



**TUNBRIDGE WELLS
MENTAL HEALTH RESOURCE LIMITED**

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

**FOR THE YEAR ENDED
31 MARCH 2025**

www.mentalhealthresource.org.uk
Registered charity number: 1049854
Registered company number: 02826452

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CONTENTS

	Page
Reference and administrative details	1
Report of the Board of Trustees	2
Independent examiner's report	18
Statement of financial activities	20
Balance sheet	21
Notes to the financial statements	22

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 31 MARCH 2025

Board of Trustees	C Burgess (appointed 31 May 2024) M Guo D Kelso (Chair) R Lindsay (resigned 29 November 2024) A Moretti (appointed 18 February 2025) R North K Orman (appointed 7 April 2025) P Ryves
Company number	02826452
Charity number	1049854
Trading name	Mental Health Resource
Registered and principal office	2a Grosvenor Park Tunbridge Wells Kent TN1 2BD
Charity manager	R Corry
Company secretary	S Dolke
Independent examiner	James Mathieson FCA Lindeyer Francis Ferguson Limited North House 198 High Street Tonbridge Kent TN9 1BE

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

The Board of Trustees of the charity present their annual report together with the financial statements of the charity Tunbridge Wells Mental Health Resource Limited for the year ended 31 March 2025. The trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), 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). This report is also the Directors' Report required by Company Law.

Structure, Governance and Management

The organisation is a charitable company limited by guarantee, incorporated on 11 June 1993 and registered as a charity on 18 October 1995. It is governed by its Memorandum and Articles of Association.

The legal name of the charity is Tunbridge Wells Mental Health Resource Limited; however, its trading name is now Mental Health Resource, and this is what it is referred to throughout this report.

The Reference and Administrative details set out on page 1 form part of this report.

The directors of the company are also the charity trustees for the purposes of charity law and under the company's Articles of Association are known as members of the Council of Management. New trustees are recruited through an open recruitment process. Under the requirements of the Memorandum and Articles of Association at every Annual General Meeting one third of the trustees shall retire from office. The trustees to retire in every year shall be those who have been longest in office. A retiring trustee shall be eligible for re-election.

There is a formal procedure for the induction of members of the Board of Trustees. All trustees give their time voluntarily.

The Board of Trustees meet every two months and have responsibility for the strategic oversight of the Charity. The Board of Trustees is supported by two sub-committees – Finance and Risk and Marketing and Fundraising – which both meet at least quarterly. The Board of Trustees delegate the day-to-day management of the charity to the Charity Manager.

Aims, Objectives and Activities

Our charitable objects are restricted to the following:

- a) *To improve the wellbeing of people with mental health conditions in Kent and the surrounding areas.*
- b) *To provide training and education on, and to disseminate information relating to, mental health matters.*

Our Vision

We believe in improved wellbeing for everyone.

Our Mission

We provide safe spaces and person-centred mental health support in our community to help people improve their wellbeing.

Our strategic aim

Our overall aim is to improve people's mental wellbeing.

Our strategic objectives

In order to improve people's mental wellbeing, we will

- a) enable people to be supported and valued;
- b) provide opportunities for social connections;
- c) raise awareness of mental health in the community; and
- d) ensure people with mental health issues benefit from a well-run, sustainable organisation.

Our aims and objectives fully reflect the purposes for which the charity was set up and the Theory of Change methodology has ensured that all our activities contribute to our aims and objectives.

The charity undertakes the following activities to achieve its aims and objectives:

- a) **Community Support** which comprises:
 - i. **The Hub**: our friendly wellbeing centre providing wellbeing activities and a safe space to talk; and our out-of-hours support
 - ii. **Reachout**: confidential, self-help support groups focusing on wellbeing and recovery
 - iii. **Reachout Youth**: helping young people share stories, develop coping strategies and make new friends
- b) **Assert**: a specialist independent mental health advocacy service provided to those detained under the Mental Health Act and community advocacy
- c) **Mental Health Training**: raising awareness of mental health with local organisations

The Board of Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit in the review of our aim and objectives and in planning all activities. Further details on our activities and how they benefit the public are detailed in the following section.

