Right There

Annual Report and Financial Statements
31 March 2026

For People.
At Home. In the Community

Charity Number: SC017093
Company Number: SC394447

Annual Report and Financial Statements
31 March 2026

Introduction

What is life like for people experiencing or facing homelessness in Scotland?

Pressures across housing and support services in Scotland have continued to intensify throughout 2025 and into 2026. The most recent national statistics highlight the scale of the challenge: last year, 34,067 households were assessed as homeless or threatened with homelessness. By September 2025, there were 33,006 open homelessness cases and 18,092 households living in temporary accommodation - both record highs - reflecting a system under sustained strain, with more people waiting longer for stable housing and support.

For many, the barriers to finding and keeping a home are becoming more complex. Multiple challenges are placing safe, secure housing out of reach, even for those ready to sustain a tenancy. At the same time, people often need more than housing alone. Experiences of homelessness are closely linked to mental health, trauma, isolation and financial insecurity, yet support is not always available in ways that are practical, flexible and delivered with dignity.

At Right There, we believe everyone deserves more than just a roof over their head - they deserve a safe, stable home and the support to sustain it. Alongside helping people access housing, we provide support that builds confidence, strengthens wellbeing and reconnects people with their communities. For over 200 years, we have worked to prevent people from becoming homeless or separated from their loved ones, and as the housing crisis continues, our commitment is stronger than ever. We meet people where they are, removing barriers and walking alongside them as they move forward and build a safe, supportive place to call home.

Toseef's Story

"As an international student currently on a Graduate visa and living with my family in Glasgow, securing suitable accommodation within my financial means proved to be an overwhelming challenge. Letting agencies' referencing requirements, particularly the need for a UK-based guarantor earning £45,000-£50,000 annually, or the alternative of paying six months' rent upfront, placed home tenancy firmly out of reach for us.

At a time of considerable uncertainty, I was introduced to the housing support services of Right There. I approached the team with a clear request: I was not seeking financial aid, but practical support to secure a home and the possibility of arranging my deposit in manageable instalments. The response I received was exemplary. The Help to Rent Team demonstrated outstanding professionalism, empathy and dedication. Through their guidance and advocacy, I was able to secure a family home, with a structured deposit arrangement that allowed me to pay in monthly instalments over the course of my tenancy.

The relief this brought to my family cannot be overstated. I remain deeply grateful for the integrity, compassion, and effectiveness shown by the team. As I now begin my journey as a volunteer mentor with Right There, I am inspired by their vision of strengthening communities and look forward to contributing positively to the lives of others, just as they have done for mine."

> **"I look forward to contributing positively to the lives of others, just as Right There have done for mine."**

Joint Board Chair and Chief Executive Statement

Like many charities across Scotland and the UK, Right There continues to operate in an environment shaped by rising need, sustained pressure on housing and support systems, and continued constraints on public funding. Demand for practical, person-centred support has continued to grow, while the wider context for the people we support has become more complex. Despite this, we remain resolute in our vision of a world where everyone has an equal chance to create a safe and supportive place to call home, and in our mission to meet people where they are in life, with no judgement.

We are pleased to present our annual report for 2025-2026, which reflects a year of continued delivery, strategic progress and purposeful investment. Throughout the year, we remained focused on providing the best possible support for people, strengthening the organisation that sits behind that support, and ensuring that Right There is well placed to respond to growing need now and in the future.

The context in which we worked this year was challenging. Pressures across housing and homelessness systems in Scotland continued to intensify, with more households facing homelessness, more people living in temporary accommodation, and greater barriers to accessing stable housing. For many of the people we support, housing insecurity is closely connected to trauma, poor mental health, poverty, isolation and family breakdown. This reinforces the importance of holistic support that is flexible, relational and practical; support that not only helps someone find or keep a home, but also helps them build confidence, wellbeing and connection.

Against this backdrop, Right There supported 4,684 people during 2025-2026, including additional family members, this included a further 1,494 people through new referrals. Across the year, our programmes actively supported an average of 937 people every day, across nine programmes, in seven local authority areas. These figures reflect both the scale of need and the commitment of our teams to walk alongside people in ways that are tailored to their circumstances, strengths and aspirations.

There have been important developments across all parts of our model. We continued to strengthen our support for people through mentoring, counselling and young people and family support, recognising the growing need for relational and psychologically informed interventions. We also continued to invest in our housing and community programmes, including the expansion of our property portfolio, the development of new supported accommodation programmes, and a stronger community-based outreach response in local authority areas where pressures remain high. Throughout this work, our focus has remained on providing joined-up, person-centred support that meets people where they are and helps them move forward positively.

2025-2026 was also a year of significant organisational progress. We advanced our digital transformation through the development of NICO — our Network for Impact, Care, and Outcomes — which will become a core platform for improving care planning, strengthening data quality and giving us better insight into the journeys and outcomes of the people we support. We also progressed the development of our outcomes framework, helping us move towards a more consistent and meaningful way of evidencing our impact and the difference Right There makes.

We continued to strengthen the organisation's governance, quality assurance, and planning functions. This included improved organisational structure, management information, stronger KPI and monthly reporting, and further development of our compliance and assurance framework. During the year, we also completed an external Good Governance Review of the Board against the Scottish Governance Code for the Third Sector. This confirmed a strong governance foundation while identifying areas for further development, which have now been translated into a Governance Improvement Plan to support continued board effectiveness and organisational oversight.

Financially, we have continued to make steady progress in strengthening our financial resilience. After a period in which the organisation was focused on stabilisation and recovery, 2025-2026 reflected a more confident financial position, with stronger reserves, improved financial stewardship and a more deliberate approach to investment. This has allowed us to begin moving towards making targeted investments in programmes, systems, people and infrastructure that will support long-term sustainability and impact.

Joint Board Chair and Chief Executive Statement continued...

We also continued to invest in our people. During the year, we strengthened our employee value proposition, improved benefits, progressed benchmarking-informed pay changes, expanded learning and development, and continued to embed a more joined-up People approach across the organisation. In a sector where recruitment and retention remain significant challenges, this matters deeply. Our colleagues are the reason Right There can deliver compassionate, high-quality support every day, and we remain committed to creating an environment where they feel valued, supported and able to thrive.

What stands out most this year is the compassion and determination shown across the organisation. In a difficult external environment, our teams have continued to provide high-quality support, our managers and leaders have continued to strengthen how we plan and improve, and our Board has continued to provide strong stewardship and challenge. Together, this gives us confidence not only in what Right There has achieved during 2025-2026, but in our ability to keep adapting and growing in response to what people and communities need from us.

We would like to thank everyone who has contributed to our work over the year — our staff, volunteers, trustees, commissioners, partners, supporters and donors. Your commitment, collaboration and belief in our mission enables Right There to continue making a difference every day for people across Scotland.

Robert Cowie
Chair of Board of Trustees

Janet Haugh
Chief Executive


kiltwalk
20
GLASGOW
25
10th Anniversary with The Hunter Foundation

About Us

Who We Are and What We Do

We are Right There - a charity providing tailored support for people, at home, and in the community. We work alongside people of all ages who are experiencing the impacts of homelessness, poverty, addiction, and family breakdown.

For People, At Home, In the Community.

Rooted in communities across Scotland, we holistically support people to build safe, stable lives and a place they can call home. Through practical support, mentoring and counselling, we help individuals and families affected by homelessness while improving mental health and wellbeing.

We are committed to challenging stigma and changing perceptions. Whatever someone's circumstances, we listen, we understand and we act - without judgement.

Our focus is on providing the right support at the right time. We help remove financial barriers, support access to housing, and connect people with local health, employment and training opportunities — helping them feel safer, more confident and better equipped to move forward. Our work helps people sustain their homes, rebuild relationships and strengthen their wellbeing.

Every person's story is different, and so is their route home. That's why we tailor our support to each individual, responding to their needs, strengths and ambitions.

With over 200 years of history behind us, we are proud of our community roots - but our focus is always on the future. As we enter the next chapter of our story, it has never been more important that we are Right There, supporting people to find stability, connection and a place to call home.

Where We Work

Right There offers programmes For People, At Home and In the Community. Our work spans from the Orkney Islands, through the Highlands and down to the central belt of Scotland, including Edinburgh, Glasgow, and Lanarkshire.

Scotland is seeing a rapid increase in social inequalities, and we are committed to growing our work in areas where we can make the biggest difference. Housing emergencies declared by the Scottish Parliament and local authorities such as Glasgow and the City of Edinburgh means that our programmes of support for people experiencing homelessness are needed more than ever, both in terms of responding to an immediate need, and prevention.

Rooted in communities, we build lasting relationships with those around us, whether that be local churches, foodbanks, or community police, and create opportunities for the people we support to feel part of and contribute to their own communities.

The Difference We Made

For People,
At Home,
In the Community.

At Right There, we offer tailored, holistic support that considers an individual's psychological and emotional needs, ensuring we provide the right practical support, at the right time in their unique journey.

We support over 4,000 children, adults, and families every year who have been impacted by the effects of poverty, homelessness, addiction, childhood trauma and other major life events.

2025/26 at a Glance

4,684

We supported 4,684 people, including additional family members

9

We delivered 9 programmes in multiple locations

937

On average across the year, our programmes actively supported 937 people every day

+1,494

We reached an additional 1,494 people this year with our support

7

We offered support in 7 local authority areas around Scotland


Everything you WANT is on the other side of FEAR
Talk to yourself like someone you love
BE Kind
Take Time To Do What Makes Your Soul Happy
Everything has Beauty But not everyone sees it!
Do the best you can until you know better. Then when you know better, Do better.
You Can
Shine Like the Stars
Always Look on the Bright Side of Life
It's the Little Things
Things come into our lives to help us get from one place to a better one

For People, At Home and In the Community

We are Right There. We know that everyone's journey is unique, and everyone's route to home is different, so we offer tailored, holistic help for whatever stage they are at.

For People.

1-to-1 support

Mentoring

Counselling

Coaching

In the Community.

Community integration

Outreach

Help to rent

Young people and family support

At Home.

Housing and accommodation

Supported accommodation

Next-step housing

Short-term housing

How we are Right There for you.

For People.

By providing Counselling, Mentoring, and Coaching we help people feel happier, safer, and more confident in taking steps to improve their own lives. We know every person's story is unique, so we tailor our 1-to-1 support to the individual: in whatever we do, the person always comes first.

305 counselling sessions were delivered to people we support.

There were **424 mentoring sessions** between mentees and their matched mentor.

43 mentoring volunteers completed our Right There mentoring training, with 19 new active mentoring matches made.

At Home.

Everyone deserves a place to call home – not just a roof over their heads, but a place they feel protected and accepted. From Supported Accommodation to Short-term Housing and Next Step Housing, Right There provides housing and accommodation that offers safe and supportive places to call home.

