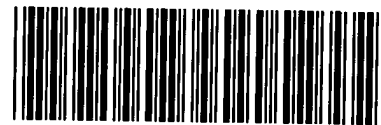


REGISTERED COMPANY NUMBER: 02057706 (England and Wales)
REGISTERED CHARITY NUMBER: 295384

Report of the Trustees and
Financial Statements for the Year Ended 31 March 2025
for
Druglink
(A Company Limited by Guarantee)

Dux Advisory Limited
Kennel Club House
Gatehouse Way
Aylesbury
Buckinghamshire
HP19 8DB

WEDNESDAY



A33 *AEHMLI4A* #28
17/12/2025
COMPANIES HOUSE

Druglink

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for the Year Ended 31 March 2025**

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Druglink

**Reference and Administrative Details
for the Year Ended 31 March 2025**

TRUSTEES	K Cohen J R P Conolly R Busse-Reid (Chair from 19.9.23) R Knowles N Pedrithes J Sharpe (resigned 5.11.25) S Cutts K Laventure C Hicks (resigned 11.9.25) D R Gill (appointed 30.7.24)
COMPANY SECRETARY	D Heath
REGISTERED OFFICE	Trefoil House Red Lion Lane Hemel Hempstead Hertfordshire HP3 9TE
REGISTERED COMPANY NUMBER	02057706 (England and Wales)
REGISTERED CHARITY NUMBER	295384
SENIOR STATUTORY AUDITOR	Bianca Permal FCA
AUDITORS	Dux Advisory Limited Kennel Club House Gatehouse Way Aylesbury Buckinghamshire HP19 8DB

Druglink (Registered number: 02057706)

**Report of the Trustees
for the Year Ended 31 March 2025**

The Trustees, who also serve as the charity's directors under the Companies Act 2006, present their report together with the financial statements for the year ending 31 March 2025. The Trustees continue to adopt the provisions of the Charities SORP (FRS 102) in preparing these accounts.

OBJECTIVES AND ACTIVITIES

About Druglink & Our Purpose

Founded in 1984, Druglink exists to change futures for individuals affected by problematic drug and alcohol use, and its related harms - including homelessness, social exclusion, and mental health challenges. Our approach is holistic: prevention, treatment, supported housing, education, training, and reintegration, all guided by our values of **changing futures, supporting one another, doing our best, and doing the right thing.**

Through our continuum of care, Druglink offers benefit to the community by helping prevent substance-related harms, supporting people in recovery, and enabling individuals to rebuild their lives. Our strategy continues to align with the Charity Commission's public benefit guidance, ensuring our work remains accessible and impactful.

Strategic Focus & Developments in 2024-25

In 2024-25 we entered a phase of growth, consolidation, and renewal, building upon the foundations laid in prior years and responding to greater demand in our community. Key themes of the year included:

- Service Expansion & Refinement

We have continued to refine and expand our service offerings to ensure deeper impact. In our Diversion and Education arm, we delivered drug and alcohol awareness sessions to individuals, into schools, colleges, and community groups - helping to reach hundreds of community members and students. On the treatment side, our existing services - Detox, Rehab, and housing support - have been under review to improve outcomes, cost-effectiveness, and sustainability.

- Community Outreach & Engagement

We have strengthened our presence in local communities, engaging supporters, volunteers, and local partners. For example, our Facebook page highlights ongoing fundraising, awareness campaigns, and volunteer-led projects.

- Organisational Growth & Infrastructure

As demand has increased, so has our staffing and operational capacity. We focused on internal processes, strengthening governance and staff training, to ensure we can manage scale without compromising care. Strategic planning sessions were held across teams and with stakeholders to revisit our mission, refine our values in action, and align our roadmap for the coming years.

- Financial Resilience & Planning

The year has not been without financial challenges. Services like Detox often carry high fixed costs and variable occupancy; as such, we have continued to review cost structures, revenue models, staffing, and partnerships to ensure each service remains viable in the long term. We ended the year with a cautious but hopeful outlook, mindful of maintaining reserves, managing risk, and ensuring sustainability of core services.

Impact & Reach

While full quantitative impact metrics will follow in the report, early highlights include:

- Hundreds of people reached through prevention, awareness and diversion programmes.
- Continued provision of housing to individuals in recovery, with wrap-around support (training, mentoring, community integration).
- Active fundraising and community engagement events, galvanising supporters and raising awareness beyond traditional audiences.

**Report of the Trustees
for the Year Ended 31 March 2025**

OBJECTIVES AND ACTIVITIES

People & Culture

Our people - staff, volunteers, trustees - are at the heart of what we do. In 2024-25, we placed extra focus on:

- Staff training and support, particularly in trauma-informed care, mental health awareness, and best practice in substance use services.
- Internal culture strengthening, fostering cross-team communication, learning, and reflection sessions.
- Recruitment with an emphasis on diversity, lived experience, and retention strategies to reduce turnover.

ACHIEVEMENTS AND PERFORMANCE

Druglink Services Review 2024/2025

Oxygen Detox

Oxygen Detox remains a vital part of Druglink's pathway of care, enabling us to offer a complete journey from homelessness housing, detoxification and rehabilitation, through to supported accommodation and reintegration into the community.

Our medically assisted detoxification service in Hertfordshire expanded in 2024/25 from seven to eight rooms, increasing our capacity to meet demand. The service provides round-the-clock support, with a team of medically trained nurses on site 24 hours a day, alongside a full-time chef ensuring nutritious, balanced meals. Oxygen Detox continues to operate as a stand-alone service, separate from our rehabilitation and supported housing sites, allowing clients to focus on the first, critical step in their recovery journey.

During 2024/25, 209 clients accessed Oxygen Detox. We are proud to report a 91% successful completion rate, reflecting the commitment of our staff and the determination of the individuals we support. In addition, **we provided 52 bursary nights** to ensure that financial barriers did not prevent people from accessing life-changing treatment.

Clients enter Oxygen Detox following referral from community teams, with preparation undertaken prior to admission to ensure readiness. Each client leaves with a robust aftercare plan, linking them into further rehabilitation, supported housing or community services so their recovery journey can continue.

- "I was sceptical at first, but the results speak for themselves. It's become one of the most valuable parts of my weekly routine here."
- "The staff were fantastic. Great food, warm and welcoming atmosphere - I felt like I fitted in right away."
- "The staff were excellent at communicating and assisted me with all of my needs."
- "Druglink's Detox was excellent. It was amazing to build a family with people who understand problematic drug and alcohol use. I never felt alone at the Detox."

Despite these successes, Oxygen Detox remains financially challenging. In 2024/25, the service recorded a loss of £56,321, primarily due to high staffing costs - with nurses and doctors essential on site 24/7 regardless of occupancy - and an average occupancy rate of 77%. While this represented a reduced loss compared to the previous year, it continues to pose a significant risk to the charity's long-term financial sustainability.