Achievements and Performance

The Board of Trustees are very thankful to all the staff and volunteers for their hard work and dedication over the last year.

The Charity continued its work of seeking to improve the mental wellbeing of local people. In 2024/25 we provided help and support for over 1,000 clients, many of whom have complex and enduring

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

mental health conditions, including anxiety, depression, bi-polar, obsessive-compulsive disorder, borderline personality disorder, post-traumatic stress disorder and schizophrenia. We are one of the few organisations in West Kent providing both long-term and short-term practical mental health support.

During the year, the Board of Trustees approved the creation of two new posts to help implement our new organisational strategy. A mental health trainer has helped to raise awareness about mental health in our community, with individuals who may not be accessing support and with organisations.

Our volunteer coordinator developed a volunteer framework for the charity and recruited 12 new volunteers who regularly supported our service delivery, fundraising and marketing activity. An additional 35 other volunteers were recruited to one-off tasks and pieces of work. In total, volunteers gave 400 hours to support the work of Mental Health Resource.

We are grateful to all trustees who have served the charity over the year. And we are delighted to have welcomed new trustees to the Board, who have brought with them considerable skills, expertise and experience.

Funding and fundraising

The charity continues to work closely with its strategic partners - The Advocacy People, EK360 and Shaw Trust - for whom we are sub-contractors on Kent County Council and NHS Kent and Medway funded activities.

We are very grateful to receive funding from charitable trusts and foundations towards the work of our charity, including

- | | |
|-------------------------------------|--|
| • Chapman Charitable Trust | • Philip and Connie Phillips Foundation |
| • Colyer Fergusson Charitable Trust | • St James's Place Charitable Foundation |
| • Garfield Weston Foundation | • The Kenora Charitable Foundation |
| • Kent Community Foundation | • The National Lottery Community Fund |

In addition, we are incredibly thankful for the support we received from many local organisations and from members of the local community who have donated money, their time, skills, or have undertaken various activities to raise funds for us.

Thank you too to all those individuals and organisations who have donated raffle prizes over the year.

Through support from the community this year, we have been able to raise £50,637 in donations. Thank you to everyone who supported our charity with a donation or grant.

Project Activity

Our activity is delivered across three core areas:

- a) Community Support
- b) Advocacy
- c) Mental Health Training

**REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

Together, these programmes continue to provide essential, person-centred support to people experiencing mental health challenges across West Kent and surrounding areas. Below is a detailed summary of our achievements and impact across each area.

a) Community Support

In 2024/25, our community support services assisted **258 individuals** and delivered **828 support sessions**.

Many of those who come to us live with complex or long-term mental health conditions and require sustained emotional and practical support. Our projects therefore offer non-time-limited, safe and nurturing spaces where people can participate for as long as they need.

Case study

John* came to us 18 months ago seeking support with severe anxiety, confidence building, and social isolation. He attended our peer support groups as well as our mental health awareness training.

John shared that he now feels able to leave his home more frequently, understands his mental health better, and has begun to rebuild his resilience "step by step." His anxiety symptoms have reduced, and he reports feeling more confident and better equipped with coping strategies.

*not his real name

Details of our community support projects are below.

The Hub



"I owe you everything because your kindness helped me see another day. I didn't want to carry on but you helped me see beyond the pain."

The Hub provides a wide range of support interventions for adults aged 18+, helping people manage their mental health, build confidence, and work toward personal goals in a supportive community environment. The service is open-ended, allowing clients to participate for as long as they wish.

Clients present with a broad range of mental health challenges including anxiety, depression, bipolar disorder, personality disorders, and self-harm. Many also face additional barriers such as addiction, limited mobility, learning difficulties, financial hardship and significant isolation.

Most activities take place in our Tunbridge Wells centre, with additional sessions hosted in community venues. We also continue to offer ad-hoc one-to-one support when needed.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

Weekly Groups Delivered

Creative Groups

- Creative writing
- Creative art
- Community-based art groups
- Needlecraft
- Craft group

Nature Groups

- Community Allotment (April–November): a calm space to connect with nature, develop skills, and build relationships
- Weekly walking group, expanded with volunteer support to accommodate more participants

Talking & Social Groups

- Women's, men's and mixed talking groups
- Drop-in sessions, including an evening drop-in
- Community meals, providing connection and nutritious home-cooked food

We also delivered a series of one-off events, including Christmas lunches and a music session run by a local professional musician.