1,137 people were supported by our At Home **accommodation programmes.**

60% of move-on's progressed into **permanent tenancies.**

Our **Short-term Housing programme** reached a record-high of **557 flats** across Glasgow.

In the Community.

Rooted in local communities, through Outreach, Help to Rent, and Young People and Family Support, we equip people to integrate into their community and live independently, by building strong family and community connections, and offering practical and informed advice and solutions to personal, housing, financial, and relationship barriers.

140 Young People and Families were supported by our teams in Glasgow and Orkney.

Our **Outreach programmes** supported **757 people** across Scotland.

346 people were supported by our **Help-to-Rent programme** in Glasgow.


Right
There
Preventing homelessness, one person at a time.

How We Spent Our Money
2025-2026

At Home
(Housing and Accommodation)

£9.4 million

We provide a safe place to call home for those experiencing homelessness, or at risk of losing their home; we are often the first step in their journey. Providing supported accommodation for vulnerable young people and adults, supporting families to access short-term housing and providing community-based support for people accessing and/or maintaining a tenancy are the many ways that Right There is there for people in need of support.

For People (1-to-1 Support)

£920k

We support people going through difficult times and young people living in care to help prevent family relationship breakdowns and homelessness.

In the Community
(Community Integration)

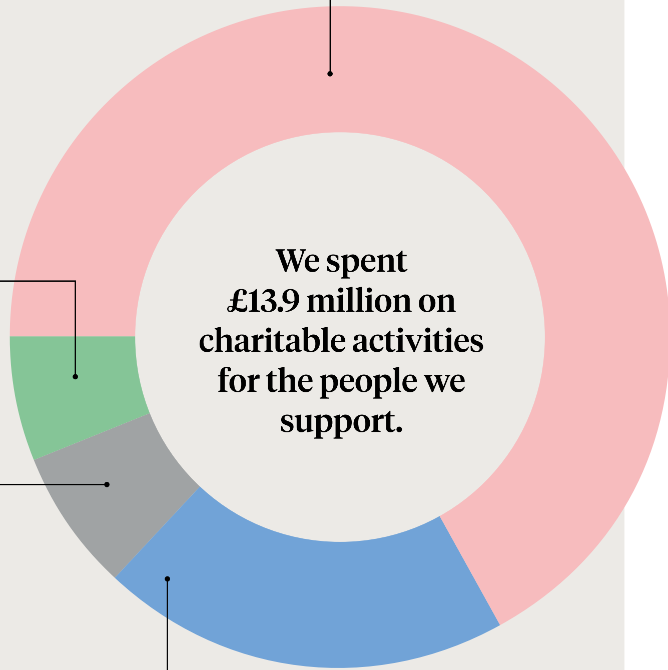
£840k

We provide outreach housing and wellbeing support rooted in communities; we are there for people who are ready to live more independently in their own homes.

Central services, support costs for our programmes, and raising income

£2.73 million

This includes our core costs, support for our delivery staff including training, systems, monitoring and evaluation, land and buildings costs, and running costs of our investment property.



How We Raised Our Money
2025-2026

We raised £15.33 million to deliver charitable activities for the people we support.

Investment Income

£95k

We generate investment income from bank interest received and commercial lets within the property we own, to be used towards our charitable objectives.

Statutory income from charitable activities

£14.29 million

We generate income from contracts and entitlements to deliver our For People, At Home, and In the Community programmes across the local authorities we operate in.

Fundraising Income and Gifts in Kind

£29k

We are incredibly grateful to our supporters and donors for the fundraising income raised in 2025-26.

Grants

£850k

Income awarded by grant-giving bodies that directly fund our core programmes across Mentoring, Counselling, and Young People Family Support, as well as core costs.

Additional Support Income

£66k

This includes our work to support Unaccompanied Asylum-Seeking Children and provide additional support in collaboration with Social Work to meet the needs of the people we support.

Vision, Mission & Values

Our Vision

A world where everyone has an equal chance to create a safe and supportive place to call home.

Our Mission

We meet people where they are in life, with no judgement; walking alongside those who need support, while preventing them becoming homeless or separated from those they love.

Our Values

Our values are at the heart of everything we do - defining how we work together with everyone involved in our work.

Our Values

Respect

We treat everyone the same way – with dignity and respect. You'll find no judgement here.

Integrity

We take great pride in having high standards and transparency about our goals and progress as a charity.

Compassion

We understand the importance of empathy, and the power of a shoulder to lean on.

Aspiration

We firmly believe in the goodness of people; their strengths and what makes them unique.

Reflection

We are always learning to be the best we can be.

Our charitable objectives

Our work is aligned to our charitable objectives as recorded in our governing documents.

- To support positive change in people's lives.
- To promote equality and diversity and racial harmony based on equal value of all persons.
- To promote the intellectual, social, and physical wellbeing of all people who are deemed to need our service.
- To advance education to enable people to improve their understanding of the world, of themselves and of one another.
- To advance citizenship and community development to encourage the involvement of people in the care and work for others.
- To relieve those in need by reason of their age, ill-health, disability, financial hardship, or other disadvantage.

Our Strategy

Our Strategy

In 2022, we launched a five-year strategy, 'Growing Together'. Our strategy details our aims and objectives over the five years from 2022-2027 and how we will provide the right support at the right time for those who need us the most, so that more people can have a settled home life, and fewer people become homeless or separated from their families. Financial year 2025-2026 was the fourth year of our organisational strategy.

How we do things is as important as what we do. We know everyone's route to a safe, supportive home is different and our support reflects this. It ranges from prevention and early intervention to accommodation and community-based support. Whatever the context, our response is person-centred; tailored to each person's needs, strengths, and aspirations.

The work we do is guided by five strategic objectives:

Provide the best possible support for people whatever their situation.

Shape our offer to support those who need it – from prevention and early intervention to accommodation and community-based support.

Join up our own programmes, and integrate with others', so that the right support is available, in the right place and at the right time.

Provide support that is truly person-centred.

Be accessible and available for those who need us most.

Focus our work in areas and with people where the need is greatest.

Ensure that those who need us most know we are there for them.

Shape our offer so that we are accessible for people in a variety of ways.

Strengthen community connections.

Expand opportunities for people we support to feel part of, and contribute to, their communities.

Build community support for what we do.

Destigmatise adverse life events, including homelessness, mental health and being in care.

Build a sustainable and dynamic organisation.

Diversify our funding to support work beyond our contracts.

Make better use of evidence to strengthen our impact, share learning and make the case for change.

Strengthen our management processes and capabilities.

Invest in our outstanding team.

Recruit and retain a diverse, flexible and committed workforce.

Invest in the learning and development of our people.

Value and support our people

Strategic Report

Financial year 2025-2026 was the fourth year of our 5-year strategy – 'Growing Together' – which has five strategic aims

Aim 1	Provide the best possible support for people whatever their situation
Aim 2	Be accessible and available for those who need us most
Aim 3	Strengthen community connections
Aim 4	Build a sustainable and dynamic organisation
Aim 5	Invest in our outstanding team

'Growing Together' 5-year strategy

2022 – 2023

2023 – 2024

2024 – 2025

2025 – 2026

2026 – 2027

Strategic Report - Aim 1

Provide the best possible support for people whatever their situation

For People (1-to-1 support)

We supported 67 families, incuding nine who required crisis support. We matched 19 mentors and mentees, enabling us to provide 330 hours of family support per week and facilitating 424 mentoring sessions throughout the year.

In response to a growing trend of mental health support requests in 2025-26, we invested further in our counselling offer to provide tailored 1-1 counselling, establishing a strong and growing relationship with universities and colleges. We have received 10 referrals to date and have several student counsellors matched with people who need this support. In addition, we expanded our mentoring programme, establishing our adult mentor coordinator and young person mentor coordinator roles aimed at engaging with all our programmes to offer supportive, lasting relationships across all our programme areas.

At Home (Housing and Accommodation)

Our Orkney Supported Accommodation programme continues to provide support to young people across our two sites, supplemented by our Young People and Family Support and Counselling programmes. This holistic approach ensures we are Right There providing the best support for each young person, so that they have a continuum of support wherever they are in their journey.

We continued to develop our Glasgow Supported Accommodation programme, through a significant capital investment in the refurbishment of all the flats, ensuring the young people have modern, comfortable and safe surroundings. 274 key worker meetings supported 51 young people through the year, with several events and activities taking place – both suggested and led by the residents. This included securing funding for a newly built wellbeing hut and recycling shed and a trip to Poland for five of the residents.

Right There were selected by South Ayrshire Council to deliver supported accommodation to young people aged between 16-25. This new service is an exciting development for the organisation and has introduced us to a new local authority who are excited to see our plans develop for this programme in 2026-27.

In the Community (Community Integration)

Our Young People & Family Support Glasgow programme has grown; reflecting the continued positive relationship with Glasgow City Council. This has enabled us to increase our reach. In July 2025, following a consultation with the people we support, we officially launched our Community Hub which saw 1,781 visits for the remainder of the financial year.

In Edinburgh, based in the Pilton Community Health Hub, we delivered outreach to 487 people in the community. We continue to work in strong partnership with Four Square, to cover half the city. Over 2,844 support meetings took place with the programme facilitating community drop-in opportunities and working in partnership with local groups and networks such as R2, Voluntary Sector Forum, and Turning Point Scotland.

Strategic Report - Aim 1

Aaron's Journey

After spending a prolonged period living in a children's house, Aaron returned to live with family members in 2025. While this was an important transition, it also brought significant challenges. During this time, Aaron became increasingly disengaged from support services, including CAMHS and the Youth Health Service, and began to withdraw socially. A referral was made to Right There's Mentoring programme to provide additional, relationship-based support.

Aaron's family shared concerns about wellbeing, including the use of food as a source of comfort and the impact this was having on his health. Aaron was also finding it difficult to settle into a new school environment, struggling with classes, socialising, and confidence. There were periods where leaving the house or engaging with peers, family members and school staff felt overwhelming. Aaron also spoke about feeling hurt by how the transition back home had been managed, particularly the loss of positive friendships formed while living in the children's house.

Based on previous positive experiences with a befriender, it was felt that mentoring could play a constructive role in rebuilding confidence, reducing isolation and supporting future engagement with services. The Mentoring programme offered a consistent, trusted adult relationship alongside opportunities to reconnect with interests and community spaces.

In summer 2025, Aaron was matched with a volunteer mentor, Emma. A shared interest in films provided an early connection, with regular trips to the local cinema forming part of the mentoring relationship. Emma also supported Aaron to explore new places and experiences, helping to gently expand comfort zones and build confidence through positive shared activities.