The Board recognises the importance of Oxygen Detox within Druglink's pathway, but also acknowledges that, in its current form, the service is not financially viable. The first half of 2025/26 has therefore focused on intensive work to increase referrals, reduce costs, and explore options for ensuring viability. This work remains ongoing, and we are committed to finding a solution that balances the clear impact of the service with the financial health of the charity.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

Oxygen Recovery

Oxygen Recovery is Druglink's residential rehabilitation service, offering a holistic and integrative programme for people recovering from problematic drug and alcohol use. As a therapeutic community, Oxygen Recovery provides not only accommodation but also psychoeducational workshops, relapse prevention sessions, group therapy, and opportunities for personal growth. Clients typically stay for up to 16 weeks, with the option of a second-stage programme to support their transition back into independent living.

Activity and Outcomes

In 2024/25, 57 clients attended Oxygen Recovery: 31 male, 23 female, 1 non-binary and 2 transgender. Treatment outcomes included 26 detoxifications and 4 GP-assisted withdrawals, with a **100% completion rate for these medical interventions.** Of the 57 clients who began treatment, **35 successfully completed their programme, giving an overall completion rate of 61.5%.** While completions are a key metric, we continue to recognise that every engagement represents an important step forward in a client's recovery journey.

Therapeutic Interventions and Holistic Care

Our focus on holistic care has grown this year. We now have three qualified acupuncture practitioners on staff, enabling greater access to this valued therapy. Clients also benefited from new Zentangle drawing sessions, designed to promote relaxation and mindfulness, which have become a popular fixture of the weekly timetable.

Partnerships continued to enrich the programme. The charity Child Of once again provided subsidised therapeutic art sessions, with clients' work exhibited locally and at the Saatchi Gallery in London. Weekly Wild Luna yoga sessions, delivered with a trauma-informed approach, offered clients both psychological and physical benefits. Together, these interventions have helped clients to reconnect with themselves, build resilience, and explore creative expression as part of their recovery.

- "I came to Druglink's Rehab after my detox. I was scared and an emotional wreck... I didn't know who I was anymore. But here, I began to reconnect with myself."
- "The relaxation after acupuncture brought me peace... it's become an important part of my weekly routine."
- "If anyone is thinking about attending rehab, do it - for yourself - and make sure to listen."

Operational Developments

The year brought both progress and challenges. Staffing structures evolved, with some staff taking split roles across services, at times creating additional pressures. The second-stage programme has now been more fully reintegrated into the main rehabilitation service, stabilised through recruitment of a new recovery worker. Demand for this element of the programme remains strong.

Oxygen Recovery typically operates at over 95% capacity, but there were periods this year when occupancy fell to 60-80%. Even short-term dips have a significant impact on financial performance, and work is underway to maintain consistently high occupancy levels.

Following feedback from the CQC, we have continued to strengthen medication management. The appointment of a pharmaceutical technician has been beneficial, though further investment is required, including a planned £5,500 upgrade to the medication room and approximately £5,000 for new flooring across the centre.

Looking Ahead

Oxygen Recovery continues to demonstrate the transformative power of rehabilitation, combining evidence-based treatment with creative, holistic approaches. With strong partnerships, dedicated staff, and committed clients, the service remains central to Druglink's pathway of care. Our focus for 2025/26 will be on maintaining high-quality therapeutic interventions, ensuring consistent occupancy, and securing the resources needed to further strengthen the service environment.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

Breathe

Oxygen Breathe is Druglink's affordable counselling service. In a time of rising demand for mental health support, Breathe provides accessible, affordable counselling that can make a real difference.

Between April 2024 and March 2025, 54 clients were referred for counselling, with 36 clients receiving support. Each client received an average of 12 one-hour sessions, amounting to over 430 hours of counselling delivered during the year. For many, this consistent support has been a lifeline, giving them space to talk, process, and begin to rebuild resilience.

Breathe continues to play an important role in developing the next generation of counsellors. Over the year, **11 trainee counsellors undertook placements** with us. **Six trainees who began with us in April 2024 went on to successfully qualify with their Level 4 Diplomas**, with two choosing to remain as volunteers. By offering placements and structured mentoring, we are both strengthening our own service and contributing to a more skilled counselling workforce in Hertfordshire.

Our trainee counsellors benefit from monthly mentoring with qualified volunteer counsellors, alongside quarterly in-person sessions with Druglink's Counselling Management Team. These sessions not only provide professional development but also include CPD training, ethical discussions, and opportunities to hear directly from clients about their lived experiences. This year, trainees also received a specialist CPD session on Working with Experience of Domestic Abuse, equipping them with vital skills to support survivors.

Through this dual focus - supporting clients in distress today while equipping student counsellors with the skills to help tomorrow - Breathe is creating lasting impact for individuals and for the wider community.

Choices

Our Choices programme offers supported housing for people in recovery. As a non-abstinent service, Choices provides a vital bridge towards greater independence, giving clients the time and space to develop their skills, build resilience, and make their own decisions about their recovery journey.

Choices clients are supported through the Choices group programme, which includes relapse prevention, tenancy skills, process groups and complementary services. The programme also educates people on substances and their effects, driving prevention and reducing the risk of relapse. Weekly key work sessions focus on support plans and risk management, and housing-related support is provided to build independence. Where possible, families and other external stakeholders are involved, as this has been shown to strengthen recovery.

This year has brought challenges in terms of staffing and recording systems, but improvements have been made, including centralising Housing Benefit claims and licence agreements, which will strengthen how the service is managed going forward.

Between March 2024 and March 2025, Choices **supported over 40 clients.**

Outcomes achieved this year include:

- Two clients moved on successfully to independent living, while remaining connected to our extended support network.
- Three clients transitioned from our pod service, including one into higher-level supported accommodation.
- Two former clients are now employed by Druglink, and one is volunteering with us.
- Three clients moved on positively with their families.
- Several clients completed peer mentoring training, building confidence and enabling them to support others in recovery.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

Why it matters

Choices provides the stability of a safe home alongside the flexibility of a person-centred approach. While each journey looks different, clients are supported to take meaningful steps forward - whether that means moving into independent housing, reconnecting with family, or building skills through training and employment. These day-to-day successes demonstrate the long-term value of Choices in helping people sustain recovery and independence.

Safer Places

Safer Places is Druglink's specialist refuge for women who have experienced domestic abuse and are also facing challenges related to problematic drug or alcohol use. Delivered in partnership with Safer Places, the project continues to be the first of its kind in the area, offering safe, structured and therapeutic accommodation where women can focus on recovery while rebuilding their lives.

The service supports up to four women at a time, typically for four to six months, through our Quasi-Living model of recovery - a community-based approach that mirrors supported rehabilitation while encouraging independence.

During 2024/25, 22 women came through the service. Since opening in March 2022, we have supported 51 women in total, with 31 completing the full programme and leaving abstinent from all substances. Of these, 20 women are now living independently, with the majority maintaining abstinence and continuing to progress well. A further four women are in temporary accommodation awaiting long-term housing, and seven women are currently in residence. Notably, only one woman has returned to a former partner, and just one client relapsed after exit - underlining both the success of the programme and the importance of continued community support.