Based on client feedback, we launched a new Walking and Photography Group, combining skill-building with mindful engagement with nature. We also reinstated the evening drop-in session following requests from clients. As one participant shared: *"The soup evening drop-in was a life saver for me when I needed it most. I'm forever grateful to the Hub for being my support network."*

The Allotment project received external recognition, winning:

- Gold – Best Wildlife Garden
- Silver Gilt – Best Allotment

These awards reflect the dedication of clients, volunteers and staff.

Impact & Reach in 2024/25

The Hub supported 180 people and handled an additional 330 support-related phone calls. Evaluation results showed:

- 83% feel more supported
- 81% feel more valued
- 71% feel more connected to others
- 67% feel better able to manage their mental health
- 64% feel more confident
- 60% feel better in themselves

We continue to work closely with local partner organisations including GP social prescribers, Porchlight, Citizen's Advice, Nourish, social care teams, housing providers, Look Ahead, Jobcentre Plus and community mental health services. This ensures clients can be signposted and referred for additional support when needed.

REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

The Hub is predominantly funded by the National Lottery Reaching Communities Fund (until January 2026) and the Shaw Trust's Live Well Kent programme, through which we deliver short courses in creative arts, creative writing, the natural environment and peer support groups.

Reachout Adults



"I enjoy coming to Reachout as it is a relaxed environment and keeps me connected to other people. It makes me leave the house, which I might not do otherwise."

Reachout Adults provides confidential peer support groups for adults across Edenbridge, Paddock Wood and Southborough. These locations were chosen specifically to support people who may be isolated or unable to travel due to anxiety or mobility issues.

Groups offer a safe, non-judgmental space to focus on wellbeing, develop coping strategies, build social connections; and reduce loneliness. Clients are supported to take responsibility for their own health and wellbeing and to manage their own long term mental health conditions. In addition, the peer-relationships formed during sessions help relationships to develop outside of the group setting and so encourages peer-support in the community.

Each session includes:

- A supportive "check-in"
- A wellbeing activity (such as craft, discussion, mindfulness, music, exercise or quizzes; some led by visiting facilitators)
- Time for informal conversation and relationship building

Many participants live with anxiety, depression, panic disorders, personality disorders, bipolar disorder or OCD. Some are autistic or have learning differences, and many have long-term physical health challenges.

In 2024/25 activities included creative sessions, mindful colouring, zentangles, origami, quizzes, smoothie making, anxiety workshops, and mindful walking. A highlight was a summer boat trip on the River Medway, followed by lunch, which was a significant confidence-building achievement for many.

In addition, visiting facilitators delivered chair-based exercise, singing, gentle yoga and breathwork sessions.

Although Reachout Adults does not provide structured one-to-one support, clients receive signposting and practical help when needed, including crisis support, wellbeing support and support with making phone calls.

**REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

Impact & Reach in 2024/25

- 43 people attended
- 70 sessions delivered

Evaluation results showed:

- 100% feel more supported
- 85% feel more valued
- 85% feel more connected
- 85% report increased self-esteem
- 81% feel better in themselves
- 100% satisfied with the support received

Referrals were made via our website or directly to the staff team, and can be self-referrals or referrals from family, friends and professionals.

Reachout Family

Launched in May 2024, Reachout Family offers monthly peer support for family members and carers supporting a loved one with mental ill-health.

"It's been lovely to meet other parents in similar positions, so I don't feel so alone".

It aims to provide support, self-care and coping strategies for family members to help them feel empowered and better able to provide the support their loved one needs.

Sessions include a structured check-in, discussions on key topics (such as boundaries, self-care or the emotional impact of caring), and space for shared peer support.

Common issues faced by loved ones include depression, anxiety, personality disorders, psychosis and neurodivergence. Many carers also experience their own mental health challenges, including stress, worry, anxiety and depression.

Impact & Reach in 2024/25

- 9 clients took part
- 11 sessions delivered

Discussion topics included: sharing experiences, the impact of caring, stigma, expectations, grounding techniques and personal boundaries.