Alongside mentoring, Aaron began attending groups based at the Right There Community Hub, including Impact Arts and the Thursday Youth Club. The Hub has become a safe and welcoming space where Aaron feels comfortable and included, and participation has been positive with both peers and staff. Aaron has also expressed interest in engaging with Right There's Counselling Service as a next step.

The Mentoring team has worked closely with the family to remove practical barriers to engagement. This has included supporting applications for funding, arranging transport to activities, and attending meetings with school staff, children's panel representatives and social work to ensure a joined-up approach.

Through consistent support, trusted relationships and access to safe community spaces, Aaron is beginning to rebuild confidence and connection. This ongoing, person-centered support is helping to create stability and open pathways for continued personal development and wellbeing.

Through consistent support, trusted relationships and access to safe community spaces, Aaron is beginning to rebuild confidence and connection.

Strategic Report - Aim 2

Be accessible and available for those who need us most

Building on our 2024 Social Impact Report

We entered Phase 3 in our partnership with Sonnet Advisory & Impact, co-developing Right There's Outcomes Framework and Playbook. Following on from last year's launch of our Impact Report, the Outcomes Framework will allow us to support staff and programmes to more closely monitor and capture our impact through person centred support. The Playbook will give a comprehensive guide to our Theory of Change and five pillars of wellbeing, allowing for a structured approach to capturing the essential milestones in someone's journey with us.

This work has been closely aligned with the development of our new care planning and CRM system outlined under Aim 4 and will significantly enhance our ability to produce in-depth impact data.

Being accessible to all

We took time during the year to continue to review and 'join-up' our programmes to make them more accessible for the people we support. We simplified our offerings For People, At Home and In the Community into nine programme areas that we delivered across 7 local authorities, ensuring our unique holistic approach is available to more people.

For People (1-to-1 support)

We facilitated 305 counselling sessions with 37 young people across the year in Orkney, providing vital 1-to-1 support, delivered by our fully qualified youth counsellor. We continue to prioritise this programme due to ongoing demand which allows us to support an average of 14 active cases per month.

At Home (Housing and Accommodation)

We have grown our property portfolio across our Short-Term Housing Glasgow programme to 557 with the support of over 100 socially conscious landlords. This has ensured that Right There can continue to offer housing solutions to more people during a period when the housing crisis is putting local authorities under extreme pressure. Working closely with the local authority, we piloted a shared accommodation programme in Glasgow, which provides another housing option for people.

We know that more people could benefit from quality short-term housing and we will continue to increase our portfolio over the coming year both in Glasgow and other areas of Scotland.

In The Community (Community Integration)

During the year, we were pleased to be able to launch Right There's Outreach Housing Support programme in South Lanarkshire. This builds on the relationships and local knowledge that already exists within the team, and working collaboratively with South Lanarkshire Council, we will proactively support people who are going through key transitions, where their risk of homelessness increases, including leaving prison, A&E discharge and individuals self-referring with heightened support needs. With 44 people supported last year and 793 support sessions delivered, Right There understands the difference this support makes to both the individual and the community and are committed to reaching more people.

Our partnership with Scottish Families Affects by Alcohol and Drugs (SFAAD) continues to develop, with a further year supporting our Young People & Family Support in Orkney resulting in 71 young people engaged and supported.

We were pleased to join a new partnership, the Common Ground initiative, with ourselves, Barnardos, Action for Children and Aberlour, to engage in over 1,282 occasions, reaching approximately 3,469 young people in the Glasgow city centre, to provide them with safety, guidance, advice and community-based interventions.

Strategic Report - Aim 2

Claire's Journey

As time went on, Claire's relationships with staff and other professionals became stronger and more consistent.

Claire came to Right There's Supported Accommodation Inverness as an emergency placement following a breakdown in her relationship at home. At her Children's Hearing, it was decided that she would move into the service immediately. The transition was sudden and unexpected, and Claire arrived feeling very distressed, accompanied by her mum, workers from Highland Outreach Support Team (HOST), and social workers. At the time, she had hoped to stay with a friend's family through a kinship arrangement, and the move into supported accommodation was not what she had anticipated. The longer-term plan remained for Claire to return home when the time felt right, with support from her wider care network.

It took several weeks for Claire to begin settling into the service, as she initially found the environment overwhelming. A structured support plan was put in place, including a weekly timetable so Claire knew who she would be seeing and when, as well as regular respite support. In the early stages, Claire sometimes found it difficult to engage, often spending time in her room and only meeting with staff briefly. Over time, as relationships developed and she experienced consistent, compassionate support, Claire began to build trust and open up more about what she was finding challenging.

Claire experienced difficulties with emotional regulation and was using drugs and alcohol regularly, which at times affected her wellbeing and relationships within the service. When feeling overwhelmed, Claire could become distressed and express this through heightened behaviour. Staff responded by creating space for Claire to be heard and understood, recognising that she often needed someone to listen. When she felt listened to, Claire was able to regulate her emotions more easily and have calmer, more reflective conversations. Staff continued to provide gentle, consistent guidance around the risks associated with substance use, while encouraging her to engage with wider support, including mental health services.

There were times when Claire would spend nights away from the service, which led to concern for her safety. When she returned, staff continued to offer non-judgemental support, ensuring she was safe and taking time to talk things through with her. These moments became opportunities to strengthen trust and reinforce the support available around her.

As time went on, Claire's relationships with staff and other professionals became stronger and more consistent. She began engaging more regularly in keywork sessions and activities, both within the service and in the community. She particularly enjoyed cooking sessions and took pride in developing new skills - including making her favourite, cheesecake.

Claire also began to focus on her future goals. She enrolled in a hairdressing course at college and showed enthusiasm for learning, often asking staff to support her with practising different techniques. Although she was unable to complete the course due to a period of serious ill health, Claire remained motivated. She moved into employment in a bar in the city centre and has since taken steps to reapply for college to continue pursuing her interest in hairdressing.

Claire's substance use has reduced significantly over time. She continues to make her own decisions about her wellbeing, and while she is not ready to stop completely, she has moved away from most substances. Throughout this, she has shown increasing awareness and confidence in managing her choices.

Claire has made meaningful progress since arriving at Right There. She has developed positive, trusting relationships with staff and feels comfortable speaking openly about her experiences and aspirations. Her journey highlights the importance of consistent, compassionate support - giving people the space, time and encouragement to build confidence, strengthen relationships and move forward at their own pace.

Strategic Report - Aim 3

Strengthen community connections

"Working with Right There has genuinely been a joy."

We continued to grow and build our partnerships and engagement

We hosted student placements, offering rich and varied learning experiences that support the development of future social workers. These placements enable students to build the skills and confidence needed to work alongside children and families experiencing challenges, as well as care-experienced young people at risk of homelessness.

Student placements also strengthen our services, allowing us to provide additional group work and one-to-one support across our children and families programmes.

Alison Anderson, Operational Lead for Practice Education at Glasgow Caledonian University, reflected:

"Working with Right There has genuinely been a joy. From our very first conversations the warmth, generosity and commitment shown by managers and staff made it clear that this was an organisation where people and their voices truly matter. They welcomed our students with openness, sharing their values, creativity and pride in their work in a way that made students feel inspired and included from day one. The feedback we've received truly speaks for itself: students have shared how genuinely supported, encouraged and valued they felt by skilled practitioners who took real time to invest in their learning. This partnership has not only increased student knowledge and confidence but has helped shape the next generation of social workers through authentic, person centred and compassionate practice. I'm genuinely grateful for the relationship we've built and excited to continue working alongside such a dedicated and caring organisation."

We are active members and partners within the Coalition of Care and Support Providers in Scotland (CCPS). We have representation on the Board and the Finance working group where we have been active participants in activity to assess the impact of the cost-of-living crisis, changes in National Insurance, and ensuring full allocation of funds to cover social care uplifts. We continued our partnership within our Young People and Family Support programmes, working with Aberlour, Action for Children, and Includem to explore the impact of quantitative & qualitative data in relation to our approach to children and families.

We continue to drive our focus on participation, with our newly revised participation strategy in place, supported by our participation framework and associated steering group activities. The focus on participation has been embedded into our strategic plan, with the purpose to ensure all participation is meaningful, codesigned and has a lasting influence on how we deliver support and how we hear more effectively, the voice of those we serve.

For the fourth year in succession, the Corra Foundation Children, Young People, Families, and Adult Learning Fund (CYPFAL) grant has supported us to establish our approach to participation across all our programmes, allowing us to develop child friendly complaints training, continued development of UNCRC impact assessments , Vision for Kinship Care, Children, Care Experienced and Services Planning Bill, and contributed to the Glasgow Family Support Strategy – all underpinning our focus on shaping how we embed participation.

Strategic Report - Aim 3

Fiona's Journey

Throughout her journey, Fiona has been encouraged to recognise her own strengths, talents and achievements.

Fiona first connected with our Outreach Edinburgh service in November 2025 after leaving hospital and staying temporarily with friends. She was seeking support to move forward and secure a more stable and independent living situation.

Over the following six months, a strong and trusting relationship developed between Fiona and her support worker. When Fiona first engaged, she was experiencing high levels of anxiety and uncertainty, having previously felt let down by services and people in her life. Through consistent, person-centred support, she has grown in confidence and resilience, making steady progress in her mental and emotional wellbeing.

Fiona shared aspects of her past, including experiences from childhood that have continued to impact her mental health. She had recently received inpatient support for an eating disorder and had independently sought counselling to begin processing her trauma. Fiona has been clear about her needs and boundaries, including sensitivities around physical contact and maintaining a sense of safety in how she presents herself. A trauma-informed, flexible approach—working at Fiona's pace—has been central to supporting her effectively.

A key focus of the support was exploring Fiona's housing options. While she was keen to live more independently, she also recognised the importance of having the right level of support in place. Her support worker researched suitable options and identified a therapeutic residential setting that aligned with Fiona's needs and aspirations.

Fiona was introduced to a women-only residential community offering structured, trauma-informed support alongside opportunities for peer connection and personal development. The environment combines independent living with tailored support, group work and shared responsibilities, creating a supportive space for women to build confidence and life skills.

Fiona felt this could be a positive next step and chose to apply. She was supported throughout the process, including attending an initial visit and assessment. The placement included a structured settling-in period, which Fiona carefully considered with reassurance that alternative options would remain available if needed.

In preparation for this transition, Fiona worked with her support worker on building practical routines, including developing a flexible and manageable meal plan to support her wellbeing. She has also continued to use journaling as a positive tool for managing her mental health and reflecting on her progress.

Fiona was further supported to present as homeless to her local authority, ensuring her housing options were fully explored. Advocacy during this process was crucial in helping her communicate her needs and feel more at ease in what she found to be a highly anxiety-inducing situation.

