



The Children's Trust
Annual Report and Accounts 2025/26

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The hydrotherapy pool is a vital resource that transforms rehabilitation for children with brain injuries. I see first-hand the difference hydrotherapy makes: the support of the water enables children to move in ways that may not be possible on land, opening up opportunities for progress, achievement and participation. Beyond improving physical function, the pool helps children build confidence and rediscover the joy of movement. Swimming is often identified as an important goal – a way to stay fit, have fun and take part in family activities.”

– Lucy Cox, Clinical Specialist Physiotherapist

Read more about the F-Words Life Wheel and Goals that matter most on page 11



Page 1 and page 2: Liliana in a therapy session using the hydrotherapy pool

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A message from our chair

As I look back over the past year at The Children's Trust, what stands out most is the sense of energy, connection and togetherness – from children celebrating rehabilitation milestones, to supporters coming together at events throughout the year, to the extraordinary commitment shown every day by our staff and volunteers. One of the greatest privileges of serving as Chair, is witnessing the warmth, resilience and compassion that continue to define this organisation.

It has been exciting to see the progress we are making, despite the challenges around us. At a time when the wider health, education and care sectors are under increasing pressure, we're reminded why the work of The Children's Trust matters so much. Every day, our specialist teams support children, young people and families to live the best lives possible. Not only through our own services, but through the wider role we play in improving support for children with brain injury across the country.

The progress we've made this past year has been underpinned by the strong foundations we are building for the future – in particular, through our 2025-2030 strategy. At the heart of our strategy is our vision to be the UK's leading provider of paediatric neurorehabilitation for children with brain injury and neurodisability. We are focussed on helping more children and families access the specialist support they need to thrive – and continuing to help shape brain injury care for all children.

This work is already well underway as we begin the expansion of our rehabilitation services, investment in innovative neurotechnology that helps children regain lost skills, continue to strengthen the safety of our care, and progress plans to secure a sustainable future for our school.

What gives me real confidence in our vision is the people who bring it to life. We know there is still much to do, and there are challenges ahead, but I am continually inspired by the commitment and determination I see across The Children's Trust.

Financially, we continue to become more stable and better prepared to achieve our goals. Thanks to a huge team effort, careful financial management and the generosity of our supporters, we are pleased to be reporting a surplus for the third consecutive year and to be making positive strides in replenishing our reserves. There is still a way to go to achieve financial sustainability and that's why one of our goals remains strengthening our finances by 2030.

We're proud to have come to this place after challenging times. And we're constantly reminded why we're here by looking around our services each day and seeing the impact of our work. We see the joy, pride and sense of achievement in both the small moments and the bigger milestones of a child's progress that rebuilds their confidence and helps them achieve their goals. We see families finding hope again and communities coming together to support what we do.

I'm excited for what's to come, and grateful to everyone helping make our work the best it can be. I would like to thank my fellow Trustees for their dedication, support and expertise. I also want to thank our Chief Executive, Mike Thiedke, the Senior Leadership Team, and colleagues across the organisation whose care, professionalism and determination make such a difference every day.

Most of all, thank you to the wider community behind The Children's Trust – our volunteers, supporters, partners, commissioners, funders, children and families. Whether fundraising at events, volunteering your time, championing our work or placing your trust in us, you are part of what makes this organisation so special – and I'm hopeful about what we can achieve for the children and families we support in the years to come.

Steve Flanagan
Chair of Trustees

“
One of the greatest privileges of serving as Chair, is witnessing the warmth, resilience and compassion that continue to define this organisation.
”



A message from our chief executive

Every year, 40,000 children across the UK experience a brain injury – and around 350 sustain a severe brain injury, often with life altering consequences. We talk about those figures a lot at The Children's Trust, but to us, they are so much more than statistics.

Behind those numbers are children and young people whose lives may have changed in an instant. Some might not be able to pick up their favourite toy, go to school, or hug their parents. Others might not be able to feed themselves, walk, or speak. It might feel like losing part of who they once were or the futures they once dreamed of.

Meanwhile, there are the families trying to make sense of an uncertain future, often exhausted, overwhelmed and frightened about what lies ahead.

When I explain why the work we do at The Children's Trust matters so much, I talk about the children we support each year, the goals we help them reach, and the life-changing therapy, care and education we provide. But what stays with me most is something harder to measure, and something I've seen time and again over the past year. It's the relief families feel when they realise they don't have to navigate this journey alone, and watching their children rediscover their confidence.

It's the care they feel wrapped in during some of the most difficult moments of their lives. And it's the way our teams create a space where children and families feel understood, supported and safe enough to begin rebuilding their lives together.

That spirit of care and togetherness runs through the whole organisation and everyone who gives their time, money and energy so generously to our work. It is what makes The Children's Trust so special. This year has been full of moments that reflected that spirit which you can read about in the report.

This past year has also marked an exciting step forward as we began bringing our 2025–2030 strategy to life. Our vision is clear: to be the UK's leading provider of neurorehabilitation for children with brain injury and neurodisability. In doing so, we will transform outcomes for even more children and families as they access the

specialist support and innovative technology they need, when they need it most.

We are already making important progress towards that vision, including opening new rehabilitation beds, developing our neurotechnology offer, and expanding the ways children and families can help to shape the care they receive.

Meanwhile, our Community Rehabilitation team have continued helping children and families across the country navigate life after brain injury, providing specialist support in homes, schools and communities, helping children return to everyday life and ensuring families have the support they need along the way.

We have also continued to influence the wider field of paediatric neurorehabilitation by sharing research, best practice and expertise across the sector. Through partnerships, conferences, and supporting our team to contribute to national policy, we are influencing outcomes for children with acquired brain injury. Our fundraising efforts and charity shops have played a vital role in driving forward our mission, helping us invest in new technology and strengthening our connection with the communities we serve.

I am so proud of what we have achieved this year, and the work we are doing to reach our goals. Every child with brain injury deserves the support to live the best life possible. I want to thank each one of you who has supported The Children's Trust over the past year – our staff, volunteers, supporters, donors, partners, commissioners, children and families.

Your commitment, compassion and belief in our work make all the difference. There is still so much more to do, but I know that together we can continue changing lives and building brighter futures for children across the UK.

Mike Thiedke
Chief Executive

“

Our vision is clear:
to be the UK's leading provider of neurorehabilitation for children with brain injury and neurodisability. In doing so, we will transform outcomes for even more children and families as they access the specialist support and innovative technology they need, when they need it most.

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About us

Our mission and purpose

The Children's Trust is the UK's leading charity for children with brain injury and neurodisability. Our purpose is to support children, young people, and their families so they can live the best life possible.

Our vision

To be the UK's leading provider of neurorehabilitation for children with brain injury and neurodisability, transforming outcomes for children, young people and their families through our innovative technology, compassion and expertise.

What we believe in

We believe that all children have the right to be children, regardless of health conditions, physical challenges or life circumstances. They have the right to play, to laugh, and to learn. They have the right to make connections with each other, with their families, and with the world around them. The Children's Trust exists to create these opportunities, specifically for children with brain injury and neurodisability.



Rocco working on motion skills at a physiotherapy session



Keira participating in sessions at the school

Our aim

Every year, around 40,000 children in the UK experience a brain injury. About 350 children sustain a severe, acquired brain injury that can affect their ability to walk, talk, learn and communicate. Only one in four of those children can currently come to The Children's Trust. Too often, children and their families are left facing these challenges without timely access to the specialist support and rehabilitation they need, putting their long-term wellbeing and opportunities at risk. Our aim is to change this. In our five-year strategy, we set out our plan to increase our impact and reach, through enhancing and expanding our neurorehabilitation services over the next five years. We want to help many more children and families to achieve their goals. Whether it's relearning skills, building strength and regaining movement, or improving communication, we aim to rebuild confidence and hopes for the future.

What we do

Our skilled teams provide neurorehabilitation, education, care and community services to thousands of children and young people across the UK each year.

Our national specialist centre in Tadworth, Surrey is home to the largest children's neurorehabilitation service of its kind in the UK.

Through input from our multidisciplinary team of experts, we help children through play, exploration, laughter and having fun; things that are often absent when a child has limited mobility or has had a challenging time.

When therapy, healthcare and education are combined with music, arts and crafts, day trips and other fun activities, children are encouraged to focus not on their limitations, but on the goals that matter to them – and to enjoy themselves along the way.

Our impact in numbers 2025/26

Overall reach

415

children and young people
accessed one or more services



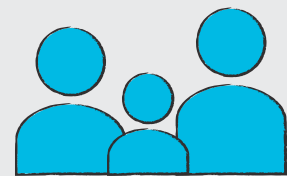
510

goals set with 72 children with an
average improvement of 128%



96%

of families said they would
recommend The Children's Trust to
friends, family or other parents if
they needed similar care or support



Across our specialist rehabilitation, education and community services, we continued to support children and families to rebuild skills, gain confidence and achieve the goals that matter most to them. Together, these figures show the difference specialist support can make at every stage of a child's journey – from intensive rehabilitation and education to community support for families across the UK.

Supporting children and families

Last year, 415 children and young people accessed one or more services at The Children's Trust, while an average of 65 children and young people were supported each day across our specialist rehabilitation and education services.

Brain injury affects the whole family, which is why supporting parents, siblings and carers is an important part of our work. This year, 96% of families said they would recommend The Children's Trust to friends, family or other parents if they needed similar care or support.

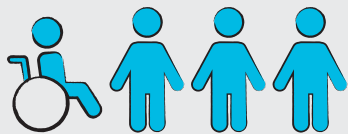


Indy at the school using assistive technology in a session

Rehabilitation outcomes: Rebuilding skills and confidence

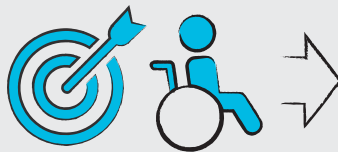
91%

of school aged children returned to their previous educational setting



415

goals set by 59 children completing rehabilitation, with an average improvement of 130 %



85%

of the children and young people we support were able to return to their family home with no or only minor adaptations



Last year, 75 children and young people received intensive neurorehabilitation at our national specialist centre. Every child followed a personalised programme designed around their individual strengths, challenges and goals, supported by our expert multidisciplinary team.

The average length of stay for a child receiving rehabilitation was eight weeks.

Our aim is always to help children return to the people, places and activities that matter most to them. This year:

- **85%** returned home with no or only minor adaptations (83 % in 2024/25)
- **100%** of school-aged children discharged from rehabilitation had an education placement confirmed (100 % in 2024/25)
- **91%** returned to their previous educational setting (88 % in previous year)¹

¹ Information for pupil destinations academic year 2024/25 and 2025/26 provided by Surrey Teaching Centre.



Elsie engaging in a therapy session

Measuring progress in everyday life

Alongside individual goals, we use nationally recognised outcome measures to understand how children's abilities, independence and support needs change during rehabilitation.

Together, these measures help us understand the real-world impact of rehabilitation, from greater independence and communication to reduced reliance on support for everyday tasks, reducing the long-term impact of acquired brain injuries.

FIM+FAM 2025/26

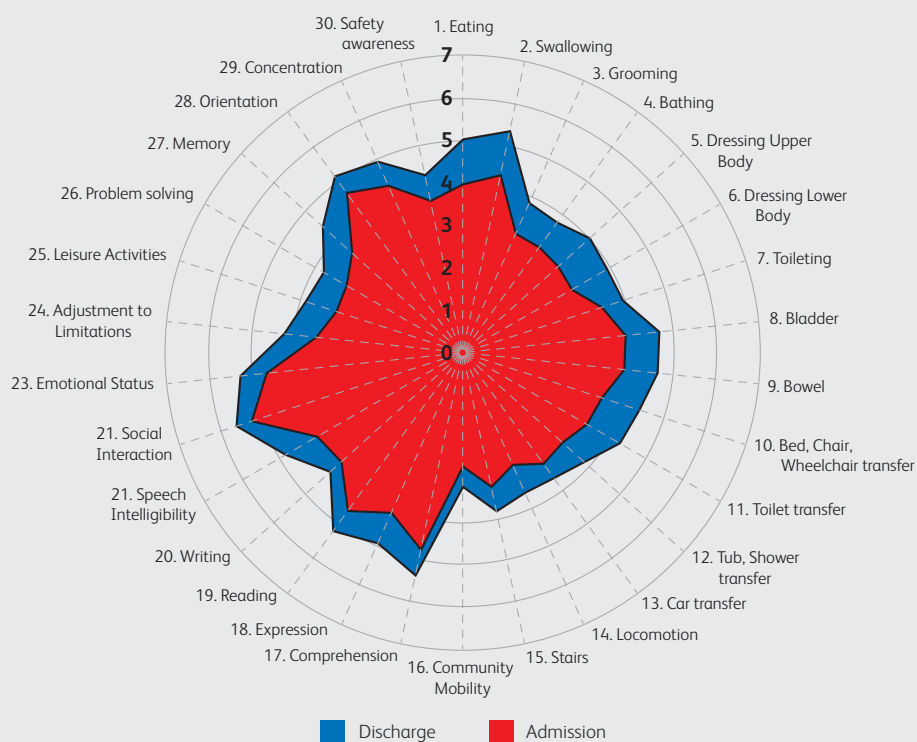
The Functional Independence Measure and Functional Assessment Measure (FIM+FAM) assess practical and cognitive skills, while the Northwick Park Dependency Scale measures how much support a child requires in everyday life.

Northwick Park Dependency Score 2025/26

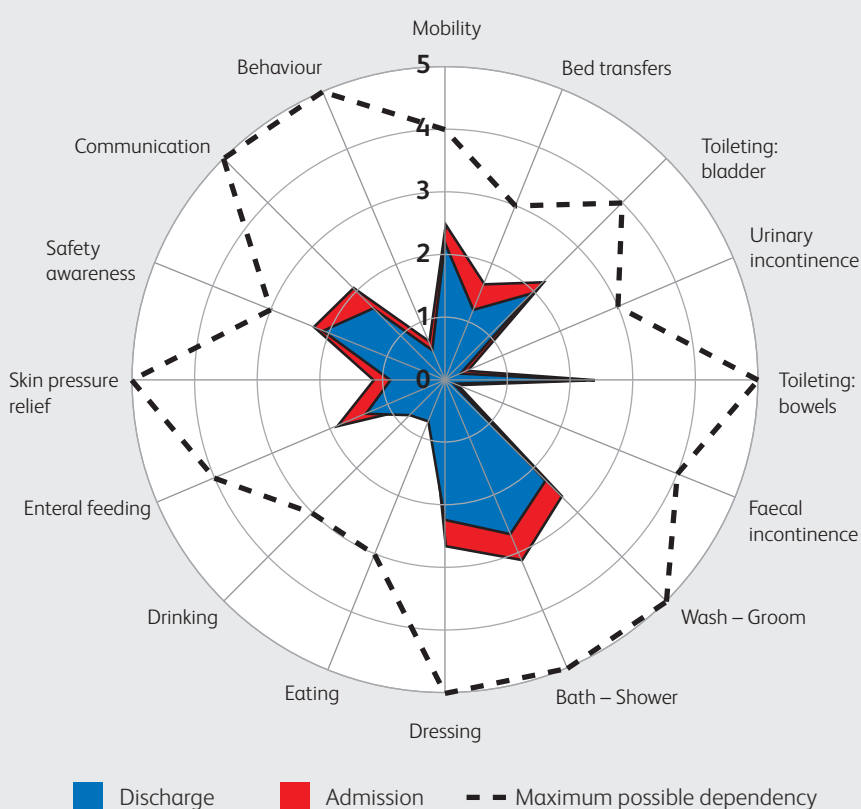
The 'Northwick Park Dependency Score' (NPDS) provides an assessment of patient care needs. It is a scale incorporating activities of daily living, communication, safety awareness and behavioural management.

Overall, greatest average reductions in dependency for children and young people discharged from a rehabilitation stay in 2025/26 were:

- Urinary incontinence (↓30%)
- Enteral feeding (↓28%)
- Faecal incontinence (↓27%)



Bigger the better



Smaller the better

Goals that matter most

One of the most significant developments in our rehabilitation services in recent years has been the introduction of the F-Words Life Wheel. Now fully embedded across our therapy programme, the approach helps children and families play a leading role in shaping their rehabilitation journey by identifying the goals, experiences and achievements that matter most to them.

Built around six areas of life – Function, Family, Fitness, Fun, Friends and Future – the framework supports meaningful conversations about what children want to achieve, whether that’s returning to school, rebuilding confidence, spending time with friends, gaining independence or looking ahead to the future.

The approach is helping us understand success through the eyes of children and families themselves, while providing a clearer picture of the difference rehabilitation can make in everyday life.

During the year:

- More than 510 goals were set with 72 children using the framework
- Children and families reported an average improvement of 128 % across all areas of the framework

Children reported the biggest improvements in how they felt about their future and their friendships, reflecting growing confidence, stronger relationships, and a greater sense of possibility.

Average improvements across the F-Words

Areas	Goals	Improvement
Future	Setting sights on goals and dreams, from school to long-term ambitions	178 %
Friends	Having opportunities to connect and build relationships	142 %
Function (school or community)	Everyday skills at school or in the community	140 %
Fitness	Being physically and mentally active and healthy	133 %
Family	Relationships and the support network around a child	133 %
Fun	Doing the things that bring joy and meaning	121 %
Function (home)	Everyday skills at home	101 %

The framework has attracted national and international recognition. It is helping shift the focus from purely clinical outcomes to the goals and experiences that matter most to children and families.

Teddie’s story

Three-year-old Teddie has attended The Children’s Trust for two residential rehabilitation placements after experiencing a brain injury shortly after birth.

During his most recent placement, Teddie’s goals included becoming more independently mobile, taking steps, and being able to stand and move between different activities with less support. As part of his rehabilitation, he used the Innowalk – a piece of equipment that helps children with limited mobility practice movement and physical activity in a safe and supported way.

His mum, Laura, said:

“We wanted to get him taking steps because he was trying to do a few movements at home, but it wasn’t really stepping. The Innowalk has helped him realise that he’s got to move his feet like that. I’ve tried to find other places where we can use the Innowalk at home but nobody else has one. Using the Innowalk at The Children’s Trust has helped him take steps.”