Therapeutic Support and Safety

Residents participate in a wide range of structured groups and activities designed to strengthen recovery, resilience and personal development, including:

- Relapse prevention and group therapy
- Art workshops and creative sessions with a resident artist
- Confidence and self-esteem building groups
- Gardening and goal-setting activities
- Psychoeducational programmes on setting healthy boundaries and keeping safe

A dedicated Independent Domestic Violence Advisor (IDVA) works alongside the team three days a week, helping women assess risk and create personalised safety plans. This integrated approach ensures recovery support is combined with practical safety planning and empowerment.

Positive Engagement and Life Experiences

To support abstinence and encourage a meaningful life beyond dependency, residents are offered a variety of enriching experiences, such as:

- Visits to spiritual and cultural spaces including the Hare Krishna temple and a Buddhist centre
- Outdoor activities like paddle boarding, countryside walks and picnics
- Opportunities to connect with local community groups, educational courses, and volunteering placements

Personalised Keywork and Practical Support

Weekly keywork sessions provide tailored support, covering:

- Emotional wellbeing and recovery planning
- Accessing identification and essential documents
- Budgeting and managing debt
- Navigating local authority housing applications and transitions into temporary or permanent accommodation

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

Triple R Domestic Abuse Programme

Alongside recovery-focused work, Safer Places delivers the Triple R Programme, which supports women to:

- Understand the dynamics of domestic abuse
- Recognise the cycle of abuse and why it can be difficult to leave
- Explore the impact of abuse on children
- Identify red flags in relationships
- Build an understanding of what constitutes a healthy relationship

Impact and Outcomes

Client progress is tracked using Recovery Star assessments. **In the past 12 months, 100% of clients showed improvement in at least one area, with average progress recorded in nine out of ten domains, demonstrating significant overall gains in stability, wellbeing and resilience.**

Women leave Safer Places:

- With improved emotional resilience
- Connected to local and peer-led support
- Equipped with essential life skills
- Feeling more confident and hopeful about the future

Gateway

Gateway is Druglink's structured housing and support initiative, designed to help male offenders transition to independent living following their release from custody. Originally funded through the Police and Crime Commissioner's Criminal Justice Innovation Fund, and delivered in partnership with BeNCH Community Rehabilitation Company (CRC) and HACRO, Gateway offers a safe, supportive environment where residents can stabilise their lives and build the skills needed for independence.

Clients are accommodated for a minimum of 12 weeks and up to 52 weeks. Each resident is assigned a dedicated Criminal Justice Support Worker who develops a personalised support plan, combining one-to-one key work sessions with access to structured weekly groups. These include cooking, gardening, therapeutic art, and workshops on building healthy relationships. Gateway also links clients into vocational training, educational courses, and employment opportunities, as well as local services such as CGL, JobCentre Plus, GPs, dental services, and housing authorities. Clients can also access Breathe, Druglink's in-house counselling service, for emotional and psychological support.

Impact in 2024/25

- 86 clients were supported to prevent homelessness, both short and long term.
- 8 residents remain at Gateway.
- 13 residents stayed the full duration of their tenancy.
- 6 residents moved to abstinence housing.
- 8 residents moved into their own properties and have sustained their tenancies for 3+ months.
- 3 residents moved on to rehabilitation services.
- 24 people on probation were supported at probation offices through partnership working.

These outcomes demonstrate Gateway's effectiveness in providing stability, reducing reoffending, and creating pathways into secure housing and recovery.

A Resident's Voice

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

"When I arrived at Druglink I was very unstable mentally and physically, using drugs and alcohol to ease my depression. For the first three months I isolated myself and didn't engage with staff, but they were there to support me. When I had one-to-ones with staff my whole world changed and I realised it wasn't over - life was still worth living. With their support I remained clean and sober in supported housing for 40 days. Once clean and sober and able to stand on my own two feet, I secured a property and can now say I am over five months clean - in no small part thanks to the help Druglink provided."

Gateway continues to demonstrate the power of housing and tailored support to break cycles of offending, substance use, and homelessness, giving residents the tools they need to build safer and more stable futures.

Probation Pilot Project

In January 2024, Druglink was commissioned to deliver a two-year pilot project, placing two Drug and Alcohol Recovery Workers in probation offices across Hertfordshire. The project aims to bridge the gap between the criminal justice system and housing support services, ensuring that people on probation who are struggling with problematic drug or alcohol use receive timely, person-centred support.

The presence of our recovery workers has already made a measurable difference. By being based directly within probation settings, they provide immediate access to support, advocacy, and guidance. Their lived experience has been particularly valued by clients, who describe the approach as more person-centred and relatable than other support services.

Impact in 2024/25

- 3 probation clients with housing needs were supported into Gateway housing.
- Recovery workers have provided consistent positive engagement, with clients highlighting the value of speaking to someone with lived experience.
- Probation officers are increasingly aware of Druglink's role and regularly seek advice and guidance for their caseloads.
- Staff have actively built relationships with housing referrers, ensuring better joined-up working and smoother referral pathways.
- Clients are being effectively signposted to wider support services, helping them access the right resources at the right time.

This pilot has strengthened collaboration between Druglink, probation services, and housing providers, helping to reduce reoffending risks and improve housing outcomes for people leaving the criminal justice system. As the project moves into its second year, we will continue to evaluate its impact and build the case for making this innovative approach a permanent part of local service provision.

Housing First

Our Housing First services continue to provide a lifeline for some of the most vulnerable people in Welwyn/ Hatfield - those experiencing street homelessness and facing multiple disadvantages.

23 clients have been supported through the service this year. All arrive directly from the streets, and the longer licence agreements provide the stability they need to begin rebuilding their lives. As a non-abstinent service, clients to make their own choices about if and when to engage with recovery programmes, ensuring support is led by the individual rather than imposed.

So far, we have seen three successful move-ons from our Housing First services. However, the impact of Housing First cannot be measured by move-ons alone. Progress is seen every day in the small but significant changes clients make - from keeping their rooms tidy and cooking meals for themselves, to reducing their alcohol or drug use.

Housing First provides stability and dignity as a foundation for change. **By offering people a safe home without preconditions, clients are able to focus on their own goals at their own pace.** This approach not only prevents repeated cycles of homelessness but also fosters lasting, positive change in people's lives.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

Oxygen Routes

Now in its second year, Oxygen Routes continues as a two-year pilot service funded by Hertfordshire County Council. The service supports Hertfordshire residents struggling with alcohol and other drugs to maintain a tenancy by navigating them along a person-centred support pathway.

Between April 2024 and March 2025, Oxygen Routes supported 113 individuals across the county. Referrals came consistently from a wide network of partners - a total of 23 different organisations - with strong representation from Hemel Hempstead, Watford, Stevenage, St Albans and East Herts, demonstrating both the reach and breadth of the service.

Clients accessing Oxygen Routes presented with a wide range of needs, including substance misuse, housing instability, mental health concerns, support with benefits, employment and training, and physical health issues.

Over the past year, the team has:

- Attended medical appointments alongside clients, ensuring access to healthcare.
- Supported 89 clients with applications for benefits, housing, or treatment services.

"Without Oxygen Routes, I would have lost my flat. My worker helped me deal with my landlord and now I feel stable enough to focus on my recovery."