Throughout her journey, Fiona has been encouraged to recognise her own strengths, talents and achievements. She has shown determination and courage in navigating challenges and taking steps towards the life she wants. Her aspiration to support others in the future reflects her empathy and insight.

Fiona is now settled and continues to engage with the support available. She is gradually participating in group activities, maintaining her journaling practice and beginning to reconnect with interests such as swimming in a supportive, women-only environment.

While Fiona recognises that her journey will take time, she is looking to the future with increasing confidence. With the right support in place, she is developing the foundations for independent living and continued personal growth.

Strategic Report - Aim 4

Build a sustainable and dynamic organisation

NICO
Network for Impact, Care and Outcomes

NICO will enable Right There to:

1. Help us better understand the journey of the people we support, which will in turn help us to improve our delivery of person-centred, coordinated care
2. Use data to gain better insights that will help us to improve our relationship with donors and strengthen our fundraising performance
3. Improve workforce management, compliance, and staff experience through integrated HR data
4. Support data-driven decision making, regulatory compliance, and future growth

Digital transformation – our Network for Impact, Care, and Outcomes

Our digital transformation strategy during 2025–26 has been focused on the development and implementation of our Network for Impact, Care, and Outcomes (NICO) as a single system that provides a trusted, organisational-wide source of data for care planning, fundraising and our people.

NICO will be instrumental in helping us capture the journeys and outcomes of the people we support in a more consistent, meaningful and person-centred way. This is important not only for the quality and continuity of support to every individual and family we support, but also for evidencing the difference Right There makes, strengthening accountability and giving us a clearer picture of impact across our work.

NICO will allow us to replace fragmented processes and siloed data with a secure, scalable and user-friendly platform that supports operational efficiency, transparency and strategic objectives.

Our work this year has focused on building the foundations needed for NICO to succeed, including clearer expectations for recording, stronger data quality, and a more consistent approach to quality assurance. By improving the quality, consistency and accessibility of information, NICO will support better management information, clearer KPIs and more effective monthly reporting, enabling more data-driven decisions across the organisation. This will help us identify need earlier, understand where our work has the most impact, direct resources more effectively and ensure we are always providing the best possible support to the people we support.

Governance, quality assurance, and compliance

We also continued to strengthen our governance arrangements, with oversight from our Audit and Risk Group and Finance, Audit, and Risk Committee. This included improved management information, KPI monitoring and monthly reporting to provide clearer scrutiny of risk, financial stewardship and planning, assurance and organisational performance. We have maintained focus on internal control, financial sustainability, audit and assurance, and the key decisions required to support delivery of our strategic aims. This has been complemented by the further development of our compliance framework, giving us a more structured and transparent approach to monitoring obligations, tracking actions and improving assurance across the charity.

Our quality assurance activity has continued to mature, supporting greater consistency in practice, better use of evidence and a clearer route from learning to improvement. By bringing together audit activity, QA processes, management information, trends and monthly reporting, we are strengthening how we identify themes, respond to issues and support teams to deliver high-quality services. This approach is helping us build confidence in our data and ensuring that assurance activity contributes directly to service improvement.

Financial stewardship, business and budget planning

We also strengthened our financial stewardship through ongoing work on treasury management, improved financial oversight and continued development of reporting for budget holders and senior leaders. This has supported more timely visibility of financial performance, cash management and planning assumptions, helping us make informed decisions in a challenging operating environment while maintaining focus on resilience and financial sustainability.

During the year, we further strengthened our business and budget planning processes so that operational priorities, workforce considerations and financial planning are more clearly connected to our strategic plan. We have continued to improve the information available to budget holders and managers, including clearer management information, KPI reporting and monthly reporting cycles, enabling more informed planning, clearer accountability and earlier identification of pressures, risks and opportunities.

Our planning approach is now more joined up, with clearer links between strategic aims, annual objectives, resource allocation and performance monitoring. This puts us in a stronger position to respond to change, direct resources where they have the greatest impact and ensure that our organisation remains sustainable, well-governed and able to deliver for the people we support.

Strategic Report - Aim 5

Invest in our outstanding team

We strengthened our employee value proposition and continued to invest in our people

During 2025-2026, we continued our focus on making Right There a place where people feel valued, supported and able to thrive. Through our people priorities, we strengthened our employee value proposition, continued to embed our People First approach, improved access to training and development, and used people data more deliberately to shape decisions on recruitment, retention, learning and wellbeing.

A significant part of this work was a comprehensive employee benefits and benchmarking review completed in 2025. This drew on sector benchmarking, exit interview themes and employee engagement feedback to understand where our offer was strong and where improvements to our employee benefits would have the greatest impact, particularly in response to pay pressures and recruitment challenges throughout the sector.

This resulted in a number of improvements being approved by the Board of Trustees, including enhanced pay for Christmas Day and New Year's Day in relevant 24/7 services, jury duty top-up pay, pension auto-enrolment from day one, increased paternity pay to four weeks at full pay, and enhanced maternity pay of 26 weeks full pay followed by 26 weeks half pay. Alongside this, benchmarking informed targeted salary uplifts for roles identified as below market rates, helping us remain competitive and better support retention.

This work reflected what colleagues told us matters most: fairness, flexibility and feeling properly supported at work and at home. It also built on earlier investment in financial wellbeing, including the increase in employer pension contributions from 3% to 5%, demonstrating a sustained commitment to improving security and our overall employment offer.

In 2025-26 we also continued to invest in learning and development. Across the year, 50 face-to-face courses were delivered with 359 attendances, 246 users engaged with e-learning, and total learning and development participation reached 1,088. Training hours per head stood above the annual benchmark at 12 hours, while reflective practice remained a key element of support, with 80 sessions facilitated and 167 colleagues participating across the year.

Within our people priorities, we've also focused on aligning learning pathways, refreshing onboarding processes, responding to programme training needs, developing manager capability through leadership and team coaching, and strengthening business partnering support to programmes through workforce planning, annual business planning and proactive recruitment.

Taken together, this activity shows a more joined-up People approach in 2025-2026: using staff voice, benchmarking and management information to improve reward, strengthen development, and provide better practical support for colleagues across the organisation.

Our approach aimed to strengthen stability for colleagues while supporting retention and maintaining a competitive employment offer.

We continued to prioritise Fair Work principles

Our approach during 2025-2026 continued to reflect the Fair Work dimensions of effective voice, opportunity, security, fulfilment and respect. Across the year, we focused on how people were listened to, supported, developed and treated at work, ensuring our approach remained values-led and responsive to need.

Effective Voice

We continued to create opportunities for colleagues to shape change through employee engagement surveys, exit interviews, regular management touchpoints and engagement with programme teams. This helped ensure decisions on pay, benefits and the wider employee experience were informed by staff voice.

We also refreshed meeting structures with managers to strengthen opportunities for feedback, discussion and shared learning across teams.

Respect

Respect is demonstrated not only through our values and relationships, but through how we design policies and support colleagues through key life moments. During the year, we continued to strengthen this through a more thoughtful and consistent approach to people support across the organisation.

Respect was also reflected in our day-to-day culture through policies, working practices and the quality of communication and relationships across the organisation.

Security

Security remained a key focus, particularly in relation to financial wellbeing and confidence in employment. Our approach aimed to strengthen stability for colleagues while supporting retention and maintaining a competitive employment offer.

These changes formed part of a broader commitment to financial wellbeing and to giving colleagues greater confidence and stability in their employment.

Opportunity

Fair opportunity is supported through clear recruitment practices and an inclusive approach to assessing candidates. We also continued to invest in development through role-specific learning pathways, recognised qualifications, professional accreditation, coaching and mentoring, with targeted support for both current and aspiring managers.

Fulfilment

Fulfilment comes from more than pay alone. During 2025-2026, we continued to build a culture in which colleagues were better supported to do their jobs well through reflective practice, coaching, clearer role expectations, stronger business partnering and a more joined-up approach to workforce planning and development. This work helped connect day-to-day support for staff with our wider ambition to provide the best possible service for the people we support.

Looking Ahead 2026: Plans for Future Periods

As we enter our fifth and final year of our 'Growing Together' strategic plan, we remain committed to provide the right support at the right time for those who need us the most so that more people can have a settled home life, and fewer people become homeless or separated from their families.

We will build on the work done last year to:

1. **Provide the best possible support for people – whatever their situation**
2. **Be accessible and available for those who need us most**
3. **Strengthen community connections**
4. **Build a sustainable and dynamic organisation**
5. **Invest in our outstanding team**


STRIKEWORTH

We have identified 8 strategic projects for 2026-2027 linked to strategic aims and aligned to our organisational values.

Our Values	Our 2026-2027 Project	Our 2026-2027 Priority
Respect	Holistic Help - our model of support	Provide holistic support to everyone who needs it by all staff joining up our offer of support, understanding our model, and feeling equipped to offer the right support at the right time for the people we support
Compassion	My Journey - how we measure wellbeing	Develop and embed an outcomes framework across our programmes to measure and evidence our impact and extend our offering to more people who need it
Aspiration	My Voice - how we shape the future	Maximise meaningful participation and engagement of the people we support so their voice is helping to shape the future of our programmes and improve outcomes for the people we support
	Profile and Reach - how we amplify Right There	Raise awareness and brand recognition to expand our model and support more people
Integrity	Right There's NICO	Develop and implement Phase 2 of Right There's digital transformation, including our processes and systems for care planning and people management to enable our staff to provide the best possible service with accessible data for the people we support
Integrity	My Impact - our Income Diversification Strategy	Develop and implement our income diversification strategy to reduce reliance on key income and support our work beyond our contracts
Integrity	Strategic Confidence	Be ready to make important decisions when needed within the context of the external landscape, our initiatives, and funding challenges to ensure we are a prepared and agile charity that can bring a strategic approach and business plan to our social enterprise and organisational goals
Reflection	Elevate	Develop and implement a comprehensive talent development strategy to equip our people with the skills and experience to provide the best possible support and develop their career with Right There

Click here to read our latest strategy in full.

Financial Review and Performance

Our financial performance over the years

Right There continues to operate in a demanding environment shaped by sustained pressure on public funding, rising employment and operating costs, and increasing complexity of need across the communities we support. Over the last three years, our financial focus has been on restoring our financial resilience following a challenging period that included the buy-out of our historical pension deficit in 2022 and significant bad debt write-offs in 2023.

During 2025-26, that focus remained on building our financial strength through disciplined planning, stronger forecasting, improved financial controls and careful management of cash and working capital. As a result, we have continued to strengthen our reserves position and move beyond short-term recovery towards a more stable position for future investment.

Our income in 2025-2026

We generated income totalling £15.33 million in 2025-26, an increase of 18% from 2024-25.

Donations income

While 93% of our income comes from statutory or contractual income, one of our strategic priorities is to develop and implement our income diversification strategy. Thanks to our supporters, we generated income totalling £29,469 from donations and gifts in kind in 2025-26.