Reachout Family also partnered with our Mental Health Trainer to deliver sessions on understanding mental health, having supportive conversations, self-care, self-harm and suicide.

Evaluation results showed:

- 100% feel more supported and valued
- 100% feel less stressed
- 100% feel more connected to others
- 75% have improved understanding of how to support their loved one

**REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

- 75% feel better able to manage their own mental health
- 100% satisfied with the support received

Peer support in the groups has been particularly powerful, with participants recognising shared experiences and gaining strength and insight from each other.

Referrals to Reachout Family were made via our website or directly to the staff team, and can be self-referrals or referrals from family, friends and professionals.

Mental Health Service Feedback

As a partner within EK360's Mental Health Service User Voice contract, Mental Health Resource gathers anonymous feedback from anyone with experience of the mental health system in West Kent, including individuals, carers, young people, friends and professionals. The feedback informs service improvement, funding decisions and strategic planning, ensuring that lived experience directly shapes the system.

Impact & Reach in 2024/25

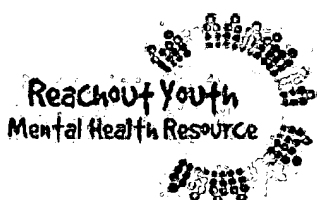
- 181 people's views captured
- 21 organisations contacted

Key themes included:

- Long waiting times
- Poor communication between services
- Unexpected discharges
- Inadequate or inappropriate support
- Concerns about time-limited groups
- Positive experiences with GPs and community social groups

We continue to play an active role in Engagement Provider meetings and the Local Mental Health Network (West Kent).

Reachout Youth



"I look forward to these sessions all week and they make my day"

Reachout Youth is a wellbeing group for 13–19-year-olds who are experiencing emotional or mental health difficulties. The groups offer young people an informal and confidential space to share stories, reduce stigma, develop coping strategies and make friends. They provide opportunities to meet other young people who've had similar experiences, to share things they may not usually share with others, and to take part in a fun activity. Many of the young people who attend Reachout Youth have reported

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

they feel lonely, misunderstood and struggle to feel accepted at school. Reachout Youth provide a safe space for them to be themselves and to build friendships.

Groups operate in community settings and schools/colleges:

- After School Group (Tunbridge Wells)
- Nurture Group (Tonbridge Grammar School)
- Wellbeing Group (North Kent College, Tonbridge)

Sessions include conversations about wellbeing, activities, games, creative projects and practical strategies for managing stress, anxiety, low mood and other challenges.

In 2024/25, topics covered included healthy eating for wellbeing, stress management, anxiety toolkits and confidence building. Activities ranged from rock painting and positive affirmation bracelets to cooking and community outings.

During school holidays, the after-school group went on a number of activities, including coffee shop trips, the pantomime at Trinity Theatre and bowling. Staff also provided additional 1-1 support where needed.

The issues that the groups can help with are varied and include anxiety, low mood, stress, family relationships, friendships, bereavement, loneliness, isolation, and other long-term chronic mental health conditions. In addition, young people can often face a number of challenges in their life, such as relationship issues and neurodevelopmental disorders. Reachout Youth provide a space where young people can explore how they are feeling and realise they are not alone.

Impact & Reach in 2024/25

- 900 young people reached through assemblies, PSHE sessions, events and awareness activities
- 27 young people actively supported through groups
- 80 sessions delivered

Evaluation results showed:

- 100% feel better in themselves
- 100% feel more supported
- 100% feel better able to manage their mental health
- 66% feel less stressed

School feedback echoed this, noting improvements in students' wellbeing, stress levels and sense of connection.

Young people are able to attend Reachout Youth until the age of 19, providing vital continuity and support as a young person makes the often difficult transition from Children's to Adult Mental Health Services.

REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

b) Advocacy

Assert



"Thank you for always taking time to listen to me, and helping me to express myself in meetings that I have often felt overlooked in without your support."