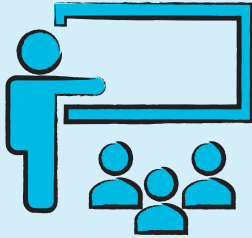


Teddie using the Innowalk, neurotechnology

The Children's Trust School: Helping every child thrive

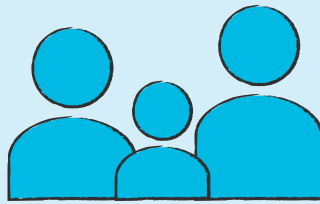
47

children and young people attended our school



14

families attended our parent-child group, Taddies



82%

of children met or exceeded goals in communication and cognitive development



The Children's Trust School provides specialist and tailored education for children and young people with complex learning, health and therapy needs. By bringing together education, therapy and care, we help pupils build confidence, develop new skills and achieve goals that matter to them.

In 2025/26:

- **47** children and young people attended the school
- **30** residential learners and 10 day pupils followed our bespoke ImpACTS curriculum
- **Five** babies and young children attended our Early Years Foundation Stage
- **14** families attended our parent-child group, Taddies
- **82%** of children met or exceeded goals in communication and cognitive development
- **84%** of therapy goals set made progress
- Children also made meaningful progress in

everyday skills that support confidence and independence, including:

- » Environmental control technology (+10%) – helping children use assistive technology to control things such as lights, doors and televisions
- » Fine motor skills (+14%) – supporting tasks such as writing, drawing, using technology and handling everyday objects
- » Self-help skills (+12%) – helping children build greater independence in activities such as dressing, eating and personal care.



Zarain participating in the 40 miles in May challenge

Community Rehabilitation Services: Supporting families at home, school and beyond

Our community-based services supported children and families right across the UK, offering advice, therapy and practical tools both in person and online.

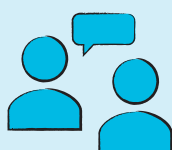
270

services were delivered through our Community Rehabilitation Service



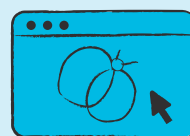
153

children and young people received follow-up support and guidance during key transition points, including returning to school



31,448

people accessed information and support through our Brain Injury Hub and Bumps Happen resources



Rehabilitation doesn't end when a child leaves our specialist centre. Through our Community Rehabilitation Service, Brain Injury Hub and Bumps Happen, we continued supporting children and families across the UK with advice, therapy, information and practical support.

During the year:

- **270** services were delivered through our Community Rehabilitation Service
- **21** children and young people received intensive specialist rehabilitation and support delivered at home, in school, in the community and through outpatient appointments.
- **96** children and young people received specialist advice, guidance and consultations delivered virtually.
- **153** children and young people received follow-up support and guidance during key transition points, including returning to school.
- **31,448** people accessed information and support through our Brain Injury Hub and Bumps Happen resources (These results have dropped from 40,814 unique visitors in 2024/25 as we were unable to capture accurate data from Google Analytics from April – July 2025).
- Families used our online chatbot **7,193** times.

Together, these services help families access specialist support at every stage of their journey, whether they are returning home, settling back into school or navigating life after a brain injury.

Harry's story

Harry was just nine months old when he was diagnosed with a brain tumour. Following multiple surgeries and years of treatment, his family sought support from The Children's Trust Community Rehabilitation Service to help manage some of the longer-term effects of his brain injury, including fatigue and its impact on everyday life.

Working alongside the family, our team provided practical advice, tools and strategies to help Harry better understand

and communicate his energy levels, while giving his family greater confidence in planning activities, managing fatigue and supporting his ongoing development.

Anna, Harry's mum, said:

"I really felt heard and it was great to work with a team so knowledgeable about brain injury and who had so much experience of working with children and families like ours."



The Children's Trust walkway

Highlights and achievements

Last year was a year of progress, innovation and celebration at The Children's Trust. From pioneering work in neurorehabilitation and recognition for our specialist expertise to inspiring moments shared by children, families, staff and supporters, these moments capture some of the achievements and highlights that shaped our year.

Leading the way in paediatric neurorehabilitation

Throughout the year, our teams continued to share expertise, champion innovation and help shape the future of paediatric neurorehabilitation.

Working alongside The Royal Brompton Hospital and Vivisol UK, we helped introduce the UK's first Interpulmonary Percussive Ventilation (IPV) unit in a children's community care setting. The specialist respiratory treatment, designed to help clear the lungs and airways, can make breathing easier for children with complex health needs. Our team later shared their learnings at the European Respiratory Society Congress, one of the world's leading respiratory medicine conferences, helping clinicians across Europe learn from this pioneering work.

Our teams also continued to contribute to national conversations about the future of rehabilitation. At the Association of Paediatric Chartered Physiotherapists (APCP) Conference, colleagues presented work on neurotechnology, health inequalities and the F-Words framework, demonstrating how innovative approaches are helping improve outcomes for children and families.

We were shortlisted for Neuro Rehab Times' Therapy Provider of the Year Award, recognising our commitment to delivering innovative, compassionate and evidence-based rehabilitation. We were also awarded the 2025 Poster Prize at the

UK Acquired Brain Injury Forum (UKABIF) Time for Change Summit for our work on transformational goal setting and the use of the F-Words framework in paediatric neurorehabilitation.

As a key partner at Naidex, the UK's largest event for the disability community, Melanie Burrough, our Director of Therapies and Education, and Laura Buttmer, Clinical Specialist Occupational Therapist, shared how neurotechnology is being used within inpatient neurorehabilitation to support children and young people with acquired brain injury. Their session highlighted the use of robotic devices, wearable technology, virtual reality and gaming to deliver personalised, goal-led rehabilitation programmes that support independence and participation in everyday life.

Guldmann hoist: New anti-gravity hoists installed across our rehabilitation centre are helping children practise standing, walking and movement in a safe, supported environment. By reducing the impact of gravity, the technology helps build confidence, increase independence and support children to work towards their rehabilitation goals.



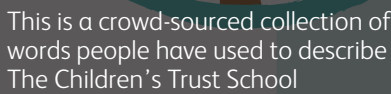
Leo using the Guldmann hoist, neurotechnology



Staff at a nurses and carers appreciation event

Celebrating our nurses and carers

Nurses and Care Celebration: Nurses and Care Celebration Day celebrated the compassion, dedication and expertise of the nurses and carers who support children and young people at The Children's Trust every day. Through awards nominated by colleagues, we recognised those who go above and beyond to make a difference to the children and families we support.



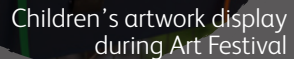
Showcasing our Outstanding school

This year, our See Like Me initiative was named a finalist in the 2025 National Association of Special Schools (NASS) Awards. Developed at The Children's Trust School, the project helps staff better understand how children with profound and multiple learning disabilities see and process the world around them, making learning, activities and everyday experiences more accessible and engaging.

learning environments across the school. Its success has also led to partnerships with organisations including Positive Eye, SeeAbility, the Royal Ballet and the Royal Opera House, helping educators, artists and practitioners better understand how to make experiences more accessible for children with complex needs. empowering opportunities for every young person involved.

Art Festival: The Children's Trust School's annual art festival, Liberation, celebrated creativity, self-expression and accessibility through artwork, sensory installations and immersive experiences created by pupils and staff.

The initiative combines practical, research-informed approaches with specialist staff training, helping to create more accessible



Children and young people at the heart of everything we do

One of the most memorable moments of the year came at our annual Comedy Night, when our volunteer speaker Zac Lammas received a standing ovation after performing his first comedy sketch on stage alongside our ambassador Adam Hills MBE.

After surviving a life-threatening brain injury and receiving specialist rehabilitation at The Children's Trust, Zac has gone on to achieve his GCSEs, complete a T Level in engineering, secure employment and regularly champions our work as a volunteer for the charity, helping to raise awareness and understanding of brain injury.

His appearance on stage was a powerful reminder of what can be possible when children and young people receive the specialist support they need.

Comedy Night: Zac Lammas takes to the stage with ambassador Adam Hills at our annual Comedy Night, marking an unforgettable moment in a journey that began with rehabilitation at The Children's Trust.

“

This is a massive moment for me. To actually be on stage performing alongside Adam Hills really is a dream I never imagined would come true.

– Zac Lamm

“



Zac on stage at The Comedy Store



Liliana's family celebrating Holi with joy and colour

Our strategy and goals

One year into our 2025-30 strategy, we remain focused on responding to growing and urgent need. Our priority is to help more children and young people access the specialist support they need, when they need it. Driven by a determination to achieve the best possible outcomes for children and young people, our strategy guides how we strengthen and grow our services to increase our impact and deliver lasting change.

Children, young people and families are at the centre of everything we do. Our strategy focuses on what matters most to them - their goals, potential and quality of life - while working in partnership with the wider health, education and social care system to create lasting change.

Our vision

To be the UK's leading provider of neurorehabilitation for children with brain injury and neurodisability, transforming outcomes for children, young people and their families through our innovative technology, compassion and expertise.

To help us get there, we will focus on our strategic goals to 2030:

- Goal 1** Delivering safe, effective and high-quality services
- Goal 2** Enhancing and expanding our neurorehabilitation services
- Goal 3** Future-proofing our education offer
- Goal 4** Investing in our people
- Goal 5** Strengthening our finances

Working towards our goals together

Over the past year, we have made significant progress towards our ambitions for the hundreds of children, young people, and families we support today, and those we want to reach in the future.

Alongside delivering specialist rehabilitation, education, and care, we have strengthened the quality and safety of our services, expanded access to our services, started to explore options for the future of our school, invested in our people, and continued building a stronger and more sustainable organisation.

The following outlines the progress we've made against each of our five strategic goals and the

objectives we set for 2025/26 to help us achieve our goals by 2030. We set out our priorities for 2026/27 against each goal and share the impact this work is already having for children and families. We report our progress against each goal for simplicity, but improving outcomes for children with brain injury and neurodisability is complex. It takes a multidisciplinary approach and involves multiple strands of interconnected work, delivered by specialist colleagues across the organisation and the wide range of partners we work alongside.

You can read more about the children and families we supported this year, and the impact of our services, on pages 28–33.

Goal 1 Delivering safe, effective and high-quality services

Personalised, child-centred care

Delivering safe, effective and high-quality services remains central to everything we do. During 2025/26, we made significant progress in strengthening patient safety, safeguarding, clinical governance and the way we learn from incidents and feedback. We also strengthened partnerships across the wider health and care system and continued building a culture of learning and improvement throughout the organisation.

Clinical excellence and continuous improvement

A major focus during the year was continuing to embed the national Patient Safety Incident Response Framework (PSIRF), which supports a more open and learning-focused approach to the safety of the children and young people we support. We introduced new approaches to learning from incidents, including swarm huddles and safety huddles, bringing colleagues together quickly when something happens to understand fully, identify learnings and agree actions to improve care.

Staff feedback suggests colleagues now feel more confident reporting incidents and concerns, while clinical teams have reported feeling better supported when incidents occur. Following the introduction of an interim incident reporting system in May 2025, we also strengthened our ability to identify trends, share learning and act earlier when risks were

identified. Alongside this, we improved how quality and patient safety information is collected, analysed and reported, giving leaders greater visibility of risks and opportunities for improvement. We procured and prepared for our new incident reporting system which went live in June 2026.

The safety and wellbeing of the children and young people we support remains our highest priority.

Throughout the year, we strengthened safeguarding practice across the organisation. This included approving revised policies and procedures, commissioning an independent review of governance and responsibilities, and increasing expertise within the team. Together, these changes strengthened oversight, training and our ability to keep children safe.

We also introduced practical improvements to strengthen the safety and quality of care we provide. These included implementing the national Paediatric Early Warning System (PEWS), which helps staff identify early signs that a child's health may be deteriorating and respond more quickly

The safety and wellbeing of the children and young people we support remains our highest priority.



Teddie demonstrating choice while participating in an art activity



Children taking part in a sensory activity during enrichment

when concerns arise. We strengthened safe sleep practices through a new organisation-wide assessment approach and a bespoke policy, improved infection prevention and control measures, and continued work to improve medicines management.

Following water safety incidents, staff acted quickly to protect children. We are strengthening controls to identify risks earlier, replacing and refurbishing high-risk baths, and taking a more proactive, system-wide approach to water safety.

Following a serious Respiratory Syncytial Virus (RSV) outbreak in 2025, we also worked with NHS England to secure approval for children and young people at The Children's Trust to receive RSV vaccinations. The decision was a UK first and helped protect some of the most vulnerable children in our care from a potentially life-threatening infection.

Together, these developments have strengthened patient safety across our services. This has led to changes in areas such as medicines management, communication between teams and staff training. Between May 2025 and March 2026, 99% of reported patient safety incidents resulted in no or low harm.

Listening and responding to children and families

Listening to children, young people

and families continues to drive how we improve our services. During the year, we introduced new ways of bringing together feedback, compliments, complaints, patient safety information and audit findings, helping us to identify trends and respond more effectively.

This has already led to practical improvements. Feedback highlighted food and nutrition as an area for development, resulting in a multidisciplinary programme focused on making mealtimes safer, more efficient and more enjoyable. We are continuing to explore more accessible ways of capturing meaningful feedback from children with complex needs.

Working in partnership

We continued working closely with NHS partners, commissioners, local authorities and other organisations to drive integration with wider health and social care systems. At the same time, many parts of the system are going through a significant period of change, in line with various government directives and plans.

Strengthening pathways and practice

Our focus remains on supporting children and families throughout their residential care stay or rehabilitation journey. We continue to work with our partners to ensure smooth transitions from hospital to home. This includes the introduction of integrated paediatric and neurology

clinics, in partnership with Epsom and St Helier University Hospitals NHS Trust, improving access to specialist expertise, strengthening coordination of care and reducing the need for some children to travel elsewhere for appointments.

Progress during the year was also reflected in positive findings from a Care Quality Commission (CQC) inspection and an OFSTED care inspection. Both inspections recognised strengthened clinical operational processes, improvements in incident management and a clearer focus on patient safety and clinical governance. Read more about our regulatory inspections on page 34.

These developments demonstrate meaningful progress towards our goal of delivering safe, effective and high-quality services, underpinned by a stronger culture of learning, openness and continuous improvement.

In 2026/27 our focus continues on:

- Embedding the national NHS Patient Safety Strategy
- Safeguarding children, young people and adults at risk
- Children, Young People and Families' Experience - advocating for children and using coproduction to create change
- Developing our nurses, carers and therapists to expand their evidence-based knowledge and skills.

Goal 2

Enhancing and expanding our neurorehabilitation services

Our second strategic goal is to enhance and expand our neurorehabilitation services to increase our impact and reach, so that by 2030 more children can access the specialist support they need. This includes growing capacity at our national specialist neurorehabilitation centre, strengthening community rehabilitation, investing in neurotechnology and developing pathways that support children and families from hospital to home.

During 2025/26, we focused on strengthening the foundations needed to grow and expand our neurorehabilitation services. We invested in neurotechnology, strengthened community rehabilitation and continued developing innovative approaches that will help more children access specialist support.

A major area of progress has been our continued investment in neurotechnology. Over the past year, we have expanded our use of **innovative technologies, including virtual reality, robotics and assistive devices, to support high-intensity rehabilitation.**

Expanding access to specialist rehabilitation

Growing our capacity over the next five years in a phased way to increase access to specialist neurorehabilitation is a key part of our strategy. During the financial year, two new beds became fully operational in Sept 2025 and January 2026. We kept plans on track for the opening of a third new bed in April 2026, increasing our capacity to support children and young people with complex rehabilitation needs. Our learning and planning helped lay the foundations for further planned expansion.

Investing in neurotechnology and innovation

A major area of progress has been our continued investment in neurotechnology. Over the past year, we have expanded our use of innovative technologies, including virtual reality, robotics and assistive devices, to support high-intensity rehabilitation. We have also developed dedicated neurotechnology facilities and expanded opportunities for children to access technology across inpatient, outpatient and residential settings.

These developments are helping children practise important movements in more engaging and personalised ways, supporting physical and functional recovery alongside traditional therapies.

Leo's rehabilitation journey

After surgery to remove a brain tumour left him unable to move or breathe independently, Leo spent more than ten months in hospital before beginning rehabilitation at The Children's Trust.

As part of his rehabilitation, Leo has used a range of neurotechnology, including robotic devices, virtual reality and specialist equipment designed to support movement and recovery. Combined with intensive therapy, these approaches have helped him regain

strength, improve the use of his left hand and begin learning to walk again.

Reflecting on his progress, Leo's mum, Asuka, said:

"What has The Children's Trust given me? Hope. We've got to be here. I don't know anywhere else that can help him."



Leo engaging confidently with assistive technology during Enrichment Week

Sharing our learning and innovation

Our work continues to contribute to the wider development of paediatric neurorehabilitation. During the year, colleagues shared learning and innovation at national conferences and events, helping showcase specialist expertise from The Children's Trust and contribute to the growing evidence base for paediatric neurorehabilitation.

At the Association of Paediatric Chartered Physiotherapists (APCP) Conference, colleagues presented work on neurotechnology, health inequalities and the Favourite-Words framework, demonstrating how innovative approaches are helping improve outcomes for children and young people with brain injury. See page 14 for more highlights of how we are leading the way in paediatric neurorehabilitation.

Supporting timely and successful transitions

We continue to support children and young people living in our residential care service and ensure they are able to thrive within the complex care environment they require. Transition planning to adult services involves a

carefully coordinated multidisciplinary approach, working closely with partners, young people and their families. However, a shortage of highly specialised adult provision continues to create challenges, leading to delays in some transitions. This impacts young people, families and capacity within our national specialist neurorehabilitation centre. We remain committed to navigating these external challenges and ensuring transitions are as smooth and appropriate as possible.

Exploring, testing, and developing new services

During the year our team started to further explore and scope opportunities to expand existing services and develop new services where we can leverage expertise and meet unmet needs for children, young people and their families. This work will continue into 2026/27 as we aim to introduce more new services at the later phase of our strategic period.

Strengthening our community-based rehabilitation

Our Community Rehabilitation Service continued to support children and families as they transitioned from hospital to home and back to school.

Marnie's story highlights how her family turned to The Children's Trust Community Rehabilitation Service for support in returning to daily life. The Community Rehabilitation Service offers a flexible model of support, including virtual advice, telehealth, consultation and face to face rehabilitation delivered in the community and or in an outpatient setting at The Children's Trust. The service enables children to access support based on their individual needs and goals.

Together, these developments are helping us build a stronger rehabilitation service, so more children can access the specialist support they need.