Income from charitable activities

In 2025-26, we were able to successfully increase our statutory and grant income by 38% from 2024-25, totalling £15.21 million.

We were able to expand our Young People and Family Support service in Glasgow, increase our property portfolio size and occupancy rates within our Short-Term Housing Glasgow programme, and increase our grant income to help support our participation strategy and youth-led programme activities.

Our spend in 2025-2026

Our priority continues to be to provide the best possible support for people, and during 2025-26 we have taken a more deliberate approach to how and where we invest. Having worked hard to rebuild reserves and strengthen our financial position, we are now better placed to make planned investments that will support more people, improve organisational resilience and increase long-term impact. This means balancing continued financial discipline with targeted investments in the areas that will best support our strategic ambitions, service quality, and operational effectiveness.

Our spend in 2025-26, increased by 16% from 2024-25, totalled £13.9 million.

During the year, we chose to invest in areas that strengthen both our programmes and our organisational infrastructure. This included continued investment in our mentoring, counselling, and outreach programmes, management capacity, systems, alongside further work on our outcomes framework and digital transformation. As our financial resilience has strengthened, we have also been able to take a more active approach to treasury management, ensuring that surplus cash is managed more effectively while preserving sufficient liquidity to meet operational needs and manage risk.

Our year-end position

We ended 2025-26 in a strong financial position, reflecting sustained progress in restoring financial resilience and building general reserves to allow greater flexibility to provide holistic support to more people, stronger protection against uncertainty and a firmer basis for planned investment. This improved position supports our ability to respond to future risk, invest in organisational capability and infrastructure, and continue directing resources towards our programmes to deliver the greatest impact.

Reserves

The charity's reserves policy is designed to ensure financial stability and resilience, taking account of the diversity and duration of income streams, the notice period required if funding is not renewed, the profile of our cost base, planned infrastructure investment, future commitments and the need to respond to unforeseen emergencies or short-term operational deficits. The Board of Trustees review the required level of general reserves annually to ensure that the policy remains aligned to the scale, risk profile and future ambitions of the organisation.

As of 31 March 2026, the charity had total reserves of £7,338,376 (2025: £5,859,252), of which £35,627 (2025: £119,076) were restricted funds, and £2,67,779 (2025: £2,792,631) were designated which includes funds set aside for investment plus the value of fixed assets less long-term liabilities. This leaves general reserves of £4,624,970 (2025: £2,947,544).

Financial Review and Performance continued...

When compared to the trustees' reserves target, the charity's current level of general reserves shows continued progress in strengthening financial resilience, giving the organisation greater capacity to manage uncertainty, absorb short-term pressures and make planned investment decisions with more confidence.

To ensure ongoing alignment with the reserves policy, the charity has taken several notable steps:

- Regularly reviewing and updating the reserves policy and targets in response to organisational growth and changing circumstances.
- Prioritising the monitoring of general reserves throughout the year to maintain sufficient liquidity and flexibility.
- Balancing expenditure on programme delivery, core capacity-building, and strategic investment with the need to preserve an appropriate level of reserves.
- Stress-testing financial forecasts and operational plans to safeguard the organisation against unexpected events or funding shortfalls.

The charity's current reserves position remains aligned with the trustees' policy and future plans for growth and investment. Over the past year, actions taken have strengthened financial stability, improved treasury management and created capacity for targeted investment, while maintaining appropriate protection against risk and uncertainty.

The Board of Trustees continues to keep this balance under review to ensure resources are managed responsibly in support of both current operations and long-term ambition.

Please refer to note 18 for an explanation of funds.

Going Concern

The financial statements have been prepared on a going concern basis. Forecasts and cash flows for the period to March 2028, have been prepared including reverse stress testing in respect to a baseline level of available funds and income resources to ensure the charity's has sufficient liquidity and ability to continue as a going concern. Based upon the forecasts prepared, the trustees are confident that the actions and strategies implemented together with the financial results support the going concern position. The charity also has sufficient cash reserves which could be utilised if there was a requirement to do so. Therefore, a going concern basis of accounting has been adopted when preparing the financial statements.

Governance

Governance Review

Our environmental, social, and governance review

Environmental

Right There continues to adhere to our sustainability, environmental, and ethical strategy, ensuring we comply where possible with energy saving initiatives, ethical procurement and upcycling of resources and sourcing local SMEs for the supply of goods. In July 2023, we developed our climate change plan with the ultimate aim to lower carbon emissions over a three-year period.

We recognise that our activities can have an influence on the environment. We have committed to adopting working practices that help to have a positive effect, assist towards continued environmental improvement, prevent pollution, and reduce unavoidable negative influences caused by Right There's activities.

Our environmental policy covers all aspects of our programmes, and confirms that Right There will endeavour to:

1. **Reduce the amount of waste generated by reusing and recycling where possible.**
2. **Recognise the procurement and use of products/services which have minimal environmental and social impact.**

We seek to minimise the impact of our delivery on the environment, including but not limited to:

1. **the reduction of emissions.**
2. **the efficient use of energy.**
3. **the use of biodegradable or recycled products.**
4. **the minimisation of waste.**
5. **the sustainable use of materials.**

Action we are taking

We have introduced mechanisms to reduce vehicle emissions by installing vehicle trackers and the application of sustainable principles of travelling and arranging meetings via Teams for example, utilising smart screens in meeting rooms that allow all our services to connect across multiple local authorities.

We provided training/advice to update staff on issues to encourage good environmental practices. We were able to access fuel vouchers for people we support affected by fuel poverty challenges and the energy cost crisis.

During 2025-26, we continued to build on our climate resilience work by investing in energy improvements in our accommodations and using the smart controls installed within our Supported Accommodation Glasgow residence to improve oversight of energy usage, support more efficient building management, and inform our wider approach to reducing carbon emissions and utility spend.

We also continued to strengthen our oversight of utilities and energy consumption via the management of void energy usage and utility switch-over processes, helping us improve control, responsiveness, and visibility across our housing operations.

Governance Review

Social

Our aspiration for working towards our vision and mission will not diminish as we continue to invest in areas that have meaningful impact for the people we support, the communities we serve, and a positive impact across the third sector landscape.

In 2025-2026, we continued to build on the evidence base for our work and strengthen how we communicate impact. This included using the learning from our social impact report to support engagement with stakeholders, alongside progressing our outcomes framework and wider strategic planning so that we can embed how we evidence the difference our programmes make for the people we support.

We continued to strengthen partnership working across local authority areas, including our outreach work in Edinburgh, South Lanarkshire, and Orkney, where our community-based delivery and local partnership activity supported a more joined-up response for the people we support and helped raise awareness of our programmes.

We continued to develop our holistic model of support across programmes, including mentoring and wider person-centred support that helps people build confidence, sustain accommodation, and strengthen the personal and practical foundations needed to move forward positively in their lives.

We also continued to strengthen our community and stakeholder connections through external engagement, programme collaboration, and relationship-building with partners, commissioners, and supporters, helping us extend our reach, support future opportunities for collaboration, and reinforce Right There's role within the communities we support.

Governance

In 2025-2026, we built further on the work of our Strategic Initiatives and Governance function to strengthen strategic oversight, governance, and organisational planning. This included improving our annual business planning activity, supporting the development of clearer internal improvement actions, and continuing to embed stronger approaches to risk, quality assurance, and cross-organisational alignment.

We continued to strengthen our committees, working groups, and reporting structures to improve scrutiny, assurance, and decision-making. This included ongoing development of property and risk oversight through our committees, continued review of the strategic risks, and greater focus on using clearer reporting, actions, and governance processes to support the Finance, Audit and Risk Committee and the Board.

During the year, we completed an external Good Governance Review of the Board against the Scottish Governance Code for the Third Sector. The review confirmed a strong governance base and identified opportunities for further development, which have been translated into a Governance Improvement Plan covering areas such as strategic discussion, board development, stakeholder engagement, succession planning, and the continued strengthening of risk and assurance arrangements.

Risks and Uncertainties

Right There has a duty of care to the people we support, our staff, volunteers, and partners. To ensure that our work can continue to effectively make a difference to people's lives, Right There has established structures and processes to manage risks.

Through the Board and Committee structure in place, the directors have continued to review and assess the major risks to which the charity is exposed to and ensure that these risks are managed and mitigated where necessary. A strategic risk register is in place and is managed by our Head of Strategic Initiatives and Governance. Our strategic risk register is in use by our management teams, and assessed by the Finance, Audit and Risk Committee and Board to manage current risks and assess the organisation to identify any new or emerging risks. The register is updated and reviewed monthly to ensure that it is reflective of the organisation's current risks, existing controls, planned actions, and progress against targets.

The systems and processes previously developed and implemented continue to be applied and, where appropriate, improved to ensure we provide a safe and supportive environment for our staff, people we support, programmes, and communities we serve.

To further support our approach to risk management, we have introduced programme specific risk registers providing managers with advice and assistance in managing the identification, mitigation and management of risks specific to the delivery of their programme.

The key risks to the organisation are income streams which are under pressure as a result of public sector budgetary constraints, the ability to provide support to an increased number of people we support with limited or static funding, and continued cost of living pressures faced and the impact this has on the charity, our staff, and the people we support.

To mitigate the anticipated future risks, we continue to develop our relationships with our funders, partners, and key stakeholders, adopting a collaborative approach where possible to ensure that our services continue to be appropriate and suitable for peoples' needs. We will continue to diversify our funding models to be able to adapt to external pressures and positively impact delivery of services to the people we support. We will continue to evaluate and monitor the quality of our services and ensure that is clearly evidenced, and we will apply our knowledge and awareness of changes within the sector to adapt to external factors.

Another key mitigation factor in managing risk continues to be the implementation of "Growing Together", our 5-year strategy 2022-2027. This continues to be our guide as we plan for the future. We will continue to be flexible in our approach and the way we work. We continue to invest in our people and organisation to build the knowledge, skills and experience to manage and mitigate current risks, and future challenges and uncertainties.

The organisation produces monthly financial management information, annual budgeting, quarterly reforecasting, and regularly reviews and discusses this information at management, committee, and Board level, in line with our financial reporting framework to assess the ongoing impact of our financial position. Based on the information produced, the Trustees are satisfied Right There will be able to continue its operations in line with its charitable and strategic objectives. The organisation also has sufficient cash reserves in place to support its strategic plans.