By helping people sustain tenancies and access the right support at the right time, **Oxygen Routes prevents homelessness, reduces pressure on health and social care systems, and creates the stability people need to focus on recovery.** This not only changes individual lives but also delivers long-term benefits for local communities and services.

Connect

Oxygen Connect is Druglink's out-of-hours service, designed to provide support every weekday evening, weekend, and Bank Holiday - times when many other services are unavailable. Launched softly in October 2023 and fully operational by June 2024, Connect is funded as an 18-month pilot through a Government suicide prevention grant. Its aim is to tackle loneliness, support mental health, and strengthen community connections for those most at risk.

The service had a remarkable impact in its first full year. By asking clients why they attended Connect and what the consequences might have been had they not, we calculated that the project saved an estimated 6,652 hours from other services such as the NHS, Probation, Adult Social Care, CGL, Safer Places, and local authorities.

In 2024, a total of 2,377 people attended 726 groups, with an average of 16 people per session. Of these, 182 groups were peer-led, and 16 facilitators were trained, helping to embed lived experience and sustainability into the service.

Measurable impact on wellbeing was significant:

- **Self-esteem increased by 42%** (Rosenberg Self Esteem scale)
 - **Anxiety reduced by 58%** (GAD-7 scale)
 - **Depression severity decreased by 57%** (PHQ-9 scale)
- Together, these outcomes **reflect an overall 52% improvement in client wellbeing across the year.**

Regular groups included: Art Class, Women's Sharing Circle, Narcotics Anonymous, Men's Group, Social Evenings, Gardening Club, Craft and Chat, Relapse Prevention, Suicide Awareness, and Alcoholics Anonymous. Clients also benefited from a wide range of events such as Haircuts4Homeless, Gambling Awareness sessions, safeguarding training, community fundraising events, film nights, yoga, breath work, acupuncture, and outreach evenings.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

- "I don't feel lonely anymore. It helps to know there is somewhere I can drop in to and see friendly faces and have a cuppa."
- "I was a wreck when I first came to the Men's Night. Due to the support of the group my life has turned around and I am free of drugs and alcohol and back with my fiancé."
- "Connect has got me out of the house and now I've got my love of gardening back. I've been able to help others by sharing my own experiences."
- "The art class has helped me find my creative side and express myself. Now I use art regularly to bring colour into my life and to keep me away from dark places."

Connect has already established itself as a safe, vibrant, and transformative service. Looking ahead, we will continue to strengthen its programme, build partnerships, and evaluate its long-term sustainability as we move beyond the pilot phase.

Coffee Ethic

On 1 May 2024, we made the difficult decision to close Coffee Ethic, our social enterprise at St Albans Civic Centre. Since opening in 2011, Coffee Ethic provided training and volunteering opportunities for people in recovery, helping many to build skills and confidence on their journey back into work and community life.

In recent years, fewer clients were coming through the project to volunteer, meaning we had to employ staff to run the service. Combined with low revenue, the project was no longer financially viable or meeting its original purpose.

While this was a hard decision, closing Coffee Ethic allows us to focus resources on services that more effectively support recovery. We are proud of the impact it made over 13 years and grateful to all who supported it.

Diversion

Druglink's Diversion service continues to play a vital role in preventing substance misuse and supporting individuals at an early stage of their journey. Working in partnership with local police and community services, Diversion offers structured, educational courses as an alternative to prosecution, helping participants to recognise the risks of drugs and alcohol and make more informed decisions.

In 2024/25, the service received 12,381 referrals, representing a 23% increase on the previous year. Of these, 9,839 Conditional Requirement (CR) referrals were made, with 4,588 completions (49% compliance). A further 2,541 Conditional Caution (CC) referrals were received, with 1,649 completions (67% compliance).

- "I could have stayed on for hours - the trainer was a great listener as well as a great trainer."
- "I was so nervous about the course but the trainer was a breath of fresh air - knowledgeable, respectful and supportive."

Satisfaction levels remain extremely high, with **94% of alcohol course participants agreeing the course was a valuable experience**, 97% agreeing it was easy to follow (cannabis course), and 96% saying their knowledge of the harms of drugs had increased.

Developments in 2024/25

- **Women-Only Courses:** In response to participant feedback, we are introducing tailored women-only sessions, designed in collaboration with women's services. These will provide a safe, supportive and empowering space to explore substance use, relationships, and wellbeing.
- **Neurodiversity-Inclusive Training:** Courses have been adapted to better meet the needs of neurodiverse participants, including the option to split three-hour sessions into two shorter ones, and revised learning materials for accessibility.
- **New Courses:** Development is underway on new Cocaine-Only and Club Drug courses, as well as tailored provision for those in early recovery.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

- **Team Growth:** Two new trainers joined the team, bringing lived experience and professional expertise that are already enriching the delivery of our courses.

Through Diversion, we continue to see the power of education, empathy and early intervention in preventing problematic alcohol and drug use and offering people the tools to make lasting change.

Communications and Marketing

In 2024/25, our communications and marketing activity focused on celebrating milestones, raising Druglink's profile, and strengthening connections with our community.

Brand and Profile

We continued to increase awareness of Druglink across Hertfordshire and beyond through social media, our website, and community engagement. Client stories, service updates and awareness campaigns remained at the heart of our communications, helping to break down stigma and highlight the impact of our work.

Highlights of the Year

This year brought a wealth of activity to mark Druglink's 40th year and strengthen community ties:

- **40th Anniversary:** We launched celebrations with a Valentine raffle hosted by actor Mark Wingett, who also formally joined us as a Patron in 2024/25. A celebration party in September 2024 brought together staff, clients, and supporters to mark four decades of changing futures.

- **Fundraising:** The Valentine raffle raised £1,338. Chapter 82 of ARM (Addiction Recovery Movement) the 1000 Miles for Addiction challenge, raising £1,190 for Druglink. Our Connect staff team also raised £300 at a Christmas Fete.

- **Events and Exhibitions:** The LINK art exhibition at Hemel Old Town Hall showcased powerful client artwork, with artists sharing their personal recovery journeys and the meaning behind their creations. We also celebrated International Women's Day, highlighting the resilience and strength of women supported across our services.

- **Community Partnerships:** Two local Howdens chose to donate a brand new staff kitchen for our head office. All Saints Church in Oxhey selected Druglink as one of their four chosen charities for the year. We received generous trainer donations from One Impossible Thing, regular food donations from Aldi UK and Neighbourly, and continued our valued partnership with Haircuts4Homeless, who provided free haircuts to clients.

- **Collaboration and Outreach:** We co-hosted a parent/carer webinar on "Preparing and Supporting Young People Going to University" with Mind in Mid Herts and Carers in Herts. Our head office, Trefoil, became a designated Warm Space, supporting the wider community through the winter months.

- **Innovation:** We launched The Pods - an innovative new project funded by OHID (Office for Health Improvement and Disparities). Operating within our Choices model, the Pods provide high-quality, self-contained accommodation for people transitioning towards independence. With private showers, kitchenettes, and living space, they offer a training tenancy model where clients develop the skills and confidence needed to move successfully into their own homes.