Assert provides Independent Mental Health Advocacy (IMHA) for people detained under the Mental Health Act (in acute, rehabilitation and forensic wards), as well as community advocacy for adults in Kent with diagnosed mental health conditions. The service covers a wide area including Tonbridge & Malling, Sevenoaks, Tunbridge Wells, Maidstone, Dartford, Gravesham, Swanley and Gravesend.

Our Advocates ensure people understand their rights, participate fully in decisions about their care and treatment, and are supported to express their wishes and explore options. Advocacy is always instructed by the client and is focused on specific issues.

Common issues include:

- access to leave
- communication with clinical teams
- rights around treatment and aftercare
- housing and community support
- preparing for meetings

Impact & Reach in 2024/25

- 819 clients supported
- 1,440 issues dealt with
- 6,485 hours of advocacy delivered

Evaluation results showed:

- 100% said advocacy helped them have their say in decisions
- 98% said it helped them express what they needed or wanted to achieve
- 96% felt supported
- 96% felt empowered to speak up for themselves
- 92% said advocacy helped them prepare for meetings

Additional feedback:

- 100% were satisfied with the support
- 98% found the service accessible
- 83% gained information about their legal rights

Referrals are made via The Advocacy People, the contract lead, and can come from professionals, carers or clients themselves.

c) Mental Health Training

*"The discussions we had were all very open and helped understanding and knowledge.
"I found the course very informative and was fun to do."*

Our training programmes aim to reduce stigma, increase understanding and provide people with the tools they need to support their own wellbeing and that of others.

We deliver training to:

- a) Local corporates and organisations
- b) Community groups who may be at increased risk of mental ill-health or those who are not yet accessing formal support

Corporate Training

In 2024/25 we developed new Lunch & Learn sessions and delivered six sessions to 109 participants, as well as a Mental Health First Aid course attended by seven people.

Feedback included:

- 100% felt encouraged to prioritise self-care
- 100% found participation and interaction encouraged
- 100% felt engaged and included
- All agreed topics were relevant and materials helpful

Community Courses

We delivered two targeted courses for men and family members/carers, attended by 10 people. All participants reported:

- increased knowledge and understanding
- better ability to manage their mental health
- improved wellbeing
- increased confidence supporting others
- greater awareness of where to seek help
- feeling more supported

We expanded community courses in 2025 to include older adults, and more courses for carers and men.

We also delivered talks at community events, schools, organisations and corporate partners as part of their Charity of the Year programmes.

**REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

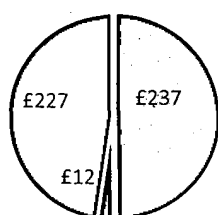
Treasurer's report

The Charity's total income decreased by £7,397 to £475,779 (2023/24: £483,176). Income from grants and donations increased by £2,013 to £236,719 (2023/24: £234,706). This was offset by a £10,061 drop in income from charitable activities, which decreased to £226,926 (2023/24: £236,987). This reduction has placed additional pressure on the Charity's capacity to meet its ongoing overhead commitments. Interest income remained positive at £12,134 (2023/24: £11,483); however, this level of return is not expected to continue in the next financial period.

Costs have increased during the year, with total expenditure increasing by £93,602 to £550,332 (2023/24: £456,730). Some of this increase was planned and due to the recruitment of a couple of new fixed-term roles to deliver our strategy.

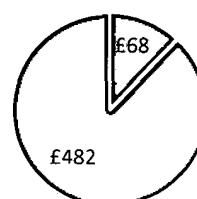
The wider economic downturn has reduced donor capacity, resulting in less donations to cover core costs, while increased competition from larger charities for limited grant and funding has constrained the Charity's ability to secure sustainable financial support. Consequently, the Charity recorded a deficit of £74,553.

Income by Activity (£k)



- Grants and donations ■ Investments
- Charitable activities

Expenditure by Activity (£k)



- Raising funds ■ Charitable activities

Total reserves at the year-end were £457,719 (2023/24: £532,272), comprising general funds of £256,763 (2023/24: £208,726) and restricted funds of £34,601 (2023/24: £49,431). The remaining unrestricted reserves are designated funds that amount to £166,355 (2023/24: £274,115). This comprises capital reserves of £166,355 (2023/24: £168,140), representing the net book value of the freehold property.