Governance

Chief Executive

Janet Haugh

Company Secretary

Shelby Jones

Registered office

15 Dava Street, Glasgow, G51 2JA

Scottish Charity Number

SC017093

Scottish Company Number

SC394447

External Auditor

CT Audit Limited
Statutory Auditor
61 Dublin Street
Edinburgh
EH3 6NL

Solicitors

Burness Paull LLP
120 Bothwell Street
Glasgow
G2 7JL

Bankers

Bank of Scotland
Level 6
110 St Vincent Street
Glasgow
G2 5ER

Trustees

The charity operates under its Articles of Association and is a company limited by guarantee. The governing body is the Board of Directors, which consists of no more than 15. The Directors are also members of the company and Charitable Trustees.

Trustees are recruited through national recruitment campaigns, with successful candidates selected through a robust interview process.

There is an induction and training session for newly appointed Trustees and refresher updates for those continuing on the Board. Qualifying third party indemnity provisions are in place for the benefit of the directors throughout the year.

There are currently 11 Trustees, who meet four times each year to review strategy and performance. At least one of those meetings is a full day to allow an in-depth review of the charity's past performance and future direction.

The Finance, Audit and Risk Committee and Remuneration and Nominations Committee have been established. Committees meet at least two times per year to assist the Board in exercising their responsibilities within Right There.

Management

The Right There Trustees delegate the day-to-day operations of the charity to the Chief Executive, supported by the Leadership Team. The senior members of staff and their responsibilities at the date of this report are as follows:

Janet Haugh
Chief Executive Officer

Renzo Cardosi
Director of Programmes

Shelby Jones
Director of Finance and People

Stewart Blair
Interim Director of Income Diversification
and Messaging

The above listed management personnel are authorised by the Board to make decisions on the day to day running of the organisation. This includes financial, staffing, and operational decisions. The remuneration of the charities key management is set, monitored, and reviewed by the Board. The overall pay budget for the key management posts will consider factors such as external benchmarking and affordability within our pay structures.


Right
There
At Home.
Community.
PROTEST

Statement of Trustees' responsibilities
for the year ended 31 March 2026

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law and charity law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the 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;
- make judgements and accounting 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 charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and 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 and the Charities and Trustee Investment (Scotland) Act 2005. 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.

Auditor

It is the Trustees' assessment that all necessary steps have been taken to ensure that the auditor has been made aware of all relevant audit information and as such there is no relevant audit information which the auditor has not been made aware of.

On behalf of the Trustees

R Cowie

Robert Cowie
Chair
30th July 2026

Elizabeth Taylor

Elizabeth Taylor
Vice Chair
30th July 2026

Independent auditor's report to the Trustees and Members of Right There
for the year ended 31 March 2026

Opinion

We have audited the financial statements of Right There (the 'charitable company') for the year ended 31 March 2026 which comprise the Statement of Financial Activities, the Balance Sheet, and the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, 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 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).**

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council'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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the Trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

Independent auditor's report to the Trustees and Members of Right There
for the year ended 31 March 2026

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 42, 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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud.

The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the sector in which it operates and considered the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud. These included but were not limited to the Companies Act 2006, charity law, health & safety, care regulations, and employment law (including the working time directive).

Our tests included, but were not limited to:

- enquiries of management and the trustees about any known or suspected instances of non-compliance with laws and regulations including fraud;
- review of minutes of board meetings throughout the period;
- review and consideration of the basis of preparation and assumptions used in key accounting estimates, including the useful lives of assets, whether assets are impaired, the valuation of properties and the bad debt provision.
- reviewing any available correspondence with regulators;
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities 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.

Use of our report

This report is made exclusively to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Steven Smillie

Steven Smillie
Senior Statutory Auditor 30th July 2026

For and on behalf of CT Audit
Chartered Accountants and Statutory Auditor
61 Dublin Street
Edinburgh
EH3 6NL

CT Audit is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Financial Statements

Statement of Financial Activities

(Incorporating income and expenditure account and statement of recognised gains and losses)
For the year ended 31 March 2026.

	Notes	General (£)	Designated funds (£)	Restricted (£)	2026 (£)	2025 (£)
Income						
Donations and legacies	2	23,056	-	-	23,056	134,849
Income from Charitable Activities						
Grant and contract income	3	14,877,104	-	333,863	15,210,967	12,790,553
Investment Income		95,373	-	-	95,373	-
Total income		**14,995,533**	**-**	**333,863**	**15,329,396**	**12,925,402**
Expenditure						
Raising Funds	4	50,717	-	-	50,717	43,687
Charitable activities	4	13,171,034	211,208	417,313	13,799,555	11,933,579
Total expenditure		**13,221,751**	**211,208**	**417,313**	**13,850,272**	**11,977,266**
Net income (expenditure) before transfers		**1,773,782**	**(211,208)**	**(83,450)**	**1,479,124**	**948,136**
Transfer between funds	16	(96,356)	96,356	-	-	-
Movement in funds		**1,677,426**	**(114,852)**	**(83,450)**	**1,479,124**	**948,136**
Total funds brought forward at 1 April 2025	**16**	**2,947,544**	**2,792,631**	**119,077**	**5,859,252**	**4,911,116**
Total funds carried forward at 31 March 2026	**16, 19**	**4,624,970**	**2,677,779**	**35,627**	**7,338,376**	**5,859,252**

The statement of financial activities includes all gains and losses recognised in the year and prior year.
All income and expenditure derive from continuing activities in the current and prior year.

The notes on pages 49 to 60 form part of these financial statements.

Balance Sheet

As at 31 March 2026
Company Registration Number: SC394447

	Notes	2026 (£)	2025 (£)
Fixed assets			
Tangible fixed assets	9	2,930,798	3,153,018
Investment properties	9	420,000	210,000
Investments	10	10,516	10,185
Total Fixed Assets		3,361,314	3,373,203
Current assets			
Stock		4,723	-
Debtors	11	984,931	1,349,691
Cash in bank and on hand		4,968,407	3,574,814
Total Current Assets		5,958,061	4,924,505
Liabilities			
Creditors amounts falling due within one year	12	(1,403,852)	(1,765,439)
Net current assets		4,554,209	3,159,066
Total Assets Less Current Liabilities		7,915,523	6,532,269
Creditors			
Amounts falling due greater than one year	13	(577,147)	(673,017)
Net Assets excluding pension liability greater than one year		7,338,376	5,859,252
Total net assets		7,338,376	5,859,252
The funds of the charity			
Unrestricted funds			
General	16, 19	4,624,970	2,947,544
Designated funds	16, 19	2,677,779	2,792,631
Restricted funds	16, 19	35,627	119,077
Total funds		7,338,376	5,859,252

The financial statements were approved by the Board and signed on their behalf by:

Robert Cowie
Chair 30th July 2026

Elizabeth Taylor
Vice Chair 30th July 2026

The notes on pages 49 to 60 form part of these financial statements.

Statement of Cash Flows

For the year ended 31 March 2026

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

	2026 (£)	2025 (£)
Cash flows from operating activities		
Net income per Statement of Financial Activities	1,479,124	948,136
Interest payable	35,220	39,485
Loss on Sale of Disposal of fixed assets	23,625	-
Depreciation charge	187,583	164,358
Net (gains)/losses on investments	(331)	(393)
Decrease in Stock	(4,723)	-
Increase in debtors	364,760	(247,387)
Increase in creditors	(366,153)	409,380
Net cash (used in)/provided by operations	1,719,105	1,313,579
Cash flows from investing activities		
Payment for tangible fixed assets	(198,988)	(221,433)
Net cash provided by (used in) investing activities	(198,988)	(221,433)
Cash flows from financing activities		
Repayment of borrowings	(91,303)	(86,958)
Interest paid	(35,220)	(39,485)
Net cash used in financing activities	(126,523)	(126,443)
Net (decrease)/increase in cash and cash equivalents in the year	1,393,594	965,703
Cash and cash equivalents at the beginning of the year	3,574,814	2,609,111
Cash and cash equivalents at the end of the year	4,968,408	3,574,814
Analysis of cash and cash equivalents		
Cash in hand and in bank	4,968,408	3,574,814
Total cash for cash flow purposes	4,968,408	3,574,814
Total cash at bank and in hand per balance sheet	4,968,408	3,574,814

Notes to the Financial Statements

For the year ended 31 March 2026.

1. Accounting policies

Right There is a private company limited by guarantee and Scottish Registered Charity incorporated in Scotland under the Companies Act. The address of the charity's registered office, its company and charity registration numbers are given on the Governance page. The nature of its principal activities are set out in the Report of the Trustees.

These financial statements have been rounded to the nearest pound. The functional and presentational currency is Great British Pounds.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

- The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.
- The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies.

Right There meets the definition of a public benefit entity under FRS 102.

Going concern

The organisational structure, business objectives, and principal activities are set out within the trustee's report. The strategic report further describes the organisations achievements, financial performance, future plans, principal risks, and uncertainties facing the organisation.

The organisation is able to pay operating costs, and service debt through its operating income. Based upon the forecasts and cash flows prepared to March 2028, the trustees are confident that the actions and strategies implemented together with the financial results support the going concern position. The charity also has sufficient cash reserves and property, which could be utilised if there was a requirement to do so however it is the Board's view that this course of action would be unlikely.

The organisation's cash flow and projections taking account of all risks and uncertainties show that the organisation should continue to operate without the requirement of an overdraft, or further borrowings. It is the view of the Board that the organisation has adequate income generation, and resources to continue to operate for the foreseeable future. Therefore, the annual financial statements have been prepared on the basis of going concern.

Income recognition

Unless otherwise stated, all income is included gross in the Statement of Financial Activities when a legal entitlement has been established, the amount can be quantified with reasonable accuracy and there is reasonable expectation of receipt. Contractual income is recognised in the Statement of Financial Activities to the extent that the charity has provided the service.

Donations are included in the Statement of Financial Activities in the year which they are received. Grants received are recognised when the charity becomes unconditionally entitled to the grant.

Investment income is included when receivable.

Tangible fixed assets

Tangible fixed assets are recorded at gross cost less depreciation with the exception of buildings which are held at valuation less depreciation.

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

Buildings
2% straight line

Furniture and equipment
Up to 5 Years straight line

Vehicles
Up to 5 Years straight line

Freehold land is not depreciated.

Commercial Properties rented out that earn rental income are classified as investment property. Investment properties are accounted for initially at cost which includes purchase cost and any directly attributable expenditure and then at fair value with any gain or loss accounted for in the statement of financial activities.

The Trustees do not consider the value of the Land and Buildings held to be less than their carrying value in the financial statements. The Trustees give consideration to the impairment and revaluation of Land and Building assets on a regular basis.

Investments

Listed investments are stated at market value at the balance sheet date. Gains and losses on revaluation or disposal are recognised in aggregate in the Statement of Financial Activities and includes any realised or unrealised gains or losses on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

Certain properties are held under an operating finance lease to earn rental income. Investment properties are accounted for as follows: 1. Investment properties are initially recognised at cost, which includes purchase cost and any directly attributable expenditure. 2. Investment properties whose fair value can be measured reliably are measured at fair value. The surplus or deficit on revaluation is recognised in the Statement of Financial Activities.