- **Recognition:** We were proud to welcome the High Sheriff of Hertfordshire to visit our services and celebrate the dedication of our teams. The Safer Places team won the 'Contribution to Care' Award at the 2024 HCPA Herts Care Awards - an outstanding achievement that recognised the innovation and impact of this unique service.

For 2025/26, we will build on this momentum by delivering new campaigns, strengthening corporate partnerships, and engaging more supporters. Highlight will be our first programme of fundraising events, which will bring together businesses, schools and individuals to raise awareness and vital funds.

**Report of the Trustees
for the Year Ended 31 March 2025**

ACHIEVEMENTS AND PERFORMANCE

Our Charity

During 2024/25, Druglink has continued to focus on meeting the needs of our clients, strengthening our internal systems, and supporting our dedicated staff team. Alongside the daily hard work and commitment of colleagues across all services, we have made important organisational developments to help us grow sustainably and effectively.

This year we:

- **Expanded our finance team** by employing dedicated support to manage housing benefits, ensuring accurate and efficiency in this critical area.
- **Grew our communications function** with the recruitment of a Marketing and Communications Officer to enhance daily communications, raise awareness, and build engagement with our work.
- **Reviewed and updated HR policies**, laying the foundations for further improvements to support our growing staff team.
- **Promoted our Office Manager to HR Manager**, strengthening our capacity to meet increasing staffing needs and pressures.
- **Expanded our workforce**, with 68 employed staff plus additional bank workers supporting delivery.

These developments sit alongside the unwavering commitment of our staff and volunteers. From frontline workers providing life-changing support, to administrative and back-office teams ensuring seamless operations, every member of the organisation plays a vital role in delivering our mission.

Despite the challenges faced across the sector, our team continues to show resilience, professionalism, and compassion. Together, their dedication is helping us expand our reach, strengthen our services, and, most importantly, continue to change futures across our community.

Looking ahead to 2025/26, we will continue to build on these foundations - further developing our people, systems and services so that Druglink remains a strong, sustainable organisation delivering the best possible outcomes for the people we support.

Druglink (Registered number: 02057706)

**Report of the Trustees
for the Year Ended 31 March 2025**

FINANCIAL REVIEW

Financial and Operations Review

The Financial Statements for the year ended 31 March 2025 show a net income for the year of £303,177 (2024: net income £56,279) with positive reserves at the year-end of £428,886 (2024: positive reserves of £125,709).

Income

Druglink receives income from a number of different sources and the total income for the year was £3,596,609 (2024: £2,890,185). Druglink continues to receive funding in return for delivering and managing a number of contracted services including:

- Herts County Council - Supporting Herts, Druglink Housing, Workforce Recruitment & Retention, Infection Control, Next Steps project;
- Welwyn and Hatfield Council - Next Steps project;
- Luton Borough Council - towards the ResoLUTIONs HUB;
- Hertfordshire City Council - Oxygen Recovery; Routes
- Thames Valley Police - Diversion project; and
- North Herts Council - Women's Service
- Department of Health & Social Care - Suicide Prevention project

Druglink generated income through its other activities and sources, of which the key ones were:

- Oxygen Residential fees - £1,450,506 (2024: 1,275,329)
- Rental Income (Supported Housing) - £1,386,976 (2024: £755,318)
- Diversion Scheme - £281,319 (2024: £229,766)
- Donations and legacies - £5,078 (2024: £6,029)
- Coffee Ethic (Social Enterprise) - £712 (2024: £9,545) Service was closed in May 2025

Expenditure

Expenditure for the year was £3,293,432 (2024: £2,833,906). The largest expenditure item for the organisation is staff costs which accounted for 60% (2024: 55%) of total expenditure. These staff provide essential services to our clients and are experienced individuals from a variety of backgrounds enabling Druglink to offer a rounded service to its clients.

Investment policy

Druglink had no financial investments at the year end. The Trustees keep any surplus cash in deposit accounts while being mindful of the financial services compensation scheme limits. There are no current plans to invest beyond this approach.

Reserves

The Trustees have reviewed the reserves policy and decided that £500,000 of general reserves is appropriate for approximately 3 to 6 months of committed operating expenditure. Currently the charity has a low level of reserves and endeavours to continue to build on these existing reserves to this level through our activities.

Druglink (Registered number: 02057706)

**Report of the Trustees
for the Year Ended 31 March 2025**

Bounce Back Loan

The charity availed of a Bounce Back loan during the prior year to support its liquidity position following two years of negative results and to ensure that it continued to provide its various services, This loan is planned to be repaid over five year in accordance with the UK Government terms commencing during May 2021.

FUTURE PLANS

As we move into 2025-26, our priorities include:

1. Consolidating services to ensure strong outcomes, financial viability, and client-centred care.
2. Improving measurement & evaluation, strengthening our data systems so we can track long-term impact more effectively.
3. Focusing on staff wellbeing and morale, building a supportive culture where colleagues feel valued, motivated, and equipped to deliver their best.
4. Expanding fundraising and social impact partnerships, to diversify income and engage community support.
5. Growing prevention & education programmes, to reduce future harm.

This past year has been one of momentum, careful reflection, and resilient action. While challenges remain, we believe the steps we've taken position Druglink to enter the next phase with confidence - and to continue truly changing futures for people in our community.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The Charity's aims and objectives are regulated by its Memorandum and Articles of Association dated 28 September 1986 incorporating the Charity (Registered Number 295384) as a Company Limited by Guarantee and updated and approved by the Trustees on 17 November 2006 and approved by the Charity Commission on 24 May 2009.

Its main objectives are to:

- advance the education of the public in the dangers arising from the habitual or occasional consumption of narcotic, stimulant and hallucinogenic drugs or similar substances including alcohol;
- advance the education and training of persons who operate in the field of substance misuse;
- relieve the poverty, sickness and distress of persons resulting from either their misuse of drugs or from such misuse by others;
- promote either alone or with others, research into drug misuse and publish the result of such research; and
- advance the promotion and preservation of public law and order through the reduction of crimes arising directly and indirectly from the misuse of drugs.

The main activities for the year continued to focus on the promotion, education and prevention of the misuse of drugs and the rehabilitation of those misusing substances. Strategies employed to achieve these aims included:

- Providing a range of services which are reflective of relevant quality standards and address the potential problems experienced by substance misuse;
- Focusing on limiting the harm that arises from substance misuse, not only for the individual but also for families and the wider community; and
- Working in the partnership with other agencies to secure the widest range of services that best match the needs of our clients.

**Report of the Trustees
for the Year Ended 31 March 2025**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and Appointment of New Trustees

When the management committee recognise that the recruitment of a new staff member is required, a job description is completed. This is circulated where the management committee considers it necessary to attract someone with the necessary skills for the particular job. Applicants submit their details which are scrutinised by the appropriate committee members and a short list is selected for interview. Such candidates are interviewed and if appropriate an offer is made to the most suitable candidate on an equal opportunities basis.

Pay and Remuneration

Annual reviews of pay and remuneration for key members of staff are undertaken. Different factors are taken into account when considering pay and remuneration for key staff and these include:

- Changes in role and responsibilities;
- Length of service and experience; and
- Current market rates of pay and remuneration.

