27. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.25 £	Cash flow £	At 31.3.26 £
Net cash			
Cash at bank and in hand	477,892	1,939	479,831
	477,892	1,939	479,831
Debt			
Debts falling due within 1 year	(11,038)	10,648	(390)
	(11,038)	10,648	(390)
Total	466,854	12,587	479,441