The increase in operating cash outflows has resulted in a reduction in cash at bank, which stood at £304,073 at year end (2023/24: £374,471).

The Charity continued to receive support from a wide range of generous individuals and organisations, together with income from strategic partners and grant-making charitable trusts. This support has been integral to the delivery of the Charity's objectives. However, the Charity has faced increasing challenges in securing the level of income required to sustain its services.

Plans for the Future

The charity developed an organisational strategy for 2024-2027 which prioritised:

- increasing the numbers of people we support through our existing projects, services and activities;
- reaching other groups of people who may not be accessing mental health support; and
- increasing the accessibility to our services and delivering high quality services.

We had started to make great strides towards achieving these aims, recruiting volunteers to help support more people through our various groups; delivering mental health training to groups of people in our community; and streamlining our referral process to make it easier for people to access support. The strategy recognised that the need for our mental health support services was just as great, if not greater, than when the charity was first established.

Since 1993, Mental Health Resource has been dedicated to supporting people with their mental and emotional wellbeing. We have proudly delivered services in Tunbridge Wells and throughout West Kent and created safe spaces for people and provided person-centred support for as long as people wanted or needed it. The Charity has only been able to deliver its services through funding from local authority contracts, charitable trusts and foundations and through the generosity of local organisations and individuals.

In the last year, however, it has become increasingly difficult to secure the funding necessary to sustain the Charity's services and its core operating costs. Rising costs, alongside the reduction in funding, means the Charity does not have sufficient funding to continue its work. The Board considered the option of one-off fundraising appeals and the selling of the property and concluded that this would only enable Mental Health Resource to sustain operations for a few more months, and would not be sufficient for the ongoing sustainability of the Charity. Despite exploring all other options available, including reduced operations and mergers with other organisations, the Board of Trustees have not been able to find a viable way forward.

With deep sadness, the difficult decision was made to close the charity and to stop delivering services at the end of January 2026.

The Trustees understand how much people rely on our services and how difficult this news will be. The staff team will support our clients through this transition and do all they can to help them to access other sources of support available locally.

The Board of Trustees and all the staff team are immensely proud of all that has been achieved over the past 30 years and how Mental Health Resource has helped to improve the mental wellbeing of thousands of people through the provision of wellbeing groups, activities, peer support groups, information and 1-1 support.

The Trustees heartfelt thanks go to our incredible team, whose dedication and compassion have been the heart of Mental Health Resource. All at Mental Health Resource are also deeply grateful to our funders, partners, volunteers, fundraisers, corporate partners and everyone in our community who has supported the charity throughout its journey.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

As the Board of Trustees prepares to close the charity, they are planning and making decisions to ensure the charity does not become insolvent. This means that some funds will remain available at the end, which Mental Health Resource will gift to other charities, in accordance with the charity's Memorandum and Articles of Association.

Specifically, the charity owns the property at 2a Grosvenor Park, which will be gifted to another local charity, Crossways Community. Crossways Community has similar aims and objectives to Mental Health Resource and will explore how they can use the building to deliver mental health support to people in the Tunbridge Wells area. Even though there is great sadness about having to wind down the Charity, we are pleased that the legacy of Mental Health Resource will continue through Crossways Community.

Reserves policy

The charity has been committed to ensuring that clients with mental health conditions can access long-term support, as appropriate, to enable them to live well and independently. The charity's reserves in the past have been of sufficient scale to minimise the risk of short-term disruption to services brought about by short-term financial pressures.

However, given the challenging financial circumstances forcing the closure of Mental Health Resource, the charity's reserves have been used to enable an orderly wind-down of the charity and to facilitate the smooth transfer of activity.

Investment policy

The Charity's investment objective seeks to produce the best financial return within an acceptable level of risk while recognising that capital preservation is of paramount importance. The investment policy therefore requires the Charity to hold all of its assets in cash sterling, deposited with institutions with a minimum rating of BB -, and within the levels stipulated by the Financial Services Compensation Scheme guarantee.