In 2026/27 our focus continues to be on:

- Delivering the planned growth in neurorehabilitation
- Developing and advancing our neurotechnology provision
- New service development and estates readiness for growth
- We will also conduct an options appraisal of our residential care services to assure ourselves we have considered viable options for a different residential service provision that supports our strategic direction.

Marnie's story

Craft-fanatic, outgoing Marnie was six years old when she experienced a stroke, leaving her with a brain injury. Once home, Marnie was experiencing fatigue, and her parents started to see a deterioration in skills that she had initially learnt in hospital.

Marnie started a rehabilitation placement with the Community Rehabilitation Service at The Children's Trust in November 2025.

Marnie had a weekly therapy session, first with a physiotherapist and then occupational therapist, at The Children's Trust national specialist centre in Tadworth, Surrey. The team worked with the family to set her rehabilitation goals, which included getting her left-hand side functioning and helping her manage her fatigue.

Marnie also set some goals to help her get back to daily living, including dressing herself and doing up buttons, as well as skipping and cutting with scissors so that she can get back to some of the fun activities she loves.

Alexis, Marnie's mum says "The therapy at The Children's Trust has been very much tailored to her goals and needs. The team just know how to deal with children with brain injuries – it's so specialised – having therapists and doctors that deal with brain injuries every day has been fantastic."

Marnie has returned to school full time, with support from her parents and teachers. She is also working to get back to some of her favourite activities, including cycling to school with her parents.



Marnie engaging in a therapy session

"I think she's probably the most resilient person I know. She's a real inspiration."
– Gareth, Marnie's dad

Goal 3

Future-proofing our education offer

Our third strategic goal is to future-proof our education offer so that The Children's Trust School can continue to provide outstanding education and support for children and young people with complex needs. This includes maintaining high standards, quality of education, strengthening links with the wider education sector, and exploring the most sustainable future for the school.

Maintaining high-quality education

During 2025/26, The Children's Trust School continued to provide high-quality, specialist education for children and young people with complex learning, health, therapy and care needs. The school remains rated Outstanding by OFSTED Education, reflecting the strength of its personalised approach and commitment to helping every child achieve their potential.

Education at The Children's Trust extends beyond the classroom. Alongside learning, children and young people have opportunities to develop confidence, communication, independence and wellbeing through a wide range of personalised activities and experiences.

Strengthening joined-up support

We continued to strengthen the close partnership between education, health, therapy and care teams, helping ensure children receive coordinated support throughout their time at The Children's Trust.

Building for the future

Alongside delivering outstanding education, we have continued exploring how best to secure the long-term future of the school. During the year, we commissioned specialist education advisors to help us explore future opportunities for the school. This work is focused on preserving the high-quality education, integrated therapy and clinical support, and specialist expertise that children and young people rely on, while ensuring the school remains sustainable and able to meet future needs.

The review has helped us better understand the opportunities and challenges ahead. This is particularly timely with the recently published new government White Paper, that presents its plans for reforms to the schools

and SEND systems across England. As leaders of learning for children with Profound and Multiple Learning Difficulties we have actively engaged in the consultation and submitted a response.

As this work continues, we will consider how best to build on the strengths of the school and ensure it can continue supporting children and young people with complex needs for many years to come.

In 2026/27 our focus continues on:

- We will ensure the school flourishes in the future by exploring options for the most sustainable, future-proof model including independence from the charity.
- We will forge strategic partnerships to design a sustainable business model that integrates the school into the broader education system and will position it for long-term growth.
- We will grow day pupil numbers and maintain high standards of education quality and care for children and young people throughout.

Supporting every child to thrive

Laura, 16, has attended The Children's Trust School for three years and lives with dystonia and other complex health needs. Alongside therapy and education, she takes part in specialist yoga sessions designed to support wellbeing, self-regulation and engagement.

Over time, yoga has become a valued part of Laura's week, helping her find moments of calm and connection within a busy school day. What began as a challenge gradually became an activity she looks forward to, supporting her confidence, communication and enjoyment.

As Amanda, the school's yoga teacher, explains:

"We bring yoga and sound into school because every child deserves the chance to explore and discover what helps them feel good. It's not just about relaxation, it's about confidence, connection and joy."



Laura engaging a yoga session



Staff trialling the R TOUCH Soft Robotic Glove, neurotechnology

During 2025/26, we continued to invest in developing the skills, leadership and culture needed to deliver our strategy to support more children and families.

Goal 4 Investing in our people

Our fourth strategic goal is to invest in our people. Our ability to deliver exceptional rehabilitation, care and education depends on the strength, commitment and expertise of our staff. During 2025/26, we continued to invest in developing the skills, leadership and culture needed to deliver our strategy to support more children and families.

Investing in wellbeing and engagement

'Focus on Wellbeing' is our programme shaped by feedback from the employee survey and the outputs of the Wellbeing Working Group. Its purpose is to ensure we have happy and healthy staff and a culture where children can thrive. This is achieved by raising awareness of the wellbeing and benefits available, and by building confidence that concerns raised lead to meaningful action and improvement. A key outcome of this work was the introduction of dedicated Wellbeing and Benefits Hubs, giving staff access to a wide range of resources, including virtual GP appointments, mental health support, and online physiotherapy.

Mental health crisis support

Mental health is an increasingly important consideration in the workplace, highlighting the key role employers play in supporting staff wellbeing. As a UK employer, The Children's Trust has a legal duty of care to protect the mental health and overall wellbeing of its employees.

To help meet this responsibility, we have developed guidance to support managers in responding where there are clear signs of distress, risk, or impact on others. We support our staff through three clear mental health crisis pathways, recognising that managers are not mental health clinicians and that crises can present differently and escalate quickly. These pathways include agreed, individual crisis plans where appropriate.

Investing in leadership

We continued to support and develop managers across the organisation over the past year. A new Leadership Development Programme for first-line managers was delivered to support colleagues with people or project leadership responsibilities. The programme helped build leadership skills, strengthen relationships, and develop the confidence needed to lead teams effectively, support colleagues and drive continuous improvement across the organisation.

Listening to and supporting our people

Creating a culture where colleagues feel able to speak up, share ideas and raise concerns remains an important part of our people strategy. During the year, our Freedom to Speak Up programme continued to develop, with ambassadors appointed on a trial basis to help raise awareness of the service and provide colleagues with a confidential place to seek advice,

raise concerns and share ideas for improvement.

Staff feedback also continued to play an important role in shaping our culture and working environment. More than 420 colleagues took part in our annual staff survey, representing 75% of the workforce. The results highlighted a strong sense of purpose across the organisation, with more than 90% of respondents saying their role makes a difference to children and families, and 85% saying they are proud to work for The Children's Trust.

The survey also identified areas where further improvement is needed, particularly around confidence that feedback will lead to change, wellbeing and psychological safety. Action plans are being developed and implemented across the organisation to help address these areas and continue improving colleagues' experience of working at The Children's Trust.

In 2026/27 our focus continues on:

- Investing in staff development, building the expertise we need for the future service model
- Improving workplace culture, staff well-being and engagement
- Empowering our teams by investing in developing the digital skills, systems and technologies to support collaboration and enable innovation.

Goal 5 Strengthening our finances

Our fifth strategic goal is to strengthen our finances so we can sustain and grow the services that make the biggest difference to the children, young people and families we support. This means growing income, securing strategic funding and ensuring we have the resources needed to deliver our ambitions over the long-term. During the year, supporters, volunteers, donors and partners continued to play a vital role in helping us raise funds and awareness to strengthen our finances.

In the financial year, we have delivered an operating surplus of £0.3m, but, due to the downward revaluation of the Tadworth Estate, a net deficit of £1.0m. This compares to a net surplus of £1.5m in the prior year. The revaluation fall of £1.5m is driven by the state of the external property market and has no cash impact on the charity. It is worth noting that the operating surplus has been significantly diminished by the increase to Employer National Insurance (NI) contributions at the start of the year. Despite this cost increase and the lack of funding to cover it the charity has again delivered a positive operating result which continues to help rebuild the financial reserve position.

Overall income has increased from £36.0m to £37.2m in the year, reflecting both the continued demand for our services and the support generated through the work of our Fundraising and Retail teams. Income derived from the core charitable services increased from £29.1m to £30.4m through successful bed management and securing vital fee increases to allow us to continue to provide our essential services. The Fundraising and Retail performance has been challenging in the year with income of £6.0m slightly down from the prior year of £6.3m.

Management of costs has been especially critical in delivering the required financial performance, reflecting the collective effort to operate as efficiently as possible and this will continue to be a focus for the coming years. With the NI increases the total cost of staffing has risen to £28.5m, but careful management ensures that there has been no impact on the delivery of care for the children and young people we support.

Our reserves have risen slightly to £2.9m, which allows us to better weather unexpected financial shocks. We continue to try and strike a balance between investing in our services and ensuring we have enough in reserve to allow us to remain financially sustainable.

You can read about our reserves, investments and Going Concern statement on page 50. You can find our financial statements on pages 57-76.

In 2026/27 our focus continues on:

- Delivering a budget for 2026/27 that includes a planned surplus, reflecting our continued focus on balancing investment in services with long-term financial sustainability
- Growing our income through business development of health-funded, specialist neurorehabilitation placements
- Secure strategic funding through high value philanthropy and fundraising appeals and support our ambition around neurotechnology to transform outcomes for children and young people
- Ensure services are financially sustainable by understanding cost drivers and securing fees that accurately reflect service delivery.

Our reserves have risen slightly to £2.9m, which allows us to better weather unexpected financial shocks.



Zac engaging in Enrichment Week



Spring at The Children's Trust

Principal risks and uncertainties

Our approach to managing risk

The Board is ultimately accountable for the management of the Charity's principal risks and for monitoring the effectiveness of the overall system of risk management and internal control. The Board delegates some of its risk management oversight function to the Audit & Risk Committee, which in turn works alongside the Board's other committees to understand and assess the level of risk assurance trustees have received from the executive over key corporate risks.

Principal risks are defined as those which could threaten an organisation's business model, future performance, solvency, liquidity or its reputation. There are threats that may exist, or are emerging, in the external environment and over which we have limited control. There are also risks that may arise in the internal environment, as a result of the Charity's action or inaction. Our approach to risk management ensures a structured process for identifying and assessing both internal and external risks.

The Board and all its committees receive risk reports and updates at every meeting, prepared by the Risk & Governance team and with updates presented by the risk owners. In addition, each committee allows time on the agenda throughout the year for "risk deep dives", prepared by management.

Principal risks and uncertainties 2025/26

Our new strategy envisages potentially significant organisational transformation. And we are seeking to execute this transformation in sectors undergoing potentially significant change and reform, where budgetary constraints are becoming more acute for funders and commissioners. Factors in the external or internal environments create uncertainty around our ability to deliver the pace and scale of transformation we're seeking safely and effectively, and our ability to remain financially viable during the transition period. These factors are identified and assessed in the articulation of our principal risks on the next page. Our approach to risk management seeks to reduce the effect of uncertainty on our strategic objectives as much as possible.



Birdhouse crafted by a volunteer

Risks and mitigations

Key:

MOD Moderate

 Risk is increasing

 Risk is static

 Risk is decreasing

- Goal 1** Delivering safe, effective and high-quality services **1**
- Goal 2** Enhance and expand our neurorehabilitation services **2**
- Goal 3** Future-proofing our education offer **3**
- Goal 4** Investing in our people **4**
- Goal 5** Strengthening our finances **5**

Risks	Mitigations
Failure to consistently deliver safe, effective and high-quality services MOD 	Link to goals 1 2 3
The Children's Trust provides services to and has statutory safeguarding responsibilities for vulnerable children and young people with highly complex neurological, respiratory and healthcare needs. Some of the children and young people in our care are subject to complex placement and family arrangements including "looked after children" (children cared for under the responsibility of the local authority) which can present significant social care and safeguarding challenges alongside clinical risk. We are not an acute hospital setting, but children and young people can deteriorate rapidly requiring acute hospital transfer. The complexity of healthcare needs may mean that clinical deterioration is sometimes difficult to recognise or communicate. Safe care is therefore dependent on the availability, competence and clinical judgement of a highly skilled multidisciplinary workforce. And because the service operates continuously, safe staffing, effective shift handovers and consistent clinical decision-making, 24 hours a day, are essential. Furthermore, care delivery relies on specialist medical devices, equipment, assistive technology and complex clinical interventions. Families, commissioners and local authorities place enormous trust and faith in us to deliver safe, high-quality services. It's critical that we can demonstrate the difference The Children's Trust makes to the outcomes for children and young people with brain injury and neurodisability, and that they can thrive and be kept safe whilst in our care. Serious safety or safeguarding incidents or major business interruption (including via cyber-attacks) could not only result in harm to children, young people, staff and others, but could also diminish public confidence in us and lead to regulatory scrutiny and reputational damage.	We are committed to maintaining a strong safety and safeguarding culture, with clear professional accountability, robust incident reporting, learning and escalation processes, and regular oversight through the bi-monthly Quality & Patient Safety Meeting and quarterly Quality & Safeguarding Committee. During 2025/26, our focus has remained on embedding learning from incidents, undertaking audits, strengthening safeguarding policy and practice, and ensuring that staff have the training, supervision and support needed to identify, prevent and respond to risks at the earliest opportunity. To demonstrate our commitment to being a learning organisation and encouraging a speak-up culture, we appointed a FTSU Guardian for the first time in March 2026. We are pleased to see how positively this role and the new process have been embraced and hope that it gives further confidence to staff, funders and all the families who rely on our services. We have an Incident Response and a Business Continuity Plan and undertake regular scenario-based desk-top exercises to test our preparedness for various disruptive incidents. We have also invested in a range of measures to strengthen our information security posture and reduce the likelihood and impact of a cyber-attack. Our overarching objective is to ensure we can continue to care for children and young people safely and effectively on site at Tadworth.

Failure to execute our strategy effectively could threaten longer-term financial viability		Link to goals 1 2 3 4 5	
The Children’s Trust has entered a new strategic period, with a clear ambition to increase its impact for children, young people and families. We are committed to enhancing and expanding our neurorehabilitation service and creating a more financially sustainable future for the Charity. At this stage in our strategy we are still exploring and testing assumptions about the future of our residential service and educational offer. Our five-year financial modelling makes a number of assumptions about the pace and scale of growth in neurorehabilitation, and about the timely and successful transition of young people living in our residential care service to adult services. Reaching the right conclusions in the next financial period about the future of all of our services will be fundamental to providing clarity for families, our staff and external stakeholders and also to the Charity’s long-term viability. As we further define and move forward with our strategy, we need to be mindful of the evolving external environment, anticipate future developments and identify and assess the effect of risk and uncertainty on our goals and objectives. Significant reform is underway in all three of the sectors in which we currently operate (health, social care and education). The NHS 10 Year Plan, NHS England and ICB reorganisation, SEND White Paper and the Children’s Wellbeing and Schools Act 2026 all have the potential to affect demand for our services, or the willingness for funders and commissioners to pay for them. Changes in government policy on immigration, taxation and employment rights could also have significant workforce and financial implications for us. Finally, we are beginning to see shifts in the competitive landscape, with established healthcare providers and some new entrants entering our market segments. On the one hand this could present a threat to growth in our market share, but on the other it could provide potential opportunities for collaboration.		The Board and Senior Leadership Team are focussed on delivering against the Charity’s immediate priorities and checking and challenging performance and assumptions. Robust governance arrangements are in place at Board-level to ensure that: • All strategic choices are evidence-based, affordable and aligned with the Charity’s purpose. • Benefits, risks and critical dependencies are monitored throughout the strategic implementation period. • The safety and quality of our services is never compromised as a result of the strategic transformation. • Organisational resilience and preparedness are maintained so that the Charity can anticipate and pro-actively manage uncertainty and respond effectively to external events.	

Failure to attract and retain a sufficiently skilled workforce

MOD 

Link to goals [1](#) [2](#) [3](#) [4](#) [5](#)

Our ability to deliver safe, effective and compassionate care, education and rehabilitation depends on the Charity being able to attract, recruit, retain and develop a skilled, values-led and resilient workforce.

Recruitment pressures in the care sector seem to be easing, with more candidates available for roles. However, sustained levels of high wage inflation in the health and education sectors continue to challenge our ability to compete effectively for highly specialist skills in what is a very transparent pay market.

With recent changes in government, there remains uncertainty about the future direction of UK immigration policy. Tightening of criteria and the extension of qualifying periods for indefinite leave to remain could otherwise have a potentially adverse impact on our international workforce.

Retention is equally as important as recruitment. The challenging nature of the work we do supporting vulnerable children and young people and their families, many of whom are experiencing life-changing events, can be what makes a frontline role so rewarding at The Children's Trust. But it can also be incredibly demanding, professionally and personally. Ensuring we invest in the training, development and well-being of our staff, so that they feel supported, is therefore key.

Finally, increasing staff attrition and abstraction can directly impact our ability to operate a safe service, at full capacity, in a financially sustainable way. Our preference is to minimise the use of temporary agency staff given the increased cost to the Charity and the challenges in maintaining the high standards of safety and quality when agency staff may be less familiar with the healthcare needs of our vulnerable children and young people.

- We have a workforce strategy and plan which will ensure the organisation can support growth and the future transition of services effectively.
- A key initiative in 2026/27 is the development of an early career programme in partnership with local colleges, providing a pipeline of trainee carers and nurses to support long-term workforce planning and sustainability.
- Our monthly workforce and people insights report enables the Senior Leadership team and Board to monitor key data on recruitment and forecast frontline establishment, attrition, staff engagement and culture and wellbeing.
- Our annual Pulse survey provides valuable insights and externally benchmarked data on staff motivation and engagement which has informed subsequent action planning by the Senior Leadership Team.
- The implementation of a FTSU Guardian, policy and process in 2026 is providing a mechanism for staff to speak up safely and for issues to be resolved. It also provides the Senior Leadership Team and the Board with thematic data on staff concerns and where aspects of organisational culture, policy and processes may need greater attention.



Xander and family in the garden

Our services



Residential Neurorehabilitation

Through residential rehabilitation we help children restore lost skills or develop new ways of doing things, all the time supporting the family with their child's newly acquired disability, transition home and plan for the future.



The Children's Trust School and Residential Care

The Children's Trust School is a non-maintained special school, supporting children and young people aged 2-19 with a wide range of needs, including complex learning, health, therapy and care requirements.