Any changes to pay and remuneration for the key staff of the charity are approved by the Board as part of the budget setting exercise. Should there be changes during the financial year, then approvals are made at the appropriate Board meetings and recorded in the minutes.

Appointment

The Trustees are mindful of the need to have balanced group of Trustees who can provide a wide range of skills. If they consider that new trustee is required, they investigate potential individuals they consider suitable for the role and if there is agreement amongst them make an approach to that individual. If they accept, they will be appointed a new trustee.

Induction and training of new trustees

Upon appointment as a trustee, the individual is given details of the Charity and encouraged to attend courses applicable for trustees.

Risk management

The Trustees take an active role in assessing the risks associated with the operations of the charity together with financial risks associated with the running of the charity and investments made. Action is taken to minimise risks with appropriate training of staff members and internal policies and procedures.

Druglink (Registered number: 02057706)

**Report of the Trustees
for the Year Ended 31 March 2025**

TRUSTEES' RESPONSIBILITY STATEMENT

The Trustees (who are also the directors of Druglink 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 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 SORP;
- make judgements and estimates that are reasonable and prudent; 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 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.

AUDITORS

The auditors, Dux Advisory Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.
04/12/2025

Approved by order of the board of Trustees on _____ and signed on its behalf by:



.....
R Busse-Reid - Trustee

Report of the Independent Auditors to the Members of Druglink

Opinion

We have audited the financial statements of Druglink (the 'charitable company') for the year ended 31 March 2025 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 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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.

**Report of the Independent Auditors to the Members of
Druglink**

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; or
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, 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.

Report of the Independent Auditors to the Members of Druglink

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:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of the legal and regulatory frameworks applicable to the company and the sector in which it operates. We determined that the following laws and regulations were most significant: Companies Act 2006, UK GAAP, the UK Corporate Governance Code and the Data Protection Act.
- We obtained an understanding of how the company is complying with those legal and regulatory frameworks and made enquiries to the management of known or suspected instances of fraud and non-compliance with laws and regulations.
- We assessed the susceptibility of the company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Identifying and assessing the controls management has in place to prevent and detect fraud;
 - Understanding how those charged with governance considered and addressed the potential for override of controls or other inappropriate influence over the financial reporting process;
 - Challenging assumptions and judgments made by management in its significant accounting estimates and judgments.
 - Identifying and testing journal entries, in particular journal entries posted with unusual account combinations; and
 - Assessing the extent of compliance with the relevant laws and regulations.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations are 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 collusions.

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.

**Report of the Independent Auditors to the Members of
Druglink**

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.



Bianca Permal FCA (Senior Statutory Auditor)
for and on behalf of Dux Advisory Limited
Kennel Club House
Gatehouse Way
Aylesbury
Buckinghamshire
HP19 8DB

11/12/2025

Date:

Druglink

**Statement of Financial Activities
for the Year Ended 31 March 2025**

	Notes	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	75,056	228,752	303,808	216,561
Charitable activities					
Diversion	5	281,319	-	281,319	229,766
Central		13,370	-	13,370	21,447
Services		-	12,680	12,680	120,004
Housing		1,266,206	-	1,266,206	714,222
Oxygen		1,450,506	267,622	1,718,128	1,578,460
Coffee Ethics		712	-	712	9,545
Investment income	4	386	-	386	180
Total		<u>3,087,555</u>	<u>509,054</u>	<u>3,596,609</u>	<u>2,890,185</u>
EXPENDITURE ON					
Funds	6	385	107	492	1,535
Charitable activities					
Diversion	7	225,707	-	225,707	236,411
Central		54,063	-	54,063	137,172
Services		-	127,104	127,104	22,059
Housing		1,207,279	-	1,207,279	833,814
Oxygen		1,445,890	228,388	1,674,278	1,586,968
Coffee Ethics		4,509	-	4,509	15,947
Total		<u>2,937,833</u>	<u>355,599</u>	<u>3,293,432</u>	<u>2,833,906</u>
NET INCOME		149,722	153,455	303,177	56,279
RECONCILIATION OF FUNDS					
Total funds brought forward		10,084	115,625	125,709	69,430
TOTAL FUNDS CARRIED FORWARD		<u>159,806</u>	<u>269,080</u>	<u>428,886</u>	<u>125,709</u>

The notes form part of these financial statements

Druglink (Registered number: 02057706)

Balance Sheet
31 March 2025

	Notes	31.3.25 £	31.3.24 £
FIXED ASSETS			
Tangible assets	13	9,100	10,400
CURRENT ASSETS			
Debtors	14	556,113	491,962
Cash at bank and in hand		296,778	34,770
		<u>852,891</u>	<u>526,732</u>
CREDITORS			
Amounts falling due within one year	15	(443,167)	(450,899)
		<u>409,724</u>	<u>75,833</u>
NET CURRENT ASSETS			
		418,824	86,233
TOTAL ASSETS LESS CURRENT LIABILITIES			
CREDITORS			
Amounts falling due after more than one year	16	(1,735)	(11,735)
PROVISIONS FOR LIABILITIES			
	20	11,797	51,211
		<u>428,886</u>	<u>125,709</u>
NET ASSETS/(LIABILITIES)			
FUNDS			
Unrestricted funds	22	159,806	10,084
Restricted funds		269,080	115,625
		<u>428,886</u>	<u>125,709</u>
TOTAL FUNDS			

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

04/12/2025

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

Rachel Busse-Reid

.....
R Busse-Reid - Trustee

The notes form part of these financial statements

Druglink

**Cash Flow Statement
for the Year Ended 31 March 2025**

	Notes	31.3.25 £	31.3.24 £
Cash flows from operating activities			
Cash generated from operations	1	272,114	(112,472)
Interest paid		(492)	(694)
		<u>271,622</u>	<u>(113,166)</u>
Net cash provided by/(used in) operating activities			
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(10,400)
Interest received		386	180
		<u>386</u>	<u>(10,220)</u>
Net cash provided by/(used in) investing activities			
Cash flows from financing activities			
Loan repayments in year		(10,000)	(10,000)
		<u>(10,000)</u>	<u>(10,000)</u>
Net cash used in financing activities			
Change in cash and cash equivalents in the reporting period			
		<u>262,008</u>	<u>(133,386)</u>
Cash and cash equivalents at the beginning of the reporting period			
		<u>34,770</u>	<u>168,156</u>
Cash and cash equivalents at the end of the reporting period			
		<u><u>296,778</u></u>	<u><u>34,770</u></u>

The notes form part of these financial statements

Druglink

**Notes to the Cash Flow Statement
for the Year Ended 31 March 2025**

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

	31.3.25	31.3.24
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	303,177	56,279
Adjustments for:		
Depreciation charges	1,300	-
Interest received	(386)	(180)
Interest paid	492	694
Provisions	39,414	(51,211)
Increase in debtors	(64,151)	(77,873)
Decrease in creditors	(7,732)	(40,181)
	<u>272,114</u>	<u>(112,472)</u>
Net cash provided by/(used in) operations	<u>272,114</u>	<u>(112,472)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24	Cash flow	At 31.3.25
	£	£	£
Net cash			
Cash at bank and in hand	34,770	262,008	296,778
	<u>34,770</u>	<u>262,008</u>	<u>296,778</u>
Debt			
Debts falling due within 1 year	(10,000)	-	(10,000)
Debts falling due after 1 year	(11,735)	10,000	(1,735)
	<u>(21,735)</u>	<u>10,000</u>	<u>(11,735)</u>
Total	<u>13,035</u>	<u>272,008</u>	<u>285,043</u>

The notes form part of these financial statements

Druglink

Notes to the Financial Statements for the Year Ended 31 March 2025

1. 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. The presentation currency of these financial statements is in pounds sterling.