Risk Management

The Board of Trustees conducted a review of the major risks to which the Charity is exposed. A Risk Management document identifying all major risks was prepared and agreed by the Board. The Trustees always identified one of the key risks to the Charity as being the inability to secure sufficient funding for our services and activities, or the withdrawal or termination of our key funding. A fundraising strategy was developed and approved, which sought to diversify income streams and build on the previous successes. Sadly, the charity was unable to achieve the targets set and was unable to secure the funding necessary to sustain its services from contracts, charitable trusts and foundations or from community fundraising.

**REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025**

Going Concern

The Trustees reviewed the Charity's financial position and assessed its ability to continue as a going concern, taking into account current and projected income, expenditure commitments, available reserves, and wider operating conditions.

The 2025/2026 budget forecasted an operating deficit of £131k. This deficit was driven primarily by the loss of key funding and increased operating costs. During the year, key income targets were not achieved, which further increased the deficit, meaning that the Charity was no longer able to generate the resources required to sustain its activities on a financially viable basis.

The Board of Trustees and senior management have explored all reasonable alternatives, including:

1. **Cost reductions** - The Charity has been able to make some savings on non-essential spend, but costs are largely fixed.
2. **Restructuring and collaborations** - The Charity explored potential mergers, but other charities facing similar financial pressures were unable to assume our liabilities. Options to reduce staffing were also reviewed; however, such reductions would materially impact service delivery and ultimately, our clients.
3. **Liquidating assets** – We considered the potential of removing the planning condition and selling our property; however, this would not be completed within the time frame available and would only generate a one-off injection of funding.
4. **Additional funding** – The Charity has exhausted all options to increase income through a variety of grant applications, contracts, fundraising, partnerships and trading income. A public appeal was also considered but again, this would only generate a one-off injection of funding and would not be sufficient to sustain the operations of the Charity.

As no feasible option has been identified that would enable the Charity to continue, the Trustees have concluded that the Charity is no longer a going concern. These financial statements have therefore been prepared on a basis other than going concern. Appropriate steps have been taken to begin winding down the charity, paying staff and suppliers and ensuring that all remaining obligations are met in accordance with legal and regulatory requirements.

Trustees' responsibilities statement

The Trustees (who are also directors of Tunbridge Wells Mental Health Resource Limited for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2025

In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website.

In preparing this report, the Trustees have taken advantage of the small companies' exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 17 December 2025 and signed on their behalf by:



.....
D Kelso
Chair of Board of Trustees

INDEPENDENT EXAMINER'S REPORT TO THE BOARD OF TRUSTEES OF TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

FOR THE YEAR ENDED 31 MARCH 2025

I report to the Board of Trustees on my examination of the accounts of Tunbridge Wells Mental Health Resource Limited ("the charity") for the year ended 31 March 2025.

Responsibilities and Basis of Report

As the Trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006.

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

Independent Examiner's Statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I can confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the company as required by section 386 of the Companies Act 2006; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

In carrying out my examination it has been identified that the charity is no longer a going concern and the financial statements have been prepared by use of a basis other than going concern, as set out in Note 1.

**INDEPENDENT EXAMINER'S REPORT TO THE BOARD OF TRUSTEES OF TUNBRIDGE WELLS
MENTAL HEALTH RESOURCE LIMITED**

FOR THE YEAR ENDED 31 MARCH 2025

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

Lindeyer Francis Ferguson Ltd

James Mathieson FCA

Lindeyer Francis Ferguson Limited

North House

198 High Street

Tonbridge

Kent TN9 1BE

Date: *19/12/25*

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2025**

	Note	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:						
Grants and donations	2	79,646	-	157,073	236,719	234,706
Charitable activities	3	205,300	-	21,626	226,926	236,987
Investments		12,134	-	-	12,134	11,483
Total income		297,080	-	178,699	475,779	483,176
Expenditure on:						
Raising funds	4	68,001	-	-	68,001	51,258
Charitable activities	5	287,017	1,785	193,529	482,331	405,472
Total expenditure		355,018	1,785	193,529	550,332	456,730
Net (expenditure)/income	8	(57,938)	(1,785)	(14,830)	(74,553)	26,446
Transfers between funds		105,975	(105,975)	-	-	-
Net movement in funds		48,037	(107,760)	(14,830)	(74,553)	26,446
Reconciliation of funds:						
Total funds brought forward		208,726	274,115	49,431	532,272	505,826
Total funds carried forward	13	256,763	166,355	34,601	457,719	532,272