Community Rehabilitation Service

Our Community Rehabilitation Service offers digital resources, national virtual advice and consultation, as well as community rehabilitation and outpatient packages, for children with acquired brain injury. The service provides a range of support across a tiered model, with increasing levels of support based on the level of need and identified goals.

“I want to walk into prom.”

– Jake



The Children's Trust has given Jake the chance to lead the life he wants to lead. A few months back, I didn't even know The Children's Trust existed. Now we owe it everything.

– Jake's mum, Amy

When Jake was diagnosed with a brain tumour, it needed to be removed immediately. In just a few days, this active, Jiu Jitsu playing teenager lost the ability to walk, talk, eat and drink. His mum Amy describes how eight weeks at The Children's Trust helped him smash all his rehab goals – including getting back on the Jiu Jitsu mat and walking into his school prom:

“Jake spent three months in hospital, then we had a few weeks at home before arriving at The Children's Trust. Rachel, his physiotherapist, asked him why he wanted to come, and he said ‘I want to walk into prom’.

“It was eight weeks of pure hard work. The Children's Trust is the whole package. He did physiotherapy, speech and language therapy, and occupational therapy every day. Once a week he would do hydrotherapy. He found an inner strength. When you thought he couldn't have anything left in the tank, he found something.

“The Children's Trust's neurotechnology meant Jake made accelerated progress. It got him to his goals as quickly as possible, which was important to him because it built his confidence. He needed to feel success was happening.

“Jake smashed every goal and more at The Children's Trust. We left just over a week ago and Friday was the ultimate – he walked into prom. He held his head high and there he was with his friends, just looking like any teenage lad.

“Jake's school applied for exceptional circumstances for his GCSEs, so he will continue on to college in September, and the world is his oyster! When life can be so cruel, every child needs the opportunity to fight back. The Children's Trust has given Jake the chance to lead the life he wants to lead. A few months back, I didn't even know The Children's Trust existed. Now we owe it everything.

Residential neurorehabilitation

The largest service of its kind

The residential neurorehabilitation we provide at our national specialist centre in Tadworth is the largest service of its kind in the UK. Our multidisciplinary team delivers joined-up, holistic therapy, education, and care, working closely with children and their families every step of the way.

Goals are set collaboratively with each child and their family, whether relearning skills, rebuilding movement, or improving communication. Our highly skilled team includes doctors, nurses, physiotherapists, occupational therapists, speech and language therapists, psychologists, and assistive technology practitioners, all working together to build confidence, develop independence, and support meaningful everyday activities across a wide range of complex needs.

Pioneering Technology

We continue to implement the use of innovative neurotechnology alongside traditional therapy, including robotic arms, brain-signal responsive devices, and electrical stimulation that reawakens muscles. These approaches allow children to practise movements over and over and with greater precision. Repetition builds new connections in the brain, driving outcomes beyond what was once thought possible. We believe neurotechnology will play a vital role in transforming the future lives of children with acquired brain injury, supported throughout by our psychologists' trauma-informed care.



Axel and his Mum and Dad dressed up as characters from The Wizard of Oz for World Book Day



Laura receiving support to water the plants as part of an enrichment activity

The Children's Trust School and Residential Care

The Children's Trust School offers outstanding specialist education for children with profound and multiple learning disabilities (PMLD), complex health needs and neurodisability.

Every learner thrives

The school is a creative, joyful and inclusive place. It provides a unique and highly, personalised learning environment where every child is supported to thrive. Day placements support children from early years through to further education-style provision for older teenagers. Every child follows a personalised learning journey developed with them and their families, with clear goals and high aspirations, shaped by therapists, teachers and families working together.

National recognition of excellence, innovation and success

The school continues to achieve national recognition for its innovative and inclusive practice. It holds the Sounds of Intent Gold Award, becoming the first school in the country to receive this recognition, reflecting its pioneering approach to musical development for learners with complex needs. The school's SEND Leader is also nominated for a Tes Schools Award for innovation, such as the See Like Me initiative.

Residential care

Our Residential Care houses provide registered homes for children and young people with complex care needs up to the age of 19, where care is delivered by nursing and care staff within a home environment.

We offer residential care for children with complex health needs, including long term ventilation needs, with access to 24-hour nursing support. Children and young people stay in one of seven purpose-built houses based on their needs and age. Three of our houses support children and young people who are visiting for a short break, are transitioning from hospital to home, or accessing an intensive neurorehabilitation programme. The remaining four houses are residential children's homes caring for children and young people with complex care needs.

Laura has been at the school for three years. Her days can be physically demanding, with a lot of time spent in therapies that support her mobility. "Laura is an absolute joy," says Julie, a specialist teaching assistant.

Read more about Laura on page 21



Rated 'Outstanding'
by OFSTED Education
since 2023



Pupils flourish at this
school. Their individuality
is recognised and nurtured.



Olivia using assistive technology to operate a
bubble machine at an enrichment activity



**Artsmark
Platinum Award**
Awarded by Arts
Council England





Marnie practicing fine motor skills during an occupational therapy session

Community Rehabilitation Service

Our Community Rehabilitation Service supports children across the UK after a brain injury through a flexible three-tiered approach. This combines trusted digital information, remote rehabilitation, and intensive community-based therapy.

Tier one

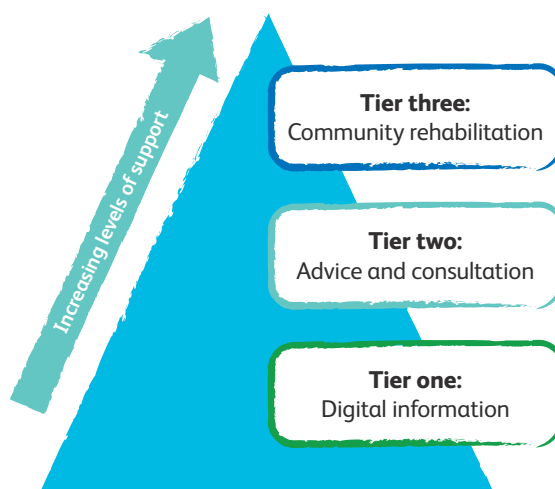
Bumps Happen is our online resource for families, schools, and professionals. It helps parents spot concussion, know what to do, and support their child's return to school. It also provides clear, practical guidance for GPs, teachers, and other professionals. Our website, the [Brain Injury Hub](#) is a resource for families, teachers and anyone who would like to know more about acquired brain injury in children.

Tier two

Our national virtual Acquired Brain Injury (ABI) team offers personalised advice and education for families and school staff, flexibly delivered to fit around busy lives, even where in-person therapy isn't available. Families don't need to know what to ask; we're here to guide them.

Tier three

Some children need more hands-on or intensive therapy to help them reach their goals. Our team offers home, school or community-based sessions within an hour's drive from our specialist centre in Tadworth, or families can visit our site for outpatient support. We also offer interdisciplinary assessments for children and families further afield.





Staff applying safe working practices when using supporting technology

Quality visits and regulatory inspections

Listening to families, responding to regulatory feedback and drawing on learnings from our own practice are central to how we improve patient safety and quality. This includes learning from all incidents, near misses and learning from unexpected deaths to ensure continuous improvement in the care we provide. This approach underpins our commitment to delivering safe, compassionate, and high-quality care for every child.

Delivering safe, effective and high-quality services

We care for some of the most vulnerable children and young people with complex clinical needs, and their safety and wellbeing are paramount.

At The Children's Trust, we are committed to delivering high-quality support and experience through education, health, and therapy services that transform outcomes for children and young people with complex needs. We set the highest standards of care and continuously strive to raise the bar, placing their quality of life at the heart of what we do.

Our focus is on striving for clinical excellence aligned with best practice and regulation. We want to be an organisation that is continuously learning, and improvement will remain central to everything we do.

Our regulators

The primary regulator for The Children's Trust is the Office for Standards in Education, Children's Services and Skills (OFSTED). OFSTED Care is our primary regulator for care and OFSTED Education is the primary regulator for The Children's Trust School. Our current rating from OFSTED Care is "good" and the rating from OFSTED Education is "outstanding".

The secondary regulator for The Children's Trust is the Care Quality Commission (CQC).

We are registered to support children and young people up to the age of 19.

We are also regulated by the Charity Commission, Fundraising Regulator and the Gambling Commission.

Learning from unexpected deaths

As reported in our 2023/24 accounts we were deeply saddened by the unexpected death of Raihana Oluwadamilola Awolaja, a child in our care in 2023. We continue to extend our sincere condolences to Raihana's family and carers.

In May 2025, The Children's Trust received a Prevention of Future Deaths report in relation to Raihana's death. Raihana was a much-loved young person, and her death has had a profound impact on our team. It has driven significant and lasting

improvements in how we care for, support, and involve the children and families we work with at The Children's Trust.

The report has been formally responded to, detailing the actions we have taken.

We have strengthened care to make it safer and more responsive. This includes tailored monitoring for each child, increased staffing levels, and supervision and stronger processes for checking and improving standards. It also involves a greater focus on learning and

accountability and improvements in how we listen to families and respond to their concerns.

These improvements are now fully embedded in our daily practice, supported by external assurance and a commitment to ongoing quality improvement.

We remain committed to learning, improving, and ensuring every child receives the safest, most compassionate care possible.

External assurance

The Children's Trust received a one-day inspection by the Care Quality Commission (CQC) on 28 August 2025.

Inspectors recognised our comprehensive care planning and clinical risk assessment processes, the strong oversight and support provided to staff, our responsive approach to meeting children's needs, and the robustness of our new clinical governance arrangements. The report also recognises our shared commitment to patient safety, quality and continuous improvement.

CQC inspectors said:

"Staff we met were exceptional in how they listened to and understood children's needs. We saw consistent examples of compassionate staff working with each child's best interest at the heart of what they do."

"Staff and leaders, we spoke with are committed to learning from feedback and improving the service."



The Care Quality Commission also highlighted areas where we can strengthen our practice further with two recommendations which were focused on ensuring consistently high-quality written clinical documentation, including medicines management, and the transition to the national Paediatric Early Warning System (PEWS). This system has since been rolled out across the organisation.

Regulatory changes

The planned changes that were referenced in our Annual Report and Accounts 2025/26 have now taken effect – we remain as a dual-registered provider, but the CQC is now the sole regulator for our rehabilitation houses at The Children's Trust and OFSTED Care will no longer regulate these houses. This is because rehabilitation is a health-focused service, and this aligns regulatory compliance and inspections more closely with the children and young people who access this service.



Staff we met were exceptional in how they listened to and understood children's needs. We saw consistent examples of compassionate staff working with each child's best interest at the heart of what they do.

– CQC inspector



Chasey, being offered a choice during an enrichment activity



Flowers made by children at the school using recycled materials and records

Trustees' duty to promote the success of the charity – section 172 Statement

Trustees have a duty to act in good faith to promote the success of the charity for the benefit of its stakeholders and in doing so are required by section 172 of the Companies Act 2006 to have regard for various specific factors including:

The likely consequences of any decision in the long-term

All the work we do at The Children's Trust is designed to support children, young people, and their families to live the best life possible – today, and in the future. In 2025/26, we launched our new five-year strategy to respond to a changing external landscape – from growing demand for our services and pressures in the wider healthcare sector, to advances in rehabilitation and education – so we can focus our resources where they'll have the greatest long-term impact.

Our values and organisational 'Promises' guide how we work and the decisions we make. Our trustees and Senior Leadership Team regularly review strategic plans to make sure our direction is sustainable and in line with what matters most to the children and families we support – and that our organisation is financially and operationally equipped to meet our future needs. We make

decisions supported by careful financial planning and oversight to make sure that our services stay strong, stable, and sustainable. This ensures that every step we take today strengthens our ability to support children and families far into the future.

Decisions about our future strategy

Having restored financial stability over the past two years, a key focus for trustees and the Senior Leadership Team this year has been to refine and launch our new, longer-term vision and strategy. Although our finances are in a much stronger position now, we know we need to address some of the underlying challenges in our business model that pose a threat to longer-term sustainability. Simultaneously, we are passionate about finding ways to increase our reach and social impact. Throughout the year, the trustees and Senior Leadership Team have held many discussions, examining the external threats and opportunities alongside the strengths and weaknesses of our current business model and services. In agreeing our risk responses, including those opportunities we wish to pursue, our primary concern has been, and will continue to be, the care, safety and wellbeing of the children, young people and their families who depend on us.

We have also committed to investing in the future of our 'outstanding' education provision, The Children's Trust School. Our new strategy aims to "future-proof" our school, whether that means continuing to operate as part of the Charity or independently, outside of it. During the year we have begun in depth work to assess and explore the various options and whether a different model could give the school greater operational freedom and access to wider resources from across the education sector. We will also consider the role of the school in the context of our stated goal of growth in our other services.

The interests of the charity's employees

A key focus of our strategy is our approach to our people – how we look after, motivate, and develop our employees and volunteers and create a sense of being part of something special.

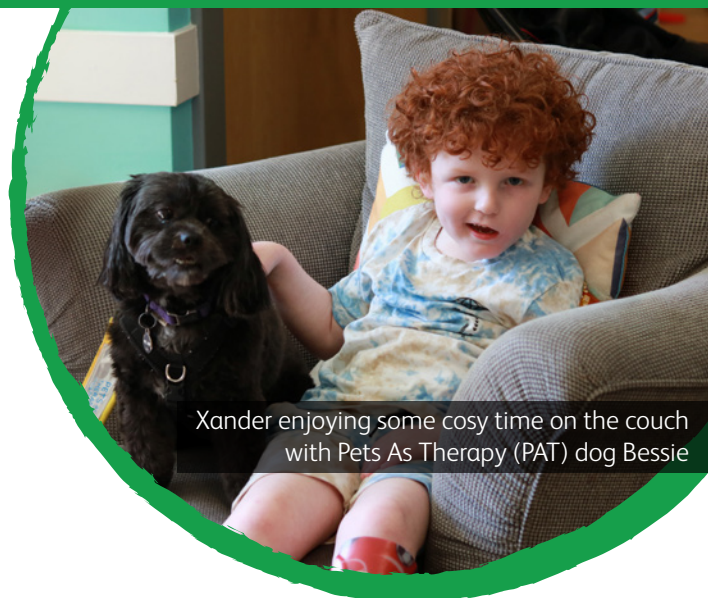
In developing and implementing our new five-year strategy we have engaged the workforce at each stage, through strategy task-force and project groups, face to face update meetings between the Senior Leadership Team and heads of department and regular "SLT connect" sessions where we invite all staff to join the end of our management meeting and put questions to the SLT.

We have also invested in resources and processes to ensure staff have a trusted and independent route for raising concerns. The appointment of a new Freedom to Speak Up (FTSU) Guardian and roll-out of a new process to enable staff to confidently speak-up, has been received positively. We are also encouraged that staff who have used the service are comfortable doing so without anonymity. The Senior Leadership team receives regular updates from the FTSU Guardian on FTSU themes and trends.

We would like to thank all our staff and volunteers for their continued commitment, professionalism, and engagement as we press ahead with our strategy.

The need to foster the charity's relationships with suppliers, customers, and others

We recognise that the charity can only succeed if our relationships with referrers, funders, donors, and key suppliers continue to thrive.



Xander enjoying some cosy time on the couch with Pets As Therapy (PAT) dog Bessie

We remain thankful to our loyal supporters and philanthropists who continue to show their generosity through funding our vital work or giving their valuable time and expertise. Their dedication to the charity means we can continue to be here for children and young people with brain injury and neurodisability.

Our partnerships with local authorities and other funders are extremely important to us too. We have engaged with our partners on our new strategy and appreciate their support and commitment as we embark on this period of organisational change. We are proud of the difference our services make to our beneficiaries and are grateful to our funders for recognising our unique proposition and the value we bring.

The impact of the charity's operations on the community and the environment

We operate from our national specialist centre in Tadworth, nestled among 26 acres of mature trees and gardens. We are a service organisation which relies heavily on the NHS supply chain and employs a primarily local workforce. As such we have an inherently low carbon footprint and low environmental effect on the local community. Our retail portfolio adds social value providing volunteering opportunities that create a sense of purpose and community. It prevents thousands of preloved items from going into landfill, helping financially stretched families to buy clothing, toys, books and baby equipment. We are committed to minimising the environmental impact of our activities wherever we can. The charity's impact on the local community and wider environment will remain a key consideration as we roll-out our new strategy.

The desirability of the charity maintaining a reputation for high standards of business conduct

We believe that maintaining a reputation for high standards of service delivery and business conduct is fundamental to the long-term success and viability of the charity. We keep this in mind in everything we do from recruitment and training, the setting of policies and procedures, the choice of suppliers and partners we work with, the level of risk we are prepared to accept to the governance and monitoring arrangements we put in place. We are committed to organisational learning and improvement whenever we fall short of our own standards.

In 2025/26, 96% of families who completed our 'Friends and Family test' would recommend The Children's Trust to friends, family and other parents who needed similar care or treatment. This year we have continued to strengthen clinical governance and build our learning and health and safety culture. The Clinical Governance team is responsible for ensuring that the voices of both children and families are embedded at all levels of the organisation and that there is a consistent

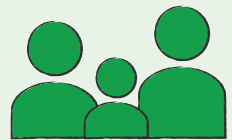
process for making sure feedback and concerns are escalated and acted upon. The team works in close partnership with our Health and Safety team to drive improvement and embed learning from all reported incidents.

The need to act fairly between members of the charity

The organisation, being a charitable company limited by guarantee, does not have shareholders and its members are limited to the trustees, who are directors of the company. All trustees have an equal voice in key decision-making.

96%

of families who completed our 'Friends and Family test' in 2025/26 would recommend The Children's Trust to friends, family and other parents who needed similar care or treatment.



A snow hut made by children and staff for a winter challenge



How we work

The people who work and volunteer with us are central to The Children's Trust. Whether delivering specialist care, supporting services, running events, or assisting in our shops, their contribution is essential to everything we do.

Our staff

In 2025/26, we increased the number of frontline staff and employed a total of 665 (525 average FTE over the year), compared with 641 (502 average FTE over the year) in the prior year. Despite ongoing challenges faced by all in the healthcare sector, recent recruitment campaigns have been successful at attracting clinical talent, with 19 nurses joining this year.

As part of our ongoing commitment to professional development, we encourage all staff to continually expand their knowledge and skills through safeguarding training, professional learning, and targeted skill development. This year, we supported staff in completing 19,613 hours (around 30 hours per person) of additional training and workshops, enhancing the quality of expertise they provide.