Debtors

Trade and other debtors are recognised at the settlement amount due. A suitable provision is made when any amounts become doubtful.

Notes to the Financial Statements

1. Accounting policies continued...

Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred and includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates:

- **Charitable expenditure** comprises those costs incurred in the delivery of the charity's activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- **Governance costs** include those costs associated with meeting the constitutional requirements of the charity and include the audit fees and costs linked to the strategic management of the charity. These are included in support costs.
- **Other expenditure** comprises the depreciation charge for the year.

The charity contributes to a defined contribution pension scheme. The Statement of Financial Activities charge represents the cost to the charity.

Leased assets – lessee

The charity classifies the lease of rental property as operating leases; rental charges are charges on a straight line basis over the term of the lease.

Funds

Funds are defined as follows:

- **Unrestricted funds** comprise grants and other income received for the objects of the Organisation without further specified purpose and are available as general funds.
- **Designated funds** represent unrestricted funds which have been earmarked by the Trustees for particular purposes.
- **Restricted funds** comprise grants and other income received for spending on specified purposes as specified by the donor.

Cash and cash equivalents

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

Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measure at amortised cost using the effective interest method.

Termination/Redundancy

The charity accepts that there are occasions where it may be necessary to make staff redundant and terminate their employment, our intention is to manage the business which results in secure employment for our employees or offer suitable alternative employment where appropriate to avoid the need for redundancies. Payments for redundancies are calculated based on payment of statutory entitlement.

Holiday pay

A liability is recognised to the extent of any unused holiday pay entitlement which has been accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement and accrued at the balance sheet date.

Key judgements and estimates

In preparing these financial statements, the Trustees have made the following judgements:

(a) Tangible fixed assets are depreciated over a period to reflect their estimated useful lives. The applicability of the assumed lives is reviewed annually, considering factors such as physical condition, maintenance and obsolescence.

(b) Fixed assets are also assessed as to whether there are indicators of impairment. This assessment involves consideration of the economic viability of the purpose for which the asset is used.

(c) Trade debtors are reviewed at each reporting date to assess whether a bad debt provision should be recognised. This involves judgement in identifying whether there is objective evidence of impairment and estimating the value of loss based on historical loss experience and current economic conditions.

The key sources of estimation uncertainty are as follows;

The value of properties including investment property is determined using a qualified chartered surveyor. The valuation involved making assumptions about the price per sq ft of similar property in a similar area, such estimates are subject to a degree of uncertainty as the true value can only be obtained in the open market.

Notes to the Financial Statements

2. Income from donations and legacies

	Unrestricted				
	General (£)	Designated (£)	Restricted (£)	2026 Total (£)	2025 Total (£)
Voluntary income					
2026 Donations	23,056	-	-	23,056	134,849
2025 Donations	134,849	-	-	134,849	

3. Income from charitable activities

	General (£)	Designated (£)	Restricted (£)	2026 Total (£)	2025 Total (£)
Housing & Family Support Services	14,830,307	-	333,863	15,164,170	12,317,373
Support office	46,797	-	-	46,797	473,180
2026 total	14,877,104	-	333,863	15,210,967	12,790,553
2025 total	12,501,462	-	289,091	12,790,553	

4. Expenditure on charitable activities

		Unrestricted				
	Notes	General (£)	Designated (£)	Restricted (£)	2026 Total (£)	2025 Total (£)
Housing & Family Support Services	7	10,594,066	128,420	417,313	11,139,799	9,566,226
Raising Funds		50,717	-	-	50,717	43,687
Support Office	8	2,576,968	82,788	-	2,659,756	2,367,353
2026 total		13,221,751	211,208	417,313	13,850,272	11,977,266
2025 total		11,495,532	164,359	317,375	11,977,266	

Notes to the Financial Statements

5. Net income/(expenditure) for the year

Stated after charging/(crediting)

	2026 (£)	2025 (£)
Auditors' remuneration – External audit	21,995	20,750
Depreciation of tangible fixed assets	187,583	164,358
Operating lease rentals – property	4,768,837	3,324,427

Taxation: As a registered Scottish Charity, Right There is out with the scope of corporation tax rules from taxation on income earned from its charitable activities.

6. Staff Costs

	2026 (£)	2025 (£)
Wages and salaries	4,218,466	4,018,704
Redundancy payments	30,597	47,032
Employer's NIC	494,964	372,945
Defined contribution pension costs	400,511	278,842
Life insurance	21,881	20,168
Total	5,166,419	4,737,691
Recruitment and agency staff	313,602	241,815
Total	5,480,021	4,979,506

Pension contributions made in the year in respect of the above employees totalled £21,746 (2025 - £22,285).

Key management personnel of the charity are the Chief Executive, Director of Programmes, Director of Finance and People, and Director of Income Diversification and Messaging.

The total employee benefits, including employers N.I. and pension contributions of the key management were £370,676 (2025 - £405,623).

Related party transactions

During the year, no trustee received any emoluments (2025 - none).

The aggregate donations received from a trustee or related party without conditions was £2,600 (2025-£7,500).

The average number of employees in the year within the Charity was 139 (2025 - 134).

Number of higher paid employees in the year	2026	2025
£60,000-£70,000	-	3
£70,000-£80,000	2	-
£100,000- £110,000	1	1

Notes to the Financial Statements

7. Other direct costs

	Unrestricted				
	General (£)	Designated (£)	Restricted (£)	2026 Total (£)	2025 Total (£)
Employee costs	3,512,650	-	314,292	3,826,942	3,585,198
Property costs	6,675,172	-	16,116	6,691,288	5,490,537
Administration costs	302,282	-	36,475	338,757	313,536
Project costs	72,927	-	49,175	122,102	64,558
Charitable giving	33	-	-	33	-
Finance costs	4	-	-	4	-
Professional fees	24,965	-	-	24,965	23,976
Training costs	6,033	-	1,255	7,288	4,841
Depreciation	-	128,420	-	128,420	83,580
Total	10,594,066	128,420	417,313	11,139,799	9,556,226

8. Support costs

	General (£)	Designated (£)	Restricted (£)	2026 Total (£)	2025 Total (£)
Employee costs	1,475,012	-	-	1,475,012	1,297,867
Administration costs	564,620	-	-	564,620	586,910
Property costs	58,192	-	-	58,192	172,332
Professional fees	333,179	-	-	333,179	109,356
Finance costs	40,098	-	-	40,098	42,328
Governance costs	8,345	-	-	8,345	24,998
Training costs	97,522	-	-	97,522	52,783
Depreciation	-	82,788	-	82,788	80,779
Total	2,576,968	82,788	-	2,659,756	2,367,353

Governance costs include those costs associated with meeting the constitutional requirements of the charity and include the audit fees and costs linked to the strategic management of the charity. These are included in support costs.

Notes to the Financial Statements

9. Tangible Fixed Assets

	Land & Buildings (£)	Investment Properties (£)	Furniture & Equipment (£)	Vehicles (£)	Total (£)
Cost or valuation					
At 1 April 2025	3,727,377	210,000	932,297	146,706	5,016,380
Additions in the year	-	-	198,988	-	198,988
Disposals in the year	-	-	-	(65,856)	(65,856)
Transfers	(210,000)	210,000	-	-	-
At 31 March 2026	**3,517,377**	**420,000**	**1,131,285**	**80,850**	**5,149,512**
Depreciation					
At 1 April 2025	906,644	-	681,055	65,663	1,653,362
Charge for the year	47,160	-	111,082	29,341	187,583
Disposals	-	-	-	(42,231)	(42,231)
At 31 March 2026	**953,804**	**-**	**792,137**	**52,773**	**1,798,714**
Net Book Value					
At 31 March 2026	**2,563,573**	**420,000**	**339,148**	**28,077**	**3,350,798**
At 31 March 2025	**2,820,733**	**210,000**	**251,242**	**81,043**	**3,363,018**

The trustees periodically review the valuation of the Charities properties, the last independent valuation was carried out by Allied Surveyors Scotland, on a market value basis, which resulted in an increase in valuation of £271,000 in the year 31 March 2024 resulting in a net book value of £3,086,293. This has been recognised within the expenditure of the Charity as the revaluation reverses a previously recognised impairment of £273,000 in the year to 31 March 2022 within the expenditure heading of the Statement of Financial Activities.

Without the revaluation of the properties, net book value of the properties at 31 March 2026 would have been £2,699,278 (2025-£2,759,839).

Notes to the Financial Statements

10. Investments

	2026 (£)	2025 (£)
Market value		
Listed Equities	3	3
Cash for Investment	10,513	10,182
Total	10,516	10,185
Cost		
Listed Equities	3	3
Cash for Investment	5,045	5,045
Total	5,048	5,048
Market value		
At 1 April 2025	10,185	9,792
Additions at cost – shares	-	-
Disposals at opening book value - shares	-	-
Movement in cash balances	331	393
Movement in market value	-	-
At 31 March 2026	10,516	10,185

11. Debtors

Amounts falling due within one year

	2026 (£)	2025 (£)
Trade debtors	778,744	693,303
Prepayments	114,829	86,034
Other debtors	17,853	435,107
Accrued income	73,505	135,247
Total	984,931	1,349,691

12. Creditors

Amounts falling due within one year

	2026 (£)	2025 (£)
Bank loan	95,870	91,303
Trade creditors	397,077	874,065
Other taxation and social security	128,418	79,898
Accruals and deferred income (note 22)	737,936	693,134
Pension creditor	34,057	22,505
Other Creditors	10,494	4,534
Total	1,403,852	1,765,439

Notes to the Financial Statements

13. Creditors

Amounts falling due greater than one year

	2026 (£)	2025 (£)
Bank loan	577,147	673,017

In May 2022 a loan for the sum of £1m was taken out to fund the pension buyout. This loan is repayable in 120 instalments of £10,556 fully repayable May 2032 and carries an interest rate of 4% to June 2027, then reducing to 2% for the remaining term of the loan.

The following secured debts are included within creditors:

	2026 (£)	2025 (£)
Bank loan	673,017	764,321
< 1 year	95,870	91,303
1 – 2 years	100,534	95,870
2 – 5 years	333,274	317,280
> 5 years	143,339	259,868

Lloyds Banking Group hold a bond and floating charge over the remaining assets. The bank loan is repayable in monthly instalments ending May 2032.

14. Deferred Income

	2026 (£)	2025 (£)
Balance brought forward	126,217	116,447
Deferred income receivable	83,527	126,217
Deferred income released to statement of financial activities	(126,217)	(116,447)
Balance carried forward	83,527	126,217

Deferred income represents multi-year funding received in advance of the year commencing. These will be released in the year to 31 March 2027.