Going concern

The financial statements have been prepared on a going concern basis. The trustees have reviewed and considered relevant information, including the annual budget and future cash flows in making their assessment. The trustees have tested their cash flow analysis to take into account the impact on their charity of possible scenarios, alongside the measures that they can take to mitigate the impact. Based on these assessments, given the measures that could be undertaken to mitigate the current adverse conditions, and the current resources available, the trustees have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

Income

Income is recognised when the Charity has entitlement to the funds, any performance indicators attached to the item(s) of income have been met, it is probable that the income will be received, and the amount can be measured reliably.

Donations are recognised in full in the Statement of Financial Activities when entitled, receipt is probable and when the amount can be quantified with reasonable accuracy. Gift aid receivable is included when claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future year, in which case it is deferred. Income from charitable activities is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless it relates to a specific future year or event, in which case it is deferred.

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 and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities.

Indirect costs, including governance costs, which cannot be directly attributed to activities, are allocated proportionate to direct costs allocated to each project area.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their residual value, over their useful life, on a straight-line basis. The useful life used is:

Plant & Machinery - 3 years
Motor Vehicle - 8 years

Druglink

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

1. 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.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

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

Short-term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

Cash at bank & in hand

Cash at bank and in hand include cash held as petty cash and other current accounts with instant access.

Creditors

Short-term creditors are measured at the transactions price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transactions costs, and are measured subsequently at amortised cost using the effective interest method.

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 amortised cost.

Druglink

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

2. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. These assumptions are reassessed annually as part of the accounts preparation process.

The critical judgments that the trustees have made in the process of applying the charity's accounting policies that have the most significant effect on the statutory financial statements are discussed below:

(i) Recoverability of debtors

The charity establishes a provision for debtors that are estimated not to be recoverable. When assessing recoverability, the trustees have considered factors such as the ageing of debtors, past experience of recoverability and the credit profile of individual or groups of customers.

(ii) Depreciation and amortisation

The charity establishes depreciation and amortisation policies to write off assets over their useful economic life.

3. DONATIONS AND LEGACIES

	31.3.25	31.3.24
	£	£
Donations	5,078	6,029
Grants	298,730	210,532
	<u>303,808</u>	<u>216,561</u>

4. INVESTMENT INCOME

	31.3.25	31.3.24
	£	£
Deposit account interest	386	180
	<u>386</u>	<u>180</u>

5. INCOME FROM CHARITABLE ACTIVITIES

		31.3.25	31.3.24
	Activity	£	£
Other income	Diversion	281,319	229,766
Other income	Central	13,370	21,447
Other income	Services	12,680	120,004
Other income	Housing	1,266,206	714,222
Other income	Oxygen	1,718,128	1,578,460
Other income	Coffee Ethics	712	9,545
		<u>3,292,415</u>	<u>2,673,444</u>

Druglink

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

6. FUNDS

Other trading activities

	31.3.25	31.3.24
	£	£
Bad debts	-	841
Interest payable and similar charges	492	694
	<u>492</u>	<u>1,535</u>

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 8) £	Totals £
Diversion	224,878	829	225,707
Central	53,021	1,042	54,063
Services	124,822	2,282	127,104
Housing	828,991	378,288	1,207,279
Oxygen	1,600,920	73,358	1,674,278
Coffee Ethics	4,509	-	4,509
	<u>2,837,141</u>	<u>455,799</u>	<u>3,292,940</u>

8. SUPPORT COSTS

	Finance £	Governance costs £	Totals £
Diversion	-	829	829
Central	-	1,042	1,042
Services	-	2,282	2,282
Housing	374,967	3,321	378,288
Oxygen	70,867	2,491	73,358
	<u>445,834</u>	<u>9,965</u>	<u>455,799</u>

Druglink

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

8. SUPPORT COSTS - continued

Support costs, included in the above, are as follows:

	Diversio £	Central £	Services £
Rent	-	-	-
Auditors' remuneration	829	(1,363)	2,282
Accountancy fees	-	2,405	-
	<u>829</u>	<u>1,042</u>	<u>2,282</u>
		31.3.25	31.3.24
		Total	Total
		activities	activities
		£	£
	Housing	Oxygen	
	£	£	
Rent	374,967	70,867	445,834
Auditors' remuneration	3,321	2,491	7,560
Accountancy fees	-	-	2,405
	<u>378,288</u>	<u>73,358</u>	<u>455,799</u>
			<u>303,820</u>

9. NET INCOME/(EXPENDITURE)

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

	31.3.25 £	31.3.24 £
Auditors' remuneration	7,560	7,200
Depreciation - owned assets	1,300	-
Hire of plant and machinery	1,297	2,320
Other operating leases	<u>117,105</u>	<u>120,000</u>

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Druglink

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

10. TRUSTEES' REMUNERATION AND BENEFITS - continued

Trustees' expenses

There were no trustees expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

11. STAFF COSTS

	31.3.25	31.3.24
	£	£
Wages and salaries	1,778,271	1,585,604
Social security costs	160,697	128,574
Other pension costs	23,530	19,612
	<u>1,962,498</u>	<u>1,733,790</u>

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

	31.3.25	31.3.24
Average number of staff	80	63
	<u>80</u>	<u>63</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31.3.25	31.3.24
£60,001 - £70,000	1	1
	<u>1</u>	<u>1</u>

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	185,227	31,334	216,561
Charitable activities			
Diversions	229,766	-	229,766
Central	21,447	-	21,447
Services	119,929	75	120,004
Housing	714,222	-	714,222
Oxygen	1,578,460	-	1,578,460
Coffee Ethics	9,545	-	9,545
Investment income	180	-	180
Total	<u>2,858,776</u>	<u>31,409</u>	<u>2,890,185</u>
EXPENDITURE ON			
Funds	1,535	-	1,535

Druglink

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
Charitable activities			
Diversion	236,411	-	236,411
Central	137,172	-	137,172
Services	11,612	10,447	22,059
Housing	833,814	-	833,814
Oxygen	1,586,968	-	1,586,968
Coffee Ethics	15,947	-	15,947
Total	2,823,459	10,447	2,833,906
NET INCOME	35,317	20,962	56,279
RECONCILIATION OF FUNDS			
Total funds brought forward	(25,233)	94,663	69,430
TOTAL FUNDS CARRIED FORWARD	10,084	115,625	125,709