In response to the pressures in recruiting talented carers, alongside changes following the Government's Immigration White Paper, we are developing plans for a structured Early Careers Programme. This forms a key part of our commitment to professional development and building a strong future talent pipeline, with a focus on attracting and supporting individuals at the start of their careers.

The programme will focus on engaging school

and college leavers, with recruitment aligned to the academic calendar. Our aim is to reduce reliance on international recruitment by building a sustainable pipeline of local talent for critical roles. This approach supports our ambition to be a community-focused employer and an employer of choice.

Equity, Diversity and Inclusion at The Children's Trust

We are committed to a culture of equality, diversity and inclusivity, and this is reflected in how we recruit, develop and support colleagues and volunteers across our organisation. We welcome applications from people living with disabilities, individuals from diverse ethnic backgrounds and those from other underrepresented groups. We also have a robust framework in place to support reasonable adjustments for staff who acquire or develop disabilities during their employment with us.

We are dedicated to fostering an environment where everyone feels respected, represented and able to be their authentic selves, and to actively tackling racism, discrimination and inequality in all their forms. We do not tolerate discriminatory behaviour and encourage colleagues to share their experiences and raise concerns, knowing they will be taken seriously and handled sensitively and confidentially.

We have recently recruited a Senior Organisation Development Manager. This role will play a pivotal part in leading the design, implementation and evaluation of our organisational development strategies and programmes, driving a high-

performing culture, improving employee engagement and ensuring the achievement of our strategy goals.

A key focus of the role will be establishing a clear organisational Equality, Diversity and Inclusion (EDI) framework, informed by colleague engagement and lived experience, and create a more inclusive workplace for all. This work, alongside focused wellbeing initiatives, will be integral to our Organisational Development Plan and fully embedded within the Workforce Strategy.

Learning and Development

We believe it is crucial to align Leadership Development with our culture and values creating the right environment for a productive and inspiring workplace. Our Leadership Development Programme reinforces our Promises by clearly defining the behaviours that underpin our culture, while equipping leaders with the capability, skills and tools required for success. To date, 25 colleagues have

completed the six-month Leadership Development Programme, and 64 colleagues have participated in First Line Manager training.

Alongside this, the People Team has expanded the learning offer with training for managers and colleagues, focusing on areas such as bullying, harassment, and managing difficult conversations. This complements our leadership programmes by strengthening confidence and capability in addressing sensitive workplace issues.

Volunteering

The time, skills and commitment of our volunteers are highly valued and make an important contribution to the services we deliver and the communities we support. In 2025/26 1428 volunteers supported us across a variety of roles, including retail, events, drivers, gardening, administration, ambassadors, governance and Pets As Therapy. We are extremely grateful to them all for their enthusiasm and commitment.

Event volunteers contributed over 43,244 hours. We have 350 valued volunteers who gift their time, skills and creative energy for a huge variety of reasons, and across retail shops, where teams dedicated over 44,614 hours. Supporting a wide range of ages building their confidence ready for work or going to University, people with learning difficulties seeking an environment in which to thrive, others giving back to society. Others managing their mental health and wellbeing who want to return to work, people avoiding loneliness, doing something worthwhile. Volunteering in our charity shops provides all of these opportunities and builds friendships/relationships.

Our volunteering opportunities provide a pathway into work from volunteering to Bank roles and permanent contracts with us and other employers. We pride ourselves in providing a safe and happy place in which to volunteer and work to a collective goal supporting children with brain injury and neurodisability.



Tina and Steve at their wedding

Volunteer story: Steve and Tina

Love can find us in the most unexpected places, and for two devoted volunteers at The Children's Trust, it blossomed through their shared passion for helping others. Having dedicated their time to volunteering, they never imagined their journey would lead them to each other.

After years of donating money to various causes, Steve wanted to do more. Living as a pensioner, he found himself with a bit of extra time on his hands and a desire to give back.

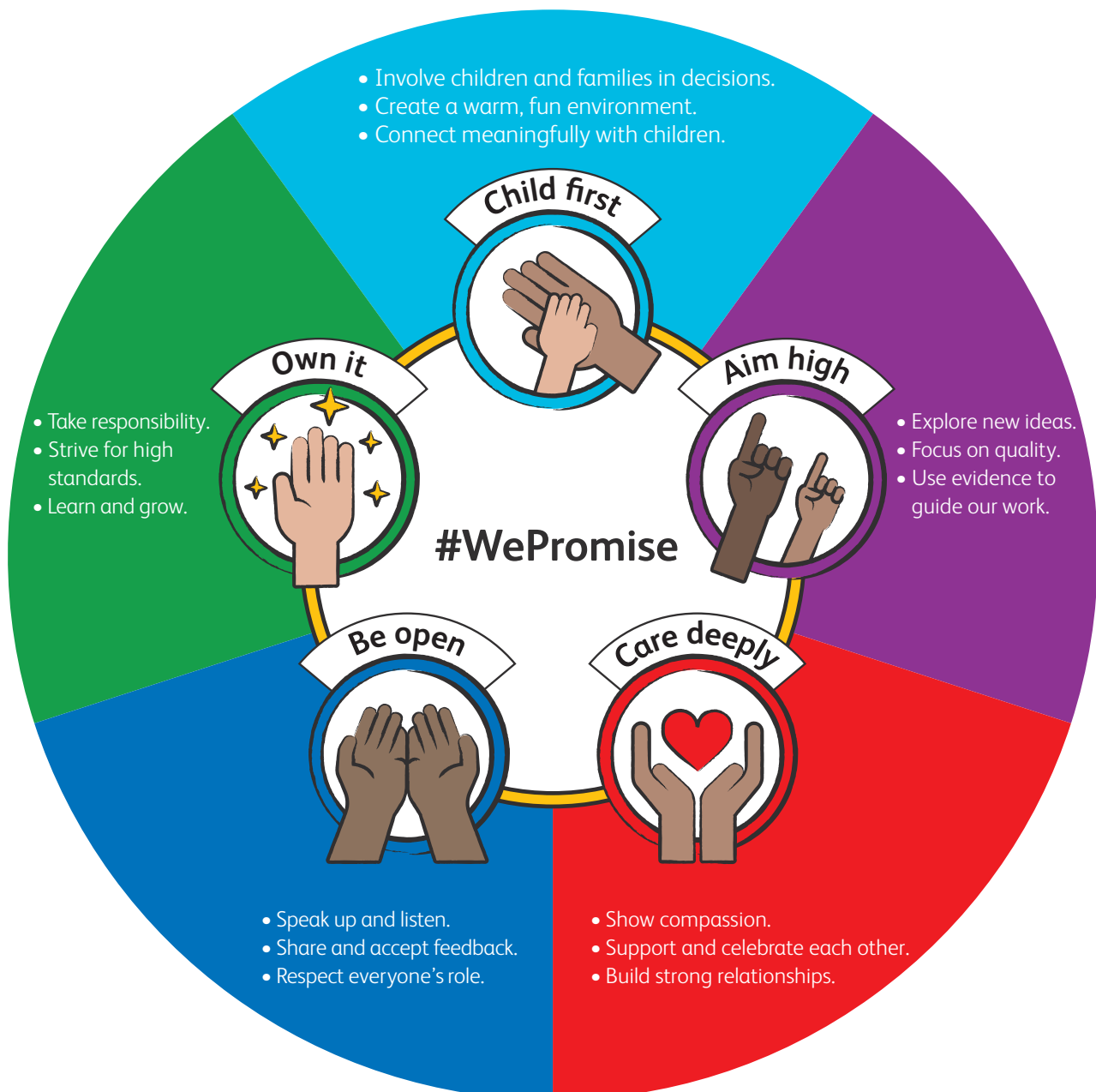
During one of the early shifts, he met Tina. A humorous conversation about gathering supplies and Nerf guns, broke the ice and led to an outing outside of work. What began as a friendship and a

shared journey of volunteering and giving back, blossomed into a beautiful relationship. The happy couple celebrated their wedding on 30 June 2025.

"Volunteering at The Children's Trust has changed my life in more ways than one. No matter your age or background, there is always an opportunity to make a difference - and sometimes, in doing so, you may just find a whole new chapter waiting to be written."

Our Promises

Our values, known as Promises, reflect the kind of organisation we strive to be – caring, open, ambitious and child-focused. Created with staff, volunteers and families, they guide our everyday work and relationships.



Our Promises help ensure The Children's Trust remains a place where people are proud to work, volunteer and receive care.

How we generate income

Statutory income

In 2025/26 £30.4 million (2024/25 £29.1 million) of the charity's income came from:

- Rolling, multi-year contracts for the residential and day school children who can be supported by us from the age of two to 19 years
- National Specialised Commissioning contract with NHS England to provide rehabilitation for children and young people with the most complex needs following their acquired brain injury
- Spot purchased rehabilitation or transitional care placements funded primarily by Integrated Care Boards (ICBs), international embassies, or in some cases, through private funding, such as health insurance.

We also receive a grant from NHS England ('NHS England Children's Hospice Grant') to contribute to the operating costs of delivering palliative care services to children and young people with life-limiting conditions. In 2025/26 we received £326k (2024/25 £320k).

Voluntary income

We are enormously grateful for the loyalty and commitment shown by our supporters and customers in our shops during the year and to all those who chose to give for the first time to our work in 2025/26. Collectively the fundraising and retail portfolio supported by thousands of volunteers, individuals, organisations giving time, donations, grants, taking part in events and building lasting partnerships raised a total of £6.0m in voluntary income in 2025/26 (£6.1m in 2024/25).

This year our fundraising and retail shops accounted for 11% and 6% (2024/25 12% and 6%) respectively of total income generated by the charity (total of 17%) despite continuing financial pressures meaning less people giving to charities.

Every gift matters to us, large or small, and continues to underpin our ability to deliver real impact for the children and families we help. From funding core costs to investing in our future through capital funding, voluntary income is crucial to create the safe and nurturing environment, specialist workforce and innovative technology that transforms outcomes for children, helping them to achieve their goals.

Thanks to our incredible supporters our fundraising income was a total of £3.7m in 2025/26 (£3.9m in 2024/25). Each year, we are thankful for the trust and confidence our supporters place in The Children's Trust and for their extraordinary generosity.

Our 14 retail shops across Surrey, Sussex and Kent raised £2.3m (£2.2m in 2023/24). We were delighted to open and trial a new shop in Belmont officially launched by ambassador Nicholas Owen. In Feb 2026 after fifteen years of trading, closed the doors for one last time Canterbury shop. The shop has raised circa £1.5m in this time to children with brain injury which have been possible without all the work from the team and volunteers the support from the local community. Across our shops, we couldn't operate without our amazing team of over 500 volunteers. We extend a very big thank you to everyone who helped to donate, sell and buy thousands of preloved items, finding them a new home and preventing tonnes of goods from going into landfill.



Sally, volunteering at her local Children's Trust charity shop



Tim, driving The Children's Trust minibus with pride

In 2025/26, we became a founding partner of the Digital Services Consortium. Supported by The National Lottery Community Fund and BBC Children in Need, we launched a digital inclusion project to improve the lives of 20,000 disabled children, young people and families.

We are deeply grateful to Henry Wickham for his generous gift in memory of his wife, Maddy Wickham (Sophie Kinsella), who died of brain cancer in December 2025. Maddy's connection to The Children's Trust began more than 30 years ago, inspired by a child with a brain injury. Together, Henry and Maddy supported our work for decades, including performing in and organising our annual Christmas and schools' concerts. This gift will help children experience the healing power of music therapy – a fitting legacy to Maddy's kindness and creativity.

Many supporters once again chose to maximise their impact through matched giving. In December 2025, we took part in The Big Give Christmas Challenge. The campaign backed by Peter Andre, Emily MacDonagh, Adam Hills and Nicholas Owen helped us reach new audiences and raise vital funds. Thanks to our Champion Funder, Reed Foundation, we doubled the impact of donations and raised an incredible £247,000 towards innovate neurotechnology.

Corporate support

We are incredibly grateful for the support of our corporate partners in 2025/26 who collectively raised an impressive £252,556. From Charity of the Year partnerships to physical challenges, generously sponsoring our events to hosting their own events, our partners went above and beyond to show their support.

This year, we'd like to give a special thank you to our partner, Stocksigns, who will take on their 10th anniversary sponsored trek in 2026. Each year, staff members take on this incredible challenge, designing and leading the trek themselves.

Even those who don't take part in the trek play an important role in making it a success. It has become a much-loved event in the company calendar, with staff who said that it brings the team closer together and helps make Stocksigns such a great place to work.

Their 2025/26 trek to 'The Lost Mountain' – Monte Perdido in the Spanish Pyrenees – raised an amazing £26,600+, taking the total raised through these treks to an incredible £81,427 since 2021.

We continue to be inspired by the commitment, teamwork and generosity of everyone who gets involved in our partnerships.



Stocksigns' trek to Lost Mountain in aid of The Children's Trust

Legacy giving

Gifts in Wills are incredibly important to us, and our ability to continue providing support for children, young people and families long into the future. We're incredibly grateful to everyone who has placed their trust in us by remembering The Children's Trust in their Will. A special mention goes to the late Mr Bush, a long-term supporter and volunteer whose extremely generous gift allowed us to buy a new minibus. His legacy will enable vital transport to and from hospital appointments, for fun trips out and to take children and families home at the end of their placement. In 2025/26 we raised an incredible £839,260 from Gifts in Wills left by our generous supporters. Every legacy gift helps give even more young people and their families the best gift of all. The gift of possible.

Find the Sparkle

At Christmas we were thrilled to have the privilege of telling Violet's story and we asked supporters to help more children like Violet find their sparkle again as part of our Christmas Appeal. Violet came to The Children's Trust, aged 8, for rehabilitation

following a stroke. After nine weeks on intensive rehabilitation, she was able to return home and to school and is cantering on her pony again and dreaming of a place on the Paralympic Equestrian team. Violet's dad, Rob, said "by the time we left, her soul was back. Her spark. It was like talking to Violet again. When we arrived, she was chatting, but she wasn't 'there'."

During the year, Violet's dad, Rob, led a Three Peaks Challenge with friends to form Team Violet, raising more than £13,000. The family also supported a number of our fundraising campaigns, sharing their experiences to help raise awareness of our work and encourage others to give, helping more children and young people access life-changing rehabilitation.

Rob says it best: "We feel like our little girl has a really great future ahead of her. The Children's Trust does that for families. They give you the ability to look forward with hope and believe in what's possible again."

Thank you to all our supporters who gave so generously at Christmas and throughout the year.



Violet fundraising for The Children's Trust

Environmental, social and governance

The Environmental, Social and Governance section of this annual report outlines the charity's commitment to sustainable and responsible practices. In a rapidly evolving regulatory landscape, we recognise the critical importance of managing our environmental impact. This section outlines our achievements in energy efficiency over the year 2025/26.

The Streamlined Energy and Carbon Report (SECR) reporting period is from 1 April 2025 to 31 March 2026.

Methodology: All the SECR data requirements for unquoted 'large' companies have been met, and the energy consumption and emissions are reported below. This includes UK consumption of electricity, gas and transport fuels where the organisation is responsible for the fuels. The methodology used to calculate emissions is the GHG Reporting Protocol Corporate Accounting and Reporting Standard. UK Government greenhouse gas emissions conversion factors condensed set 2025 have been applied. Scope 2 emissions from purchased electricity have been calculated using reported consumption data from our energy provider.

Third party verification

No third party data verification of the emissions data has been carried out

Reported emissions (and carbon offsets)	tonnes CO2e		
	2025/26	2024/25	2023/24
Total gross emissions (scope 1, 2 and 3)	362.9	403.2	395.3
Total direct and indirect emissions (scope 1 and 2)	353.6	393.2	382.5
Total direct (scope 1) emissions	159.6	160.6	181.9
Direct emissions (scope 1) stationary combustion	137.3	139.2	131.0
Direct emissions (scope 1) mobile combustion	22.3	21.4	50.9
Direct emissions (scope 1) from transport mobile combustion	22.3	21.4	50.9
Direct emissions (scope 1) from other mobile combustion	0.0	0.0	0.0
Direct emissions (scope 1) from agricultural sources	0.0	0.0	0.0
Total indirect emissions (scope 2)	193.9	232.6	200.5
Indirect emissions (scope 2) from electricity	193.9	232.6	200.5
Total other indirect emissions (scope 3)	9.4	10.0	12.8
Other indirect (scope 3) emissions from business travel	9.4	10.0	12.8
Other indirect (scope 3) emissions from business travel where company is responsible for purchasing fuel	9.4	10.0	12.8

Energy consumption	kWh		
Total energy consumption used to calculate emissions	1,966,973	1,909,410	1,954,528
Energy consumption, combustion of gas	742,452	685,696	655,072
Energy consumption, electricity	1,089,274	1,089,586	1,031,077
Energy consumption, combustion of transport fuel	135,247	134,128	268,379
Energy consumption, other	0	0	0

Intensity ratio	tCO2e/sqm	tCO2e/sqm	tCO2e/sqm
Intensity ratio	0.025	0.028	0.027
The reported emissions intensity ratio is the total gross emissions (scope 1, 2 and 3) per Square Meter of Total floor area.			
Intensity ratio based solely on mandatory data	True		



The Children's Trust charity shop in Banstead

Social value and sustainability

The Children's Trust raised £2,260,218 income in 2025/26 through 14 retail outlets across Kent, Sussex and Surrey, each shop a caring hub at the heart of the community. We are especially proud to have been able to support young people on neurorehabilitation placements to spend time in our shops to gain work experience whilst on their placement.

The value of giving back – the social return of charity shops, (SROI) analysis was carried out by FootAnstey on behalf of the Charity Retail Association. The power of 'good' is being recognised and valued by modern society perhaps as never before. Charity shops are more than ways of obtaining inexpensive and good value clothing and other household goods. More than a charity shop, they provide individuals with benefits that go way beyond the excitement of having found a bargain or a unique item of vintage or retro clothing.

Our shops are far more than a source of inexpensive and high value clothing and other goods – they are a force for social cohesion, improving peoples lived experience, and generating social value in a myriad of ways. The most important outcome for staff, volunteers, customers, and donors, is 'giving back'

to other people, and it is through enabling this that our charity shops are making the most difference to people's lives.