15. Financial Instruments

	2026 (£)	2025 (£)
Financial assets measured at fair value through SOFA	3	3

Financial assets measured at fair value comprise listed investments held at 31 March 2026.

Notes to the Financial Statements

16. Funds

2025 Funds	Balance brought forward at 1 April 2025 (£)	Income (£)	Expenditure (£)	Transfers (£) (note 17)	Closing 31 March 2026 (£)
General	2,947,544	14,995,533	13,221,751	(96,356)	4,624,970
Designated	2,792,631	-	211,208	96,356	2,677,779
Restricted	119,077	333,863	417,313	-	35,627
Total	5,859,252	15,329,396	13,850,272	-	7,338,376

2026 Funds	Balance brought forward at 1 April 2025 (£)	Income (£)	Expenditure (£)	Transfers (£) (note 17)	Closing 31 March 2026 (£)
General	2,115,156	12,636,311	11,495,532	(308,391)	2,947,544
Designated	2,648,599	-	164,359	308,391	2,792,631
Restricted	147,361	289,091	317,375	-	119,077
Total	4,911,116	12,925,402	11,977,266	-	5,859,252

17. Fund transfers

	General fund (£)	Designated (£)	Restricted (£)
2026 Transfers			
Net additions to fixed assets	(198,988)	198,988	-
Bank loan repayments	(91,303)	91,303	-
Use of designated investment fund	193,936	(193,936)	-
Total	(96,356)	96,356	-
2025 Transfers			
Net additions to fixed assets	(221,433)	221,433	-
Bank loan repayments	(86,958)	86,958	-
Transfer of utilised reserves	-	-	-
Total	(308,391)	308,391	-

In line with the Trustee's Reserves Policy and the Charity's explanation of funds, transfers from general funds to designated funds match the net fixed asset additions in the year and is inclusive of the revaluation or impairment of land and buildings. The transfer between general and designated funds also includes any amounts repaid on borrowings and to bring the designated fund into line with the definition in note 18.

Restricted Funds carried forward have been reconciled to the specific underlying restricted amounts received and remaining restricted balances still to be utilised post year end have been deferred into the year ending 31 March 2027.

Notes to the Financial Statements

18. Explanation of funds

General Fund	This fund is used for the furtherance of the charitable objectives of the organisation.
Designated Fund	This fund represents the net book value of fixed assets net of bank loans outstanding at the year end, and Designated Investment reserve.
Designated Fund - Investment	The investment reserve was created in 2021, to provide funds to invest in the organisation, for the furtherance of its charitable aims. The balance of £193k has been carried forward and approved for use in 2025-2026.
Restricted Funds	These are donor restricted funds, received from funders, including local authorities, which must be used for specified purposes, or are refundable advance payments; the balance of £36k (2025- £119k) represents amounts received from funders not spent in the period to 31 March 2026 and will be expended in year to 31 March 2027.

19. Designated Funds Breakdown

2026 Funds Breakdown	Balance brought forward at 1 April 2025 (£)	Income (£)	Expenditure (£)	Transfers (£) (note 17)	Closing 31 March 2026 (£)
Designated-Capital less bank loan repayments	2,598,695	-	(211,208)	290,292	2,677,779
Designated-Investment	193,936	-	-	(193,936)	-
Total	2,792,631	-	(211,208)	96,356	2,677,779

2025 Funds Breakdown	Balance brought forward at 1 April 2024 (£)	Income (£)	Expenditure (£)	Transfers (£) (note 17)	Closing 31 March 2026 (£)
Designated-Capital less bank loan repayments	2,454,663	-	(164,359)	308,391	2,598,695
Designated-Investment	193,936	-	-	-	193,936
Total	2,648,599	-	(164,359)	308,391	2,792,631

Notes to the Financial Statements

20. Net assets by fund

2026 Assets	General fund (£)	Designated (£)	Restricted (£)	Total (£)
Tangible fixed assets	-	3,350,798	-	3,350,798
Investments	10,516	-	-	10,516
Current Assets	5,922,436	-	35,627	5,958,061
Creditors due: < 1 year	(1,307,982)	(95,870)	-	(1,403,852)
Creditors due: > 1 year	-	(577,147)	-	(577,147)
Total	4,624,969	2,677,779	35,627	7,338,376

2025 Assets	General fund (£)	Designated (£)	Restricted (£)	Total (£)
Tangible fixed assets	-	3,363,018	-	3,363,018
Investments	10,185	-	-	10,185
Current Assets	4,611,492	193,936	119,077	4,924,505
Creditors due: < 1 year	(1,674,133)	(91,306)	-	(1,765,439)
Creditors due: > 1 year	-	(673,017)	-	(673,017)
Total	2,947,544	2,792,631	119,077	5,859,252

21. Capital Commitments

At 31 March 2026, the charity had ongoing capital commitments totalling £202,587 (2025-£20,478) in relation to our ongoing capital investment programme within our Supported Accommodation Glasgow programme.

Notes to the Financial Statements

22. Operating lease commitments

At 31 March 2026 the Charity had total commitments under operating leases as follows:

	2026 (£)	2025 (£)
Lessee Expiry Date		
Within 28 days	409,748	330,886
Within 1 year	4,768,837	3,324,427
Between 2 and 5 years	303,499	-
Lessor Expiry Date		
Within 1 year	52,000	24,192
Between 2 and 5 years	-	-

23. Analysis of net debt

2026 Debts		Balance brought forward at 1 April 2025 (£)	Cash flows (£)	Other non-cash changes (£)	Closing 31 March 2026 (£)
Cash at bank		3,574,814	1,393,594	-	4,968,408
Borrowings	Bank loan < 1 year	(91,303)	91,303	(95,870)	(95,870)
	Bank loan > 1 year	(673,017)	-	95,870	(577,147)
Total		2,810,494	1,484,987	-	4,295,391

2025 Debts		Balance brought forward at 1 April 2024 (£)	Cash flows (£)	Other non-cash changes (£)	Closing 31 March 2026 (£)
Cash at bank		2,609,111	965,703	-	3,574,814
Borrowings	Bank loan < 1 year	(87,045)	(4,258)	-	(91,303)
	Bank loan > 1 year	(764,233)	91,216	-	(673,017)
Total		1,757,834	1,052,660	-	2,810,494

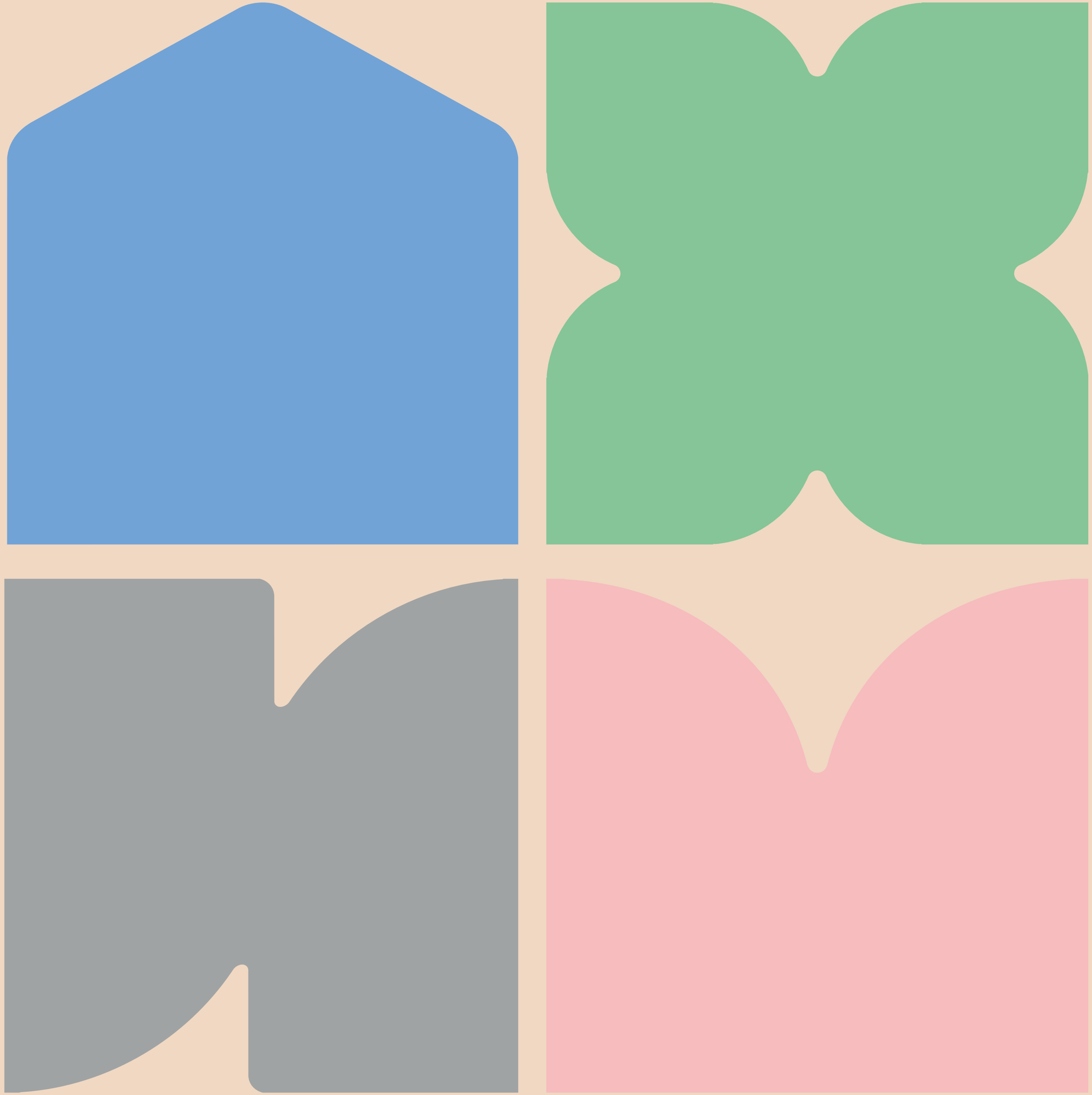

ALL
FEELINGS
ARE OKAY

Thank you to all the people we support, volunteers, and staff whose photographs and stories appear in this publication.

Please note all personal details about the people we support within this report have been anonymised.

Keep up-to-date with our work

Follow us on socials, search 'Right There'
→ Visit our website rightthere.org
→ Get in touch at hello@rightthere.org



Right There

**For People.
At Home. In the Community.**

Right There walks alongside those who need support, to prevent them becoming homeless or separated from their loved ones. Right There is a registered charity and company limited by guarantee, with its Registered Office at 15 Dava Street, Glasgow, G51 2JA.

Registered Charity Number SC017093.
Company Number SC394447