13. TANGIBLE FIXED ASSETS

	Plant and machinery £	Motor vehicles £	Totals £
COST			
At 1 April 2024 and 31 March 2025	264,998	10,400	275,398
DEPRECIATION			
At 1 April 2024	264,998	-	264,998
Charge for year	-	1,300	1,300
At 31 March 2025	264,998	1,300	266,298
NET BOOK VALUE			
At 31 March 2025	-	9,100	9,100
At 31 March 2024	-	10,400	10,400

Druglink

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

14. DEBTORS

	31.3.25	31.3.24
	£	£
Amounts falling due within one year:		
Trade debtors	168,983	235,838
Other debtors	37,221	28,116
Accrued income	199,913	106,991
Prepayments	124,496	95,517
	<u>530,613</u>	<u>466,462</u>
Amounts falling due after more than one year:		
Other debtors	<u>25,500</u>	<u>25,500</u>
Aggregate amounts	<u>556,113</u>	<u>491,962</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.25	31.3.24
	£	£
Bank loans and overdrafts (see note 17)	10,000	10,000
Trade creditors	224,321	175,420
Social security and other taxes	39,331	37,243
Other creditors	10,738	8,171
Accruals and deferred income	158,777	220,065
	<u>443,167</u>	<u>450,899</u>

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	31.3.25	31.3.24
	£	£
Bank loans (see note 17)	<u>1,735</u>	<u>11,735</u>

17. LOANS

An analysis of the maturity of loans is given below:

	31.3.25	31.3.24
	£	£
Amounts falling due within one year on demand:		
Bank loan	<u>10,000</u>	<u>10,000</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	1,735	-
Bank Loan	-	10,000
	<u>1,735</u>	<u>10,000</u>

Druglink

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

17. LOANS - continued

	31.3.25	31.3.24
	£	£
Amounts falling due between two and five years:		
Bank loan - 2-5 years	-	1,735
	<u> </u>	<u> </u>

This is the analysis of the maturity of Yorkshire Bank Bounce Back loan at an interest of 2.5%.

18. LEASING AGREEMENTS

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

	31.3.25	31.3.24
	£	£
Within one year	120,000	120,000
Between one and five years	354,000	390,000
In more than five years	18,750	102,750
	<u> </u>	<u> </u>
	<u>492,750</u>	<u>612,750</u>

The operating lease relates to the sale and lease back of Nascent House, 18 Dart and the lease of 89 Castle Street.

19. SECURED DEBTS

The following secured debts are included within creditors:

	31.3.25	31.3.24
	£	£
Bank loans	11,735	21,735
	<u> </u>	<u> </u>

There is a fixed and floating charge with Clydesdale Bank PLC & CAF Bank Limited over the undertaking and all property and assets.

20. PROVISIONS FOR LIABILITIES

	31.3.25	31.3.24
	£	£
Provisions	(11,797)	(51,211)
	<u> </u>	<u> </u>

This provision relates to Housing Benefit.

Druglink

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	31.3.25 Total funds £	31.3.24 Total funds £
Fixed assets	9,100	-	9,100	10,400
Current assets	583,811	269,080	852,891	526,732
Current liabilities	(443,167)	-	(443,167)	(450,899)
Long term liabilities	(1,735)	-	(1,735)	(11,735)
Provision for liabilities	11,797	-	11,797	51,211
	<u>159,806</u>	<u>269,080</u>	<u>428,886</u>	<u>125,709</u>

22. MOVEMENT IN FUNDS

	At 1.4.24 £	Net movement in funds £	At 31.3.25 £
Unrestricted funds			
General fund	10,084	(42,029)	(31,945)
Diversion	-	55,556	55,556
Coffee Ethic	-	(3,797)	(3,797)
Housing	-	139,992	139,992
	<u>10,084</u>	<u>149,722</u>	<u>159,806</u>
Restricted funds			
Services	49,297	114,273	163,570
Oxygen	66,328	39,182	105,510
	<u>115,625</u>	<u>153,455</u>	<u>269,080</u>
TOTAL FUNDS	<u>125,709</u>	<u>303,177</u>	<u>428,886</u>

Druglink

Notes to the Financial Statements - continued
for the Year Ended 31 March 2025

22. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,458,032	(1,500,061)	(42,029)
Diversion	281,318	(225,762)	55,556
Coffee Ethic	712	(4,509)	(3,797)
Housing	1,347,493	(1,207,501)	139,992
	<u>3,087,555</u>	<u>(2,937,833)</u>	<u>149,722</u>
Restricted funds			
Services	241,432	(127,159)	114,273
Oxygen	267,622	(228,440)	39,182
	<u>509,054</u>	<u>(355,599)</u>	<u>153,455</u>
TOTAL FUNDS	<u>3,596,609</u>	<u>(3,293,432)</u>	<u>303,177</u>

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	(25,233)	(183,651)	(208,884)
Diversion	-	3,435	3,435
Coffee Ethic	-	(6,402)	(6,402)
Housing	-	(91,474)	(91,474)
Oxygen	-	95,441	95,441
Services	-	217,968	217,968
	<u>(25,233)</u>	<u>35,317</u>	<u>10,084</u>
Restricted funds			
Services	28,335	20,962	49,297
Oxygen	66,328	-	66,328
	<u>94,663</u>	<u>20,962</u>	<u>115,625</u>
TOTAL FUNDS	<u>69,430</u>	<u>56,279</u>	<u>125,709</u>

Druglink

**Notes to the Financial Statements - continued
for the Year Ended 31 March 2025**

22. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	1,378,001	(1,561,652)	(183,651)
Diversion	229,766	(226,331)	3,435
Coffee Ethic	9,545	(15,947)	(6,402)
Housing	752,419	(843,893)	(91,474)
Oxygen	259,465	(164,024)	95,441
Services	229,580	(11,612)	217,968
	<u>2,858,776</u>	<u>(2,823,459)</u>	<u>35,317</u>
Restricted funds			
Services	31,409	(10,447)	20,962
	<u>31,409</u>	<u>(10,447)</u>	<u>20,962</u>
TOTAL FUNDS	<u><u>2,890,185</u></u>	<u><u>(2,833,906)</u></u>	<u><u>56,279</u></u>

Oxygen & Services fund relates income residential fees received by the charity for providing supported accommodation for anyone with a history of offending, substance misuse or homelessness.

Diversion fund receives income to provide preventive programs aimed at diverting at-risk individuals away from crime, substance abuse, and antisocial behavior.

Housing fund relates income to provide safe, supportive accommodations for vulnerable individuals, including those recovering from addiction, the homeless, or those in crisis.

The Coffee Ethics program receives income from selling coffee at the civic centre location.

23. RELATED PARTY DISCLOSURES

During this and the previous year, Druglink rented seven properties from a Trustee, Ray Knowles. The total rent paid was £143,730 (2024: £110,340).

During the year, Druglink rented three properties from a Trustee, Nick Pedrithes. The total rent paid was £255,647 (2024: £158,125).

During the year, other expenses relating to repairs & maintenance and broadband were paid to a Trustee, Nick Pedrithes. The total other expenses paid was £117,279 (2024 : Nil).