We provide an essential reuse and recycling service; we welcomed 127,000 donations of preloved and unused items from 67,500 supporters. Sustainability is at the heart of every selection, inspection and suitability check completed prior to resale.

We provided preloved/unwanted items at an affordable price to the community while maximising the value of donated items to raise money to support children with brain injury. We resold over 650,000 items and welcomed 308,000 customers.

2320 electrical items sold after carrying out portable appliance safety checks raising £24,000. Diverting items from the waste stream and landfill is an everyday part of charity retail and we excel at it.

Our shops support young families being able to clothe and buy toys for their children who otherwise would struggle to do so including children's clothing, play, educational and development needs. 50,000 children's books sold and raised £60K, Toys and games contributed a further £273K, items often donated back as they are outgrown.

Organisational structure and governance

The Children's Trust is a charitable company limited by guarantee, incorporated, and registered in the UK and governed in accordance with its Articles of Association.

The charity's organisational and governance structure is designed to support the effective management and oversight of its three key income generating activities, being:

- Residential neurorehabilitation and disability services at Tadworth Court, including a children's home for pupils at The Children's Trust School
- The Children's Trust School
- Fundraising, Retail and Communications.

Board of Trustees

The Children's Trust is governed by the Board of Trustees who are also the charity's directors under company law. During the year the Board met six times, with the chief executive and other members of the Senior Leadership Team in attendance. Each meeting follows a core set of agenda items, allowing trustees to hear from and challenge management on business performance and outlook and to have oversight of governance, risk, and compliance matters. In addition, a rolling board agenda builds in strategic checkpoints, governance reviews, risk deep dives and operational spotlights at key points throughout the year.

In line with our governing document, trustees are appointed via ordinary resolution of the Board and may serve for a period of nine years with the option to stand for re-election annually thereafter, for a maximum of three further 12-month terms. When recruiting and appointing trustees, we look for individuals who can provide strategic leadership and expertise across our key services and

disciplines of nursing, care, education, therapy, and fundraising and who can support and bring effective challenges to the Senior Leadership Team on business strategy, clinical governance, quality and safeguarding, finance, governance, risk, and regulatory compliance. Like many charities, we recognise the importance of board diversity and are committed more broadly to the principles of equity, diversity, and inclusion from 'board to floor.'

All trustees follow a dedicated induction programme and complete mandatory refresher training across key areas of risk and compliance, such as safeguarding, health and safety, infection prevention control and information governance annually. We set high standards of professional conduct and integrity for our trustees and conflicts of interest are regularly reviewed.

2025/26 was a year of transition for our Board with six new trustees having been appointed, replacing five outgoing during the year and Helen Farmer post year-end. We would like to extend our sincere thanks for the enormous contribution all of our former trustees have made to the organisation, with particular acknowledgement of the services of Fiona Sheridan (6 years) Vice Chair, Chair of the Finance Committee and latterly the Audit & Risk Committee; Nigel Scott, (10 years) Audit & Risk Committee and Finance Committee Chair latterly; and Denise Matthams (6 years) Chair of Quality & Safeguarding Committee.

The Trustees delegate the day-to-day running of the charity to the CEO and the Senior Leadership Team.



Staff coming together for the summer BBQ

Indemnity insurance

All trustees have the benefit of a qualifying third-party indemnity provision as defined by section 234 Companies Act 2006. The charity purchased and maintained throughout the year directors' and officers' liability insurance in respect of itself and its trustees £10k for 2025/26 and for 2024/25.

Committee Structure

Given the breadth of sectors we operate across, the Board delegates some of its key functions and responsibilities to a number of specialist committees. During the year we undertook an external governance review following which we made some changes to our governance structure and reporting cycle. In Q4 2025/26 we switched to a quarterly rhythm of reporting for board and all committees.

Quality and Safeguarding Committee

This committee provides structured and systematic oversight of the organisation's clinical governance, risk management and safeguarding policies and procedures. It holds management to account for compliance with key regulations and statutory guidance, including the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014; Care Quality Commission (Registration) Regulations 2009; and The Care Standards Act 2000, and provides assurance to the Board over the same. The committee met four times in 2025/26.

Educational Governance Committee

This committee has delegated authority to act as the de facto 'governing body' of The Children's Trust School. The scope and objectives of the committee are informed by UK legislation and statutory guidance from Department for Education. The committee's role is to hold the school leadership team to account for the educational performance, internal organisation and management and control of the school, including the performance management of staff. The committee met four times in 2025/26.

Finance Committee

The primary purpose of this committee is to recommend the annual budget, remuneration policy and staff pay proposal to the Board and to monitor the financial performance of the charity across all sources of income, including our investment portfolio. Up until November 2025, the committee also had oversight of estates and workforce strategies, health and safety, IT and

cyber security, but these matters now fall under the remit of the new Resources Committee, established in February 2026. The Finance Committee met six times in 2025/26.

Audit and Risk Committee

The primary purpose of the committee is to provide assurance to the Board on the adequacy of the overall system of internal control, including the risk management framework and the operation of the assurance framework. The Audit and Risk Committee is responsible for oversight of financial reporting matters and integrity of the annual report and accounts. In addition, it is responsible for the appointment and oversight of the external auditor, and for monitoring management's responsiveness to both internal and external audit findings and recommendations. The committee met four times in 2025/26.

Appointments Committee

The committee's primary purpose is to review board composition and approve new trustee, honorary officer, and Senior Leadership Team appointments. The committee meets once per annum or as and when necessary for new appointments. Some of the committee's business is conducted electronically.

Remuneration Committee

Following the external governance review trustees took the decision to fold the Remuneration Committee into the Finance Committee, given the very significant proportion of the charity's annual budget allocated to staff pay.

Resources Committee

As a newly formed group, the Resources Committee only met once during the year, in February 2026. The committee's role is to have oversight and seek assurance over operational performance, productivity and efficiency and the responsible management of the charity's assets. The committee has a particular focus on workforce, estates, digital and data strategies and on the effectiveness of risk management and compliance processes in relation to health and safety, employment practices, data protection, cyber security and environmental protection.

Fundraising practices

The Children's Trust are a proud member of the Fundraising Regulator scheme, and we ensure our fundraising work operates in line with the Code of Fundraising Practice. We are also an organisational member of the Chartered Institute of Fundraising. Our fundraising programmes are compliant with the Institute and our own Vulnerable Person's Policy, and the key tenets of the policy are incorporated in our training programmes.

The new Code of Fundraising Practice came into effect on the 1 November 2025. We have reviewed the new code, have trained staff and have reviewed our policies to ensure compliance. We also operate a whistleblowing policy and a complaints policy and process. We run our Weekly Lottery with our agency partner, Sterling, and send a raffle to supporters through the post to raise vital funds and are therefore registered with the Gambling Commission for these purposes. Our Supporter Promise is available on our website and outlines our commitment to working to high standards. Our Supporter Promise confirms our commitment to abiding by the Fundraising Preference Service and the Mail and Telephone Preference Services and to comply with all relevant laws and standards.

The Children's Trust is a member of The Charity Retail Association, the Trade association for the UK's charity shops. It provides support to 85% of the UK's charity shops through advocacy, benchmarking research, providing policy and operational advice, and offering networking and learning opportunities leadership, guidance, valuable insights and a supportive community for charity retailers in the UK. The Children's Trust contribute to sector benchmarking most recently the Average Selling price survey.

During 2025/26, we engaged one commercial participator; Sterling, who are the external lottery manager for The Children's Trust lottery. We monitor their compliance and there were no incidents to report in 2025/26.

We worked with our telemarketing partner DTV Optimise who called current and past supporters to ask them to increase their gift value or set up a new regular gift or to play our lottery to help us hit our fundraising targets and meet our increasing needs. Every call they made was recorded, and we monitored these calls every week – no concerns were raised during 2025/26 (2024/25 = none). We take a robust approach to handling donor complaints and welcome feedback from supporters and the public. During the financial year 2025/26, 100% of complaints were investigated (2024/25 = 100%).

Fundraising complaints:

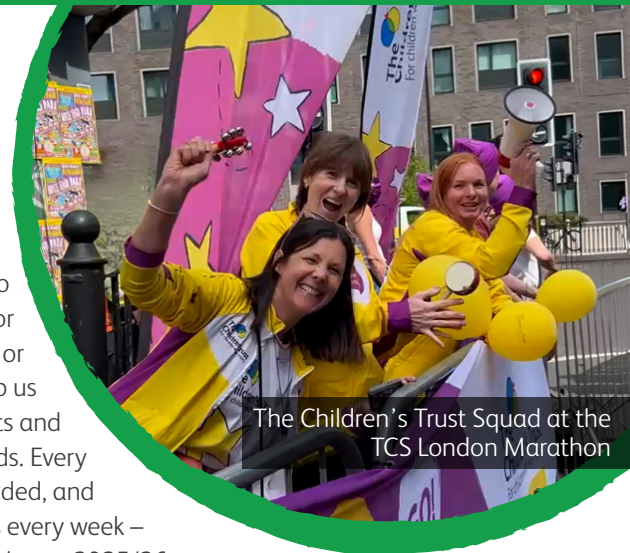
Complaints in relation to fundraising activity (those in relation to retail operations):

- 2025/26: 11 (retail 10)
- 2024/25: 12 (retail 10)

There were no instances where a complaint was required to be referred to the Fundraising Regulator, Ofcom, the Information Commissioner's Office, or any other regulatory body.

Public benefit

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit in delivering its activities during the year and when reviewing the charity's aims and objectives and in planning future activities. We continue to assess our work against the principles of public benefit, ensuring transparency, accountability, and alignment with our charitable purpose.



The Children's Trust Squad at the TCS London Marathon

Investment performance and policy

A carefully considered Investment Policy is maintained by the charity which guides the investment of surplus reserves. The overarching objective of the policy is to at least preserve the real value of the charity's assets over time. This is achieved by targeting a total return (capital growth plus income) of Consumer Price Index (CPI) + 4 % per annum, net of fees.

For the year to March 2026 the investment portfolio produced a return of 8.7 %, which exceeded the long-term return objective of 7.1 % for the same period.

Reserves and reserves policy

Net Assets at the year end totals £18.5m, this includes £11.0m of Designated Assets, a Revaluation Reserve of £4.0m, Restricted & Endowed funds of £0.6m and a General Reserve of £2.9m. This General Reserve figure represents an improvement of £0.3m from 2024/25.

The charity's Reserves policy outlines the purpose, calculation, and management of reserves. These reserves are held to meet working capital needs, cover unexpected expenses, manage income shortfalls, and invest in future opportunities. We define free reserves as unrestricted funds available for general use, excluding fixed assets, designated funds, and restricted or endowment funds. The target levels are currently between £6.9m and £15.1m and as such the charity remains under the desired levels although we are intending to move towards the target as part of our strategy.

Going concern

In accordance with the Charities Statement of Recommended Practice (FRS 102), the Trustees are required to assess the charity's ability to continue operating as a going concern. This assessment ensures that the financial statements are prepared on a realistic basis and reflects management's confidence in the charity's future viability. As part

of this assessment, Trustees have considered all available information about the charity's financial position, strategic direction, and operational capacity for at least 12 months from the date the financial statements are signed.

For the third year in a row since the commencement of the recovery plan the charity has delivered a positive operating result and consequently has delivered an increase in our general reserves. However, through the year the charity has seen a reduction in cash & investment balances of £1.0m, driven by the continuing capital investment in the Tadworth estate, a reduction in creditors and an increase in debtors. Maintaining the close relationships with funding bodies will be critical in managing cash flow, especially with the recent changes to the constitution of Integrated Care Boards.

The charity is implementing its strategy from 2025-2030 and in particular the focus on growing the neurorehabilitation service offering is intended to provide improved financial sustainability over the coming years. Based on the updated 5-year model incorporating the budget for 2026/27 the charity is projecting to generate positive cash balances for at least 12 months after the signing of the accounts and beyond.

The external environment remains challenging, with Local Authorities and health bodies experiencing financial pressures, however the charity's strategy has taken these potential difficulties into account and are confident in being able to deliver the necessary growth.

Taking into account current financial performance, cash flow projections, strategic planning, and external conditions, the Trustees are satisfied that the charity has adequate resources to continue operating for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Statement of trustees' responsibilities

The trustees (who are also directors of The Children's Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Statement of trustees' responsibilities Company law requires the trustees to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the charity's Statement of Recommended Practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

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

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

The trustees also confirm that, in the case of each of the persons who were directors at the time of reporting and as far as each trustee was aware, there is no relevant audit information of which the charity's auditor is unaware, and that they have taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

In accordance with Sch 7.1A of Companies Act 2006, the directors point out that they have chosen to disclose information required under Sch 7.11(1) and Sch 7.11B(1) of Companies Act 2006, within Section 172 statement in the Strategic Report pages 36–38.

On behalf of the Board



Steve Flanagan
Chair of Trustees

25 September 2026



Flower dish artworks made by children

Further information

Reference and administrative details

Trustees

The following individuals were directors of the company during the reporting period:

Stephen Flanagan

Chair of Trustees
Appointments Committee (Chair)
Resources Committee (Interim Chair and member for inaugural meeting, February 2026 only)
Whistleblowing Trustee

Fiona Sheridan

Vice Chair of Trustees
Finance Committee (Chair until September 2024)
Audit and Risk Committee (Chair from November 2024 until March 2026)
Resigned 27 March 2026

Timothy Davies

Finance Committee (until November 2025)
Resources Committee (from February 2026)
Audit and Risk Committee
Educational Governance Committee
Appointments Committee

Denise Matthams

Quality & Safeguarding Committee (Chair)
Appointments Committee
Resigned 12 August 2025

Toby Mullins

Educational Governance Committee (Chair)
Resigned 28 November 2025

Nigel Scott

Finance Committee (Chair from November 2024)
Audit and Risk Committee
(Chair until September 2024)
Appointments Committee
Remuneration Committee
Resigned 1 August 2025

Marian Ridley

Quality & Safeguarding Committee
Resigned 27 March 2026

Rory Litherland

Finance Committee
Remuneration Committee
Whistleblowing Champion
Appointments Committee
Resigned 28 November 2025

Helen Hewitt

Educational Governance Committee
(Chair from January 2026)
Quality & Safeguarding Committee
Audit & Risk Committee

Helen Farmer

Quality & Safeguarding Committee
(Interim Chair just for the November 2025 meeting)
Resigned 26 June 2026

Trustee appointments

Deborah Ralls

Finance Committee
Appointed 19 May 2025

Richard Guest

Finance Committee (Chair from November 2025)
Appointed 19 May 2025

Caroline Rivett

Audit & Risk Committee (Chair from July 2026)
Resources Committee
Appointed 27 March 2026

Phil Hogan

Finance Committee
Appointed 27 March 2026

Phil Harrison

Educational Governance Committee
Appointed 27 March 2026

Louise Pollock

Resources Committee
(Committee Chair)
Appointed 27 March 2026

Lynn Harries

Quality & Safeguarding Committee
(Committee Chair)
Appointed 28 November 2025

Senior Leadership Team

The following individuals were members of the Senior Leadership Team during the reporting period:

Mike Thiedke

Chief Executive

Michael Maddick

Director of Resources

Michelle Martin

Director of Fundraising and Communications

Steve Harris

Finance Director

Resigned 26 September 2026

Bethan Eaton-Haskins

Director of Nursing and Quality

Dr Vijay Palanivel

Medical Director and Consultant in
Paediatric Neurodisability

Melanie Burrough

Director of Therapies and Education

Olivia Rowntree

Company Secretary, Head of Audit,
Risk & Governance

Advisers and co-opted committee members

The following individuals acted as co-opted committee members (independent advisers to the Trustee Board's sub-committees):

Helen Cook, Audit & Risk Committee

Resigned 7 July 2026

Bidisha Lahoti, Quality & Safeguarding Committee

Banking & Investments

Lloyds Bank, 4th Floor, 125 London, Wall London,
EC2Y 5AS

Charity Bank Limited, 82 High Street, Tonbridge, Kent,
TN9 1BE

Investment Managers Investec Wealth & Investment
(UK), part of Rathbones Group Plc 30 Gresham Street,
London, EC2V 7QP

Auditor

Crowe U.K LLP 55 Ludgate Hill, London, EC4M 7JW

Solicitors

Mills & Reeve, Botanic House, 100 Hills Road, Cambridge,
CB2 1PH

RPC LLP, Bridgewater House, Counterslip, Bristol,
BS1 6BX

DAC Beechcroft, 25 Walbrook, London, EC4N 8AF

Registered Office

The Children's Trust, Tadworth Court
Tadworth, Surrey, KT20 5RU

Independent auditor's report

Independent auditor's report to the members of The Children's Trust

Opinion

We have audited the financial statements of The Children's Trust for the year ended 31 March 2026 which comprise Statement of Financial Activities, Balance Sheet and Statement of Cash Flow and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report 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.

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 our audit

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

Matters on which we are required to report by exception

In 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 strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept; or
- 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 trustees' responsibilities statement set out on page 51, 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.

Auditor's responsibilities for the audit of the financial statements

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

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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 auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charities

SORP (FRS 102), and tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the charitable company's ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the charitable company for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of legacy and contract income and override of controls by management. Our audit procedures to respond to these risks included sample testing of legacy and contract income, enquiries of management and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing regulatory correspondence, and reading minutes of meetings of those charged with governance.

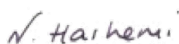
Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example,

the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

Date: 14 October 2026

Financial statements

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2026

	Note	Unrestricted General Funds	Restricted Funds	Endowment Funds	2026 Total Funds	2025 Total Funds
Income and endowments from:						
Charitable activities		30,399	-	-	30,399	29,117
– Residential Neurorehabilitation		15,226	-	-	15,226	13,475
– The Children’s Trust School and Residential Care		15,029	-	-	15,029	15,426
– Community Rehabilitation Services		144	-	-	144	216
Donations and legacies	2	2,641	694	-	3,335	3,455
Government grants	2a	-	384	-	384	341
Other trading activities	3	2,656	-	-	2,656	2,651
Investment income	4	63	-	-	63	128
Other income	5	332	-	-	332	314
Total income		36,091	1,078	-	37,169	36,006
Expenditure on:						
Charitable activities	6	32,013	609	-	32,622	30,582
– Residential Neurorehabilitation		14,209	90	-	14,299	13,332
– The Children’s Trust School and Residential Care		17,289	454	-	17,743	16,621
– Community Rehabilitation Services		515	65	-	580	629
Raising funds	6	4,279	-	-	4,279	3,943
Total expenditure	6	36,292	609	-	36,901	34,525
Net Operating Surplus / (Deficit)		(201)	469	-	268	1,481
Gain/(loss) on the disposal of fixed assets		-	-	-	-	2
Impairment	12	(2,516)	-	-	(2,516)	-
Net gain/(loss) on investments	14	185	-	7	192	33
Net Surplus / (Deficit)		(2,532)	469	7	(2,056)	1,516
Other recognised gains/(losses):						
Gain / loss on revaluation of fixed assets	12	1,114	-	-	1,114	-
Net movement in funds		(1,418)	469	7	(942)	1,516
Reconciliation of funds:						
Total funds brought forward	20	19,255	107	70	19,432	17,916
Total funds carried forward	20	17,837	576	77	18,490	19,432

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

The accompanying accounting policies and notes form an integral part of these financial statements.

Balance sheet

As at 31 March 2026

	Note	2026 £'000	2026 £'000	2025 £'000	2025 £'000
Fixed assets					
Intangible fixed assets	13	88		250	
Tangible fixed assets	12	14,866		16,461	
			14,954		16,711
Investments	14		3,519		4,732
			18,473		21,443
Current assets					
Stock		28		20	
Debtors	15	4,578		3,713	
Cash at bank and in hand		1,621		1,371	
		6,227		5,104	
Current liabilities					
Creditors: amounts falling due within one year	16a	(2,786)		(3,622)	
		(2,786)		(3,622)	
Net current assets			3,441		1,482
Creditors: amounts falling due after more than one year	16b		(3,424)		(3,493)
Net assets			18,490		19,432
The funds of the Charity					
Unrestricted funds:	20a				
– General funds		2,882		2,542	
– Revaluation reserve		3,990		1,308	
– Designated		10,965		15,405	
			17,837		19,255
Restricted funds		576		107	
Endowment funds		77		70	
			653		177
Total funds	20		18,490		19,432

The financial statements on pages 57–76 were approved by the trustees and authorised for issue on 25 September 2026.
Company Number: 01757875. Charity Number: 288018.



Caroline Rivett

Audit and Risk Committee (Committee Chair) and Resources Committee

Cash flow statement

For the year ended 31 March 2026

	Note	2026	2025
		£'000	£'000
Net income for the reporting period before gains/(losses) on revaluation		(2,056)	1,516
Cash flows from operating activities			
– Investment income	14	(63)	(112)
– Depreciation	12	894	874
– Amortisation	13	162	178
– Impairment		2,516	-
– Net (gain)/loss in market value on investments	14	(175)	(11)
– (Increase)/decrease in stocks		(8)	72
– (Increase)/decrease in debtors		(866)	531
– Increase/(decrease) in creditors		(649)	496
Net cash from operating activities		(245)	3,544
Cash flows from investing activities			
– Investment income received		63	112
– Proceeds from sale of tangible fixed assets		-	2
– Acquisition of investments		-	-
– Investment income reinvested	14	(63)	(112)
– Capital expenditure	12, 13	(700)	(1,141)
– Cash withdrawals / (additional investments made)	14	1,451	(2,500)
Net cash used in investing activities		751	(3,639)
Cash flows from financing activities			
– Repayment of loans	16b	(256)	(250)
– Loan converted to donation	16b	-	(500)
Net cash flow from financing activities		(256)	(750)
Change in cash and cash equivalents in the reporting period		250	(845)
– Cash and cash equivalents at the beginning of the year		1,371	2,216
Cash and cash equivalents at the end of the year		1,621	1,371
Analysis of cash and cash equivalents			
– Cash at bank and in hand		1,621	1,371
Total cash and cash equivalents		1,621	1,371

i. Reconciliation of net debt	At start of year	Cash Flows	Other non cash changes	At end of year
Cash	1,371	250	-	1,621
Overdraft facility repayable on demand	-	-	-	-
Net cash and cash equivalents	1,371	250	-	1,621
Loans falling due within one year	(257)	-	187	(70)
Loans falling due after more than one year	(3,493)	-	69	(3,424)
Net debt	(3,750)	-	257	(3,493)

The accompanying accounting policies and notes form an integral part of these financial statements.

Notes to the financial statements – for the year ended 31 March 2026

1. Accounting policies

The Children's Trust is a Charitable Company limited by guarantee. The address of the Trust's principal place of business is given on page 53 of this report. The nature of the Charity's operations is set out in the Trustees' Report.

1.1 Basis of accounting

These financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the revaluation of investments being measured at fair value through income and expenditure within the Statement of Financial Activities unless otherwise stated in the relevant accounting policy note.

The financial statements have been prepared in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP), Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102), together with the reporting requirements of the Companies Act 2006 and the Charities Act 2011. The presentation currency of these financial statements is sterling.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

1.2 Preparation of the accounts on a going concern basis

In accordance with the Charities Statement of Recommended Practice (FRS 102), the Trustees have assessed the charity's ability to continue as a going concern. This assessment supports the preparation of the financial statements on a realistic basis and reflects confidence in the charity's future operations. The review has considered the financial position, strategic direction, and operational capability of the charity for at least 12 months from the date the accounts are signed. There are no material uncertainties that exist that would cast significant doubt on the Charity's ability to continue as a going concern.

Through continued focus on pricing, occupancy and cost management the Charity has continued to deliver operating surpluses for the past three years which have significantly improved the charity's financial resilience.

As at 31 March 2026, and projecting forward for the coming 4 years the charity is expected to remain in compliance with all loan covenants. The Charity also continues to have access to a £1.5 million loan facility from Charity Bank and Big Society Capital. Cashflow forecasting has been carried out alongside the development of the charity's new strategy, indicating continued positive cash generation. However, this is sensitive to the successful implementation of necessary fee increases, particularly in light of anticipated wage inflation.

Externally, the operating environment remains challenging. Upcoming structural changes within the NHS, including the

restructure of many Integrated Care Boards (ICBs) and Local Authorities, are expected to cause short-term disruption but may offer new opportunities in the future.

The charity has budgeted for a modest surplus of £50k in 2026/27, reflecting the transitional phase of the new strategy. Based on the above considerations, the Trustees are confident that the charity has adequate resources to continue operating and have therefore prepared the accounts on a going concern basis.

1.3 Income

All income is accounted for in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income, any performance conditions 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.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Contract income is recognised in line with the delivery of the service and is accrued or deferred where required when cash is received in advance or arrears of service provision.

Legacy income is recognised in the accounts when entitlement is established, receipt is probable, and the amount can be reliably measured. For pecuniary legacies, this occurs when the charity is named as a beneficiary for a specified amount in a Will, a formal notification has been received, probate has been granted, and the estate's value is confirmed to be sufficient to meet the gift.

For residuary legacies, income is accrued once the charity has a copy of the Will confirming it as a beneficiary, probate has been granted, and the net estate value is known. To reflect the potential for changes in asset or liability values during estate administration, 80% of the estimated value is recognised on a prudent, cautionary basis.

Specific legacies (such as gifts of property or valuable items) are accrued at 80% of the estimated valuation provided by executors, to allow for selling costs and potential market fluctuations. Conditional legacies, including life interest and contentious legacies, are only recognised when the condition for entitlement is definitively met. Until such conditions are satisfied, these legacy gifts are disclosed but not accrued. Funds received for capital projects are accounted for as restricted income. The treatment of the assets provided depends upon the restrictions imposed by the grant. If the fixed asset acquisition discharges the restriction then the asset will be held in unrestricted funds. A corresponding transfer of the associated restricted income will be made to the unrestricted fund.

Funds received for capital projects are accounted for as restricted income. The treatment of the assets provided depends upon the restrictions imposed by the grant. If the fixed asset acquisition discharges the restriction then the asset will be held in unrestricted funds. A corresponding transfer of the associated restricted income will be made to the unrestricted fund.

Donated professional services and donated facilities are recognised as income when the charity has control over the item. On receipt, donated services/goods are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services of equivalent economic benefit on the open market. Items donated for resale or distribution are not included in the financial statements until they are sold or distributed.

1.4 Expenditure

Expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs related to that activity. Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Costs of raising funds include the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.

Support costs, including governance costs, are those costs that, whilst necessary to deliver an activity, do not themselves produce or constitute the output of the charitable activity. Where support costs cannot be directly attributed they have been allocated to activities on a basis consistent with the use of the resources. The basis of allocation has been explained in note 7 to the accounts.

Any irrecoverable VAT is included as part of the cost to which it relates.

1.5 Fund accounting

General unrestricted funds are available for use at the discretion of the Trustees in furtherance of the charitable objectives of the charity.

Designated funds are set aside by the Trustees out of unrestricted general funds for specific future purposes.

Restricted funds are funds subject to specific restrictions imposed by donors or by the purpose of the appeal.

Endowment funds are funds where the assets must be held by the charity, principally in the form of investments.

Income from endowments is included in income, either restricted or unrestricted, in accordance with the terms of the endowment.

Any capital gains or losses arising on the investments are allocated to the related fund. Further explanation of the nature and purpose of each fund is included in note 20.

1.6 Fixed assets

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are capitalised and stated at cost or valuation less depreciation.

During 2022/2023 the accounting policy for Tadworth Court, Freehold Land and Freehold and leasehold buildings valuation moved from a cost to a revaluation model.

Depreciation is calculated to write off the cost of tangible fixed assets by equal annual instalments over their expected useful lives as follows:

Freehold land	Not depreciated
Tadworth Court	Not depreciated
Freehold and leasehold property	4%
Plant and office furniture and equipment	20%
Residential houses furniture and equipment	20%
Computer equipment	33%
Motor vehicles	25%
Motor vehicles – vans	14%
Motor vehicles – minibuses	13%

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or changes in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible fixed assets are reviewed for impairment.

Assets in the course of construction are carried at cost less any identified impairment loss. Depreciation commences when the properties are ready for their intended use.

Intangible fixed assets

Intangible assets (costing more than £1,000) are initially recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Assets in the course of construction are carried at cost less any identified impairment loss. Amortisation is calculated to write off the cost of intangible fixed assets by equal annual instalments over the expected useful lives as follows:

Computer software	33%
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1.7 Tadworth Court

This balance represents the freehold of Tadworth Court. It houses our pharmacy, catering, meeting and administrative facilities. The asset is stated at its market value and is revalued every three years unless there are material reasons to revalue more regularly. The Trustees ensure that the building is carefully maintained and is fit for purpose. Any significant expenditure which is required to preserve or prevent deterioration is capitalised when it is incurred.

1.8 Investments

Listed investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses arising on revaluations and disposals throughout the year. Investments in subsidiaries are held at cost less provision for impairment if any.

It is the Charity's policy to keep valuations up to date such that when investments are sold there is no realised gain or loss arising. As a result the SOFA does not distinguish between the valuation adjustments relating to sales and those relating to continued holdings, as they are both treated as changes in the investment portfolio throughout the year.

Movements in value arising from investment changes or revaluation and the profit on disposal of investments have been charged or credited to the funds to which they relate.

1.9 Stock

Stock is stated at the lower of cost and net realisable value. Shop stocks are held for resale.

1.10 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid. Income is accrued in relation to fees due but not invoiced as at year end. Other Debtors includes funds due from Gift Aid, the lottery and legacies (where no invoice will be raised). All aged debts are reviewed at the balance sheet date and any considered irrecoverable are written off, however with the large majority of counterparties being institutional bodies the rates of write-offs are very low.

1.11 Pension costs

Some clinical and teaching employees are covered by the provisions of the NHS Pension Scheme or Teachers' Pension Scheme (TPS). Other staff are able to join the charity's defined contribution pension scheme. The employer contributions are included within resources expended and represent the amount of contribution payable to the schemes in respect of the accounting period.

The TPS is an unfunded scheme. Contributions to the TPS are calculated so as to spread the cost of pensions over employees' working lives with the Charity in such a way that the pension cost is a substantially level percentage of current and future pensionable payroll. The contributions are determined by the Government Actuary on the basis of valuations using a projected unit method. The TPS is a

multiemployer scheme but sufficient information is not available to use defined benefit accounting and therefore it is accounted for as a defined contribution scheme, with the amount charged to the Statement of Financial Activities being the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

1.12 Operating lease payments

Total payments under operating leases are charged to the SOFA on a straight line basis over the lease term.

1.13 Consolidation

The Children's Trust Trading Company Limited did not trade during the year. This company has not been consolidated as in the opinion of the directors it is not material to the group's results. Thus the information within these financial statements is presented as an individual undertaking.

1.14 Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The most significant of these are: (i) The allocation of support costs is made across all charitable activities. Where support costs cannot be directly attributed they have been allocated to activities on a basis consistent with the use of the resources (ii) Legacy income is reported as per section 1.3, management judgement is exercised by accruing 80% of residuary legacies.

1.15 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.16 Creditors

Creditors 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 are recognised at their settlement amount. Accruals are made for late invoices and any others we are aware of incurring that relate to the period. Other creditor balances include March payroll pension liabilities due in the following month and Children's Funds (their pocket money). Deferred income is mainly Set Up fees – the amounts we hold for each child for specific equipment, etc. plus fundraising income for events in the following financial year. Social Security and other taxation is the March payroll deductions and employer contribution due to be paid in the following month. Loans includes any donor loan repayment instalments due in the next 12 months.

1.17 Financial instruments

The charity has applied the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial

instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments, deferred income, social security and other taxation liabilities, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 15 and 16 for the debtor and creditor notes.

The long-term loan received from Charity Bank and Big Society Capital bearing a market rate of interest which meets the qualifying criteria set out in section 11 of FRS 102. It is recognised at its transaction value, being the principal amount advanced.

1.18 Employee benefits

The cost of short-term benefits, such as accrued holiday, are recognised as a liability and an expense.

Termination payments are comprised of voluntary and compulsory redundancy and also settlement scheme payments. Payments are recognised in staff costs once they are quantifiable and upon communication of intention to pay.

1.19 Taxation

The Company is a registered charity and as such its income and gains falling within Sections 471 to 489 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 are exempt from corporation tax to the extent that they are applied to its charitable objectives.

2. Donations and legacies

	Unrestricted £'000	Restricted £'000	2026 Total £'000	Unrestricted £'000	Restricted £'000	2025 Total £'000
Donations	1,802	694	2,496	2,387	549	2,936
Legacies	839	-	839	442	77	519
Total donations and legacies	2,641	694	3,335	2,829	626	3,455

2a. Income from Government grants

	Unrestricted £'000	Restricted £'000	2026 Total £'000	Unrestricted £'000	Restricted £'000	2025 Total £'000
NHS England Palliative Care	-	326	326	-	320	320
DFE Capital Grant	-	49	49	-	21	21
Pupil Premium Grant	-	9	9	-	-	-
Total Government grants	-	384	384	-	341	341

Charity shop gift aid is included in donations.

There are no unfulfilled conditions which would require the repayments of any grants.

3. Other trading activities

	Unrestricted £'000	Restricted £'000	2026 Total £'000	Unrestricted £'000	Restricted £'000	2025 Total £'000
Events	281	-	281	283	-	283
Charity shops	2,260	-	2,260	2,245	-	2,245
Lottery	115	-	115	123	-	123
Total other trading activities	2,656	-	2,656	2,651	-	2,651

4. Investment income

	Unrestricted £'000	Restricted £'000	2026 Total £'000	Unrestricted £'000	Restricted £'000	2025 Total £'000
Dividends and interest	49	-	49	106	-	106
Bank interest	14	-	14	22	-	22
Total investment income	63	-	63	128	-	128

5. Other income

	Unrestricted £'000	Restricted £'000	2026 Total £'000	Unrestricted £'000	Restricted £'000	2025 Total £'000
Lettings - both staff and parents	154	-	154	135	-	135
Catering	143	-	143	127	-	127
Nursery	17	-	17	29	-	29
Other income	18	-	18	23	-	23
Total other income	332	-	332	314	-	314

6. Expenditure on

	Direct costs £'000	Support costs £'000 (Note 7)	Governance costs £'000 (Note 7a)	2026 Total £'000
Charitable activities				
Residential Neurorehabilitation	10,553	3,579	168	14,299
The Children's Trust School and Residential Care	11,843	5,711	189	17,743
Community Rehabilitation Services	448	124	7	580
	22,844	9,414	364	32,622
Raising funds				
Costs of generating donations and legacies	1,119	720	18	1,858
Events	122	79	2	203
Charity shops	1,552	574	25	2,151
Lottery	41	26	1	68
	2,834	1,399	46	4,279
Total expenditure	25,678	10,813	409	36,901

Previous Year 31 March 2025

	Direct costs £'000	Support costs £'000 (Note 7)	Governance costs £'000 (Note 7a)	2025 Total £'000
Charitable activities				
Residential Neurorehabilitation	9,159	3,447	125	12,731
The Children's Trust School and Residential Care	11,418	5,471	265	17,154
Community Rehabilitation Services	432	116	9	557
	21,009	9,034	399	30,442
Raising funds				
Costs of generating donations and legacies	1,079	645	26	1,750
Events	163	97	4	264
Charity shops	1,425	535	41	2,001
Lottery	43	26	1	70
	2,709	1,303	72	4,084
Total expenditure	23,718	10,336	471	34,525

7. Allocation of support costs

2026						
	Care and rehabilitation services £'000	The Children's Trust School £'000	Community £'000	Fundraising £'000	Retail £'000	Total £'000
Facilities	1,642	2,166	14	131	39	3,992
IT	428	908	30	104	139	1,609
Human resources	412	874	29	100	134	1,549
Depreciation: Other	435	488	18	53	64	1,058
Finance	437	850	20	71	94	1,472
Risk (insurance)	99	209	7	24	32	371
Chief Executive's Office	80	170	6	19	26	301
Communications	46	46	-	323	46	461
Total support costs allocated (note 6)	3,579	5,711	124	825	574	10,813

2025						
	Care and rehabilitation services £'000	The Children's Trust School £'000	Community £'000	Fundraising £'000	Retail £'000	Total £'000
Facilities	1,719	2,249	13	134	42	4,157
IT	428	908	30	104	139	1,609
Human resources	370	785	26	90	120	1,391
Depreciation: Other	406	506	19	57	63	1,051
Finance	257	503	12	42	56	870
Risk (Insurance)	103	220	7	25	34	389
Chief Executive's Office	122	260	8	29	40	459
Communications	41	40	-	287	41	409
Total support costs allocated (note 6)	3,446	5,471	115	768	535	10,335

Basis of allocation

Support costs are allocated across core services using activity-based drivers that reflect each department's actual consumption of shared resources. The majority of functions including CEO & Risk, Finance, IT, and People are split by FTE, while Estates costs follow floor space, with Housekeeping allocated by cleaning hours as the exception. Communications uses a bespoke split based on audience reach.

Risk (insurance) costs relate to insurance. All other Risk and Governance costs are shown in Note 7a.

The 2024/25 figures have been updated in line with the changes to the allocation of direct costs.

7a. Allocation of governance costs

	2026 £'000	2025 £'000
Risk and governance	332	377
External audit	77	94
Total	409	471

Risk and governance costs include the cost of the Governance team and Legal fees.

8. Net income / (expenditure) for the year

	2026 £'000	2025 £'000
This is stated after charging:		
Depreciation and amortisation	1,058	1,051
Impairment	2,516	-
Payments under operating leases:		
Retail properties	314	286
Equipment	78	70
Auditor remuneration (exclusive of VAT)		
Audit of the financial statements 23-24	-	24
Audit of the financial statements 24-25	5	70
Audit of the financial statements 25-26	67	-
Other assurance services	1	-
Tax advisory services	2	-

9. Gift Aid

For the year ended 31 March 2026, the charity received Gift Aid payments of £441k (2025: £533k).

10. Staff remuneration and pensions

	2026 £'000	2025 £'000
Salaries	22,948	21,212
Social security costs	2,873	1,994
Pension costs	1,518	1,422
Temporary staff costs	357	402
Agency staff costs	840	725
Total	28,536	25,755

The average head count was 665 staff (2025: 642 staff), this figure includes permanent and temporary staff.

The average monthly numbers of full-time employees during the year were as follows:

	2026 FTEs	2025 FTEs
Charitable activities	377	355
Fundraising	21	23
Shops	26	26
Support	98	95
Governance	3	3
Total	525	502

Key management personnel include the Trustees, Chief Executive and the Senior Leadership Team. The total employee benefits of the charity's key management personnel were £1,225k (2025: £1,121k). (Trustees = £nil). This comprises gross pay, employer pension contributions and Employer's National Insurance.

The total number of employees whose emoluments for the year (not including national insurance or pension contributions) exceeded £60,000 was as follows:

	Clinical & education	Executive	2026 total	Clinical & education	Executive	2025 total
£60,001 - £70,000	7	11	18	14	9	23
£70,001 - £80,000	3	5	8	3	4	7
£80,001 - £90,000	2		2	5	1	6
£90,001 - £100,000	2	3	5	4	3	7
£100,001 - £110,000	2	1	3	1	-	1
£120,001 - £130,000	1	-	1	-	-	-
£130,001 - £140,000	-	1	1	-	1	1
£220,001 - £230,000	-	-	-	1	-	1
£230,001 - £240,000	1	-	1	-	-	-
Total	18	21	39	28	18	46

The Chief Executive's emoluments fall into the £130,001-£140,000 band. (2025: the Chief Executive's emoluments fell into the £130,001 - £140,000 band).

During the year the charity made payments to 10 staff in respect of redundancy and termination totalling £78k (2025: 13 staff totalling £106k).

3 of these 10 staff members, totalling £46k, were due to extended notices from a previous previous restructure and the remaining 7 staff members were due to restructures during the current year.

No additional redundancy payments are included in creditors at the balance sheet date (2025: £46k).

Pensions

The charity has contributed to both defined benefit and defined contribution schemes during the year. Defined benefit schemes are accounted for as if they were defined contribution schemes if required by FRS 102 Section 28 ("Employee Benefits"). The total cost to the charity for the year ended 31 March in respect of pension contributions, which have been allocated between resources expended categories in proportion to staff costs and charged to the Statement of Financial Activities as appropriate, is as follows:

	2026 £'000	2025 £'000	2026 No.	2025 No.
TCT Group Pension Plan	924	847	547	488
Teachers' Pension Scheme	145	142	8	10
NHS Pension Scheme	445	433	69	94
	1,514	1,422	624	592

The Children's Trust Group Pension Plan

Aviva pension is a group personal pension, the workplace pension scheme is a Smart Scheme. A Smart Scheme is a method where you are automatically entered into a salary exchange arrangement or if you earn below a certain amount you are in a non salary exchange basis, in this case contributions will be deducted net of basic rate tax.

The scheme is also used to comply with auto-enrolment requirements, which came into effect from 1 November 2013.

Teachers' Pension Scheme

The Teachers' Pension Scheme (TPS) is a statutory, contributory, defined benefit scheme, governed by the Teachers' Pension Scheme Regulations 2014. The TPS is an unfunded scheme and members contribute on a 'pay as you go' basis – these contributions, along with those made by employers, are credited to Access.

Valuation of the Teachers' Pension Scheme

The Government Actuary, using normal actuarial principles, conducts a formal actuarial review of the TPS in accordance with the Public Service Pensions (Valuations and Employer Cost Cap) Directions 2014 published by HM Treasury every 4 years. The aim of the review is to ensure scheme costs are recognised and managed appropriately and the review specifies the level of future contributions.

Actuarial scheme valuations are dependent on assumptions about the value of future costs, design of benefits and many other factors. The latest actuarial valuation of the TPS was carried out as at 31 March 2020. The valuation report was published by the Department for Education on 27 October 2023, with the SCAPE rate, set by HMT, applying a notional investment return based on 1.7% above the rate of CPI. The key elements of the valuation outcome are:

- Employer contribution rates set at 28.68% of pensionable pay (including a 0.08% administration levy). This is an increase of 5% in employer contributions and the cost control result is such that no change in member benefits is needed.

- Total scheme liabilities (pensions currently in payment and the estimated cost of future benefits) for service to the effective date of £262 billion and notional assets (estimated future contributions together with the notional investments held at the valuation date) of £222.2 billion, giving a notional past service deficit of £39.8 billion

The result of this valuation was implemented from 1 April 2024. The next valuation result is due to be implemented from 1 April 2028.

The pension costs paid to TPS in the year amounted to £145k (2025: £142k).

A copy of the valuation report and supporting documentation is on the Teachers' Pensions website.

Under the definitions set out in FRS 102, the TPS is an unfunded multi-employer pension scheme. The charity is unable to identify its share of the underlying assets and liabilities of the plan. Accordingly, the charity has taken advantage of the exemption in FRS 102 and has accounted for its contributions to the scheme as if it were a defined contribution scheme.

National Health Service Pension Scheme

The NHS operates an unfunded defined benefit scheme for the nursing sector, in which the charity participates. The charity is granted permission by the Secretary of State to be able to contribute to the cost of the scheme as a "Directed Employer" (an employer that can continue to have non NHS employed staff as members of the NHS pension scheme).

The cost represents the contributions advised by the NHS Pensions Agency. The charity is not liable for past service costs beyond these contributions. Employer contributions remained at 20.6% in 2026 and in 2025.

11. Trustee emoluments and reimbursed expenses

	2026 £'000	2025 £'000
Trustees' expenses	-	-

Trustees are encouraged to claim expenses to avoid this being a barrier to new Trustees. If Trustees don't wish to claim expenses, then they can make a donation of a similar amount. Gift Aid can then be claimed on such a donation.

The charity purchased Management Protection insurance costing £9,968 (2025: £9,968).

12. Fixed assets

	Tadworth Court £'000	Freehold land £'000	Freehold & leasehold buildings £'000	Plant, furniture & equipment £'000	Motor vehicles £'000	Assets under construction £'000	Total £'000
Cost							
At 1 April 2025	4,347	2,870	24,455	7,006	426	52	39,156
Revaluation	184	930	-	-	-	-	1,114
Additions	-	-	346	314	-	40	700
Disposals	-	-	-	(3,157)	(20)	-	(3,177)
Transfers	-	-	42	2	-	(44)	0
At 31 March 2026	4,531	3,800	24,843	4,165	406	48	37,793
Depreciation and Impairment							
At 1 April 2025	1,380	-	15,387	5,552	375	-	22,694
Impairment	-	-	2,516	-	-	-	2,516
Charge for the year	-	-	391	487	16	-	894
Transfer	-	-	-	-	-	-	-
Disposals	-	-	-	(3,157)	(20)	-	(3,177)
At 31 March 2026	1,380	-	18,294	2,882	371	-	22,927
Net book value at 31 March 2026	3,151	3,800	6,550	1,283	35	48	14,866
Net book value at 31 March 2025	2,967	2,870	9,068	1,453	51	52	16,461

Tadworth Court is a Grade 1 listed mansion building. It houses our pharmacy, catering, meeting and administrative facilities. Parts of the building and grounds are open to the public on several days in the year.

Department of Health grants in respect of the Grade 1 listed building are secured by way of a legal charge over the freehold property. (See Note 20).

During 2026/27 an independent professional revaluation of the land and buildings at Tadworth Court was carried out by Savills on the basis of an open market valuation as at 31 March 2026. The valuations were as follows: Land £3,800,000 Tadworth Court £3,150,000 and Freehold Land & Buildings £6,550,000. Under the historical cost model the carry amounts would have been: Land £753,000 Tadworth Court £2,116,000 and Freehold Land & Buildings £10,055,000.

The brought forward figures for Assets Under Construction have been reviewed and amended to eliminate a grossing up.

13. Intangible fixed assets

	Computer software £'000	Total £'000
Cost		
At 1 April 2025	3,106	3,106
Diposals	(516)	(516)
	2,590	2,590
Amortisation		
At 1 April 2025	2,856	2,856
Diposals	(516)	(516)
Charge for year	162	162
	2,502	2,502
Net book value at 31 March 2026	88	88
Net book value at 31 March 2025	250	250

14. Investments

	2026 £'000	2025 £'000
Movement:		
Market value at 1 April 2025	4,732	2,109
Cash transferred	(1,451)	2,500
Dividends and Interest	63	112
Increase / (decrease) in market value	192	33
Fees/charges	(17)	(22)
Market value at 31 March 2026	3,519	4,732
Historical cost as at 31 March	3,093	4,482

	2026 £'000	2025 £'000
Split into:		
Fixed investments	422	277
Listed equities	1,734	1,536
Property	-	65
Alternatives	214	152
Cash	1,150	2,702
Total	3,520	4,732

£75,000 received originally from the Victoria Convalescent Fund is currently invested through Rathbones. The market value at 31 March 2026 was £77k (2025: £70k).

At 31 March 2026 the charity held 100% of the issued share capital of The Children's Trust Trading Company Limited, an unquoted investment, the cost of which is £2 (2025: £2). The registered office of the subsidiary is Tadworth Court, Tadworth, Surrey, KT20 5RU. The Children's Trust Trading Company has been dormant from April 2022.

The £1.451 mil cash transferred relates to an additional investment of £49k less £1.5m which was used to fund a cash flow shortfall during the year.

15. Debtors

	2026 £'000	2025 £'000
Trade debtors	3,594	3,127
Other debtors	783	460
Prepayments and accrued income	201	126
Total	4,578	3,713

16a. Creditors: amounts falling due within one year

	2026 £'000	2025 £'000
Trade creditors	826	1,230
Accruals	789	1,017
Other creditors	165	299
Deferred income	101	126
Social security and other taxation	835	693
Loan	70	257
Total	2,786	3,622

Analysis of deferred income

Income is deferred where it relates to future events or services for which monies had been received prior to the year end. During the year £126k was released to income and £101k was deferred.

16b. Creditors: amounts falling due after more than one year

	2026 £'000	2025 £'000
Loan	3,424	3,493
Amount payable:		
in more than one but not more than two years	75	65
in more than 2 years but less than five years	259	228
in five years or more	3,090	3,200
Total	3,424	3,493

During 2022/2023 The Children's Trust entered into an agreement with Charity Bank (£4m) and Big Society Capital (£1m) to have access to a loan facility totalling £5m. Under the terms of the loan agreement the loan facility should be fully drawn down within 1 year of the signature date. As at the date of signing these accounts £3.5m has been drawn down.

Lender	Amount £'000	Drawn down £'000	Interest rate	Agreement date	Drawdown date	Term
Charity Bank	4,000	2,800	base plus 3.25 %	17/02/2023	27/02/2023	25 years, interest only until BSC loan repaid
Big Society Capital	1,000	700	base plus 3.25 %	17/02/2023	27/02/2023	25 years, first 3 years interest only
	5,000	3,500				

17. Financial and capital commitments and contingent liabilities

At 31 March 2026 the Trust had total commitments under non-cancellable leases/agreements as follows:

	2026 £'000	2025 £'000
Leasehold buildings – up to 1 year	297	303
Leasehold buildings – between 1 and 5 years	313	384
Other – up to 1 year	55	70
Other – between 1 and 5 years	78	62
Total	743	819

At 31 March 2026, capital commitments authorised and contracted for (net of payments to date on account) amounted to £113k (2025: £29k).

18. Government grants

The following government grants were received:

	2026 £'000	2025 £'000
Total government grants received	384	341

There are no unfulfilled conditions which would require the repayments of any grants.

19. Related party transactions

Related party transactions during the year were £2.3k representing donations from Trustees (2025:nil).

20. Capital and reserves

As at 31 March 2026:

	At 1 April 2025 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers £'000	At 31 March 2026 £'000
a. Movement on funds						
Unrestricted general funds:						
Undesignated funds:						
– Undesignated	2,542	36,091	(36,293)	185	356	2,882
	2,542	36,091	(36,293)	185	356	2,882
Designated funds:						
– Designated fund – fixed assets reserve	15,405	-	-	(2,516)	(1,923)	10,965
– Revaluation reserve	1,308	-	-	1,114	1,567	3,990
	16,713	-	-	(1,402)	(356)	14,955
Total unrestricted	19,255	36,091	(36,293)	(1,217)	-	17,837
Restricted funds:						
– Restricted fund – project funds	107	694	(234)	-	-	567
– Restricted fund – grants	-	384	(375)	-	-	9
	107	1,078	(609)	-	-	576
Endowment funds:						
– Victoria Convalescent Fund	70	-	-	7	-	77
	70	-	-	7	-	77
Total funds	19,432	37,169	(36,902)	(1,210)	-	18,490

Transfers reflect the movements on the Fixed Assets reserve.

Previous year (31 March 2025):

	At 1 April 2024 £'000	Income £'000	Expenditure £'000	Gains/ (losses) £'000	Transfers £'000	At 31 March 2025 £'000
a. Movement on funds						
Unrestricted general funds:						
Undesignated funds:						
– Undesignated	1,172	35,039	(33,610)	31	(90)	2,542
	1,172	35,039	(33,610)	31	(90)	2,542
Designated funds:						
– Designated fund – fixed assets reserve	13,557	-	-	-	1,848	15,405
– Revaluation reserve	1,308	-	-	-	-	1,308
	14,865	-	-	-	1,848	16,713
Total unrestricted	16,037	35,039	(33,610)	31	1,758	19,255
Restricted funds:						
– Restricted fund – project funds	55	626	(574)	-	-	107
– Restricted fund – grants	-	341	(341)	-	-	-
	55	967	(915)	-	-	107
Fixed Asset Restricted fund						
– Restricted fund – Department of Health grant	1,758	-	-	-	(1,758)	-
	1,758	-	-	-	(1,758)	-
Endowment funds:						
– Victoria Convalescent Fund	66	-	-	4	-	70
	66	-	-	4	-	70
Total funds	17,916	36,006	(34,525)	35	(0)	19,432

Designated funds

The fixed asset reserve, together with the Department of Health (DoH) fund represents the charity's investment in fixed assets.

Restricted funds

These are set out subsequently.

Endowment funds

The Victoria Convalescent Fund is a permanent endowment and represents a gift of capital to the charity, the income from which is restricted and is used to fund care for children for whom no statutory funding is available.

	At 31 March 2025 £'000	Income £'000	Expenditure £'000	Transfers £'000	At 31 March 2026 £'000
b. Analysis of restricted funds					
Project Funds					
Transport	104	1	(6)	-	99
Brain Injury Community Team	1	65	(65)	-	1
Music Services	1	61	(62)	-	(0)
Neurotechnology Programme	-	432	-	-	432
Therapy, including Play services	-	13	(13)	-	-
Hoist replacements	-	71	(47)	-	24
Small Equipment	-	27	(20)	-	7
Pool Lighting	-	11	(9)	-	2
Sensory Room	-	13	(11)	-	2
Sub total	106	694	(233)	-	567
Grants					
NHS England Palliative Care	-	326	(326)	-	-
DFE Capital Grant	-	49	(49)	-	-
Pupil Premium Grant	-	9	-	-	9
Sub total	-	384	(375)	-	9
Total	107	1,078	(608)	-	576

Project Funds represent restricted donations received for the development of the existing site as well as to provide funding for equipment and outings for the children, depending on the bequest granted by the donor.

Play and Music Service is restricted funds dedicated to the delivery of the specific service.

c. Analysis of net assets between funds

2026				
	Unrestricted £'000	Restricted £'000	Endowment ££'000	Total £'000
Fund balances at 31 March 2026 are represented by:				
Fixed assets	14,954	-	-	14,954
Investments	3,442	-	77	3,519
Current assets	5,651	576	-	6,227
Current liabilities	(2,786)	-	-	(2,786)
Long term liabilities	(3,424)	-	-	(3,424)
Total funds	17,837	576	77	18,490

2025				
	Unrestricted £'000	Restricted £'000	Endowment £'000	Total £'000
Previous year (31 March 2025):				
Fixed assets	16,711	-	-	16,711
Investments	4,662	-	70	4,732
Current assets	4,997	107	-	5,104
Current liabilities	(3,622)	-	-	(3,622)
Long term liabilities	(3,493)	-	-	(3,493)
Total funds	19,255	107	70	19,432

21. Financial instruments

	2026 £'000	2025 £'000
Financial instruments measured at fair value are as follows:		
Financial assets		
Rathbones Investment	3,519	4,732

22. Post Balance Sheet Events

There are no material events after the balance sheet date which require adjustment or disclosure in the financial statements.



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Charity registration number: 288018
Company registration number: 1757875

Registered with



The Children's Trust is registered with the Fundraising Regulator, inspected and rated an 'Good Provider' by Ofsted Care (for residential houses).
The Children's Trust School is rated a 'Outstanding Provider' by Ofsted Education. TCT_2500 10/26