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**BALANCE SHEET
AS AT 31 MARCH 2025**

			2025	2024
	Note	£	£	£
Fixed assets				
Tangible assets	10	-		176,215
Current assets				
Tangible assets	10	170,515	-	
Debtors	11	41,763	32,564	
Cash at bank and in hand		304,073	374,471	
		<u>516,351</u>	<u>407,035</u>	
Creditors: amounts falling due within one year	12	<u>(58,632)</u>	<u>(50,978)</u>	
Net current assets			457,719	356,057
Total net assets			<u>457,719</u>	<u>532,272</u>
Represented by the funds of the charity:				
Unrestricted funds			256,763	208,726
Designated funds			166,355	274,115
Restricted funds			34,601	49,431
	13		<u>457,719</u>	<u>532,272</u>

The charity's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The trustees consider that the charity is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the charity to obtain an audit for the year in question in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved and authorised for issue by the trustees on 17 December 2025 and signed on their behalf by:



.....
D Kelso
Trustee



.....
R North
Trustee

Company number: 02826452

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

1 Accounting policies

Basis of preparation of the financial statements

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.

Tunbridge Wells Mental Health Resource Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements are prepared in pounds sterling, which is the functional currency of the charity, and rounded to the nearest £1.

The charity is expected to cease trading on 31 January 2026, and therefore the financial statements have been prepared on a basis other than that of the going concern. This is primarily due to a loss of key funding and increased operating costs, and the trustees have exhausted all funding options to increase income through other methods.

As a result, the financial statements have been prepared on the break-up basis, and they include adjustments necessary to reflect that preparation. This includes, where applicable, writing the charity's assets down to net realisable value and treating all fixed assets as current assets. No provision has been made for the future costs of terminating the charity as these were not committed to as at the reporting date, and there are no contracts which became onerous at that date.

The charity plans to gift the property to another charity with a similar objects, any unspent restricted funds at the date of closure will be returned to the donors, and all contracts are in the process of being terminated. Any funds available after meeting the closure costs will be donated to other charities with similar objects.

Status

The charity is a private company limited by guarantee registered in England and Wales. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is 2a Grosvenor Park, Tunbridge Wells, Kent, TN1 2BD.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies continued

Income

Income from grants and donations is recognised when the charity is entitled to the funds, the receipt is probable and the amount can be measured reliably. For donations, this is usually on receipt. For grants, this is usually when a formal offer is made in writing, unless the grant contains terms and conditions outside of the charity's control which must be met before the charity is entitled to the funds. Where grants are received in response to a proposal including a budgeted timescale, such that the timescale for the expenditure is implicit in the grant agreement, the income is recognised in accordance with that timescale.

Income from charitable activities is recognised over the period to which the income relates. For contracts, income is recognised to the extent that the contractual services have been supplied. For performance-related grants, income is recognised to the extent that performance-related criteria have been met.

Gifts in kind are included in the financial statements when the charity is entitled to them, when it is probable that the charity will receive the economic benefits, and when the fair value or value to the charity, as appropriate, can be measured with sufficient reliability.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. Direct costs, including direct staff costs are attributed to the relevant activity. Support costs, including support staff costs, are allocated to activities on the basis of the use of premises and income.

Support costs are those functions that assist the work of the charity but do not directly relate to the charitable activities, and include governance costs.

All expenditure is inclusive of irrecoverable VAT.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies continued

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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

Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Assets costing less than £500 are not capitalised. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold land	Not depreciated
Freehold property / improvements	1% on cost
Fixtures and fittings	10% or 20% on cost
Computer equipment	33.3% on cost

Leased assets

Operating lease rentals are charged to the statement of financial activities as incurred.

Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

Financial instruments

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

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

2 Income from grants and donations

	2025	2024
	£	£
Donations	50,637	65,232
Grants		
The Chapman Trust	2,000	-
The Cole Charitable Trust	-	1,000
Colyer Ferguson Charitable Trust	-	5,000
Co-Op Local Community Fund	500	-
Garfield Weston Foundation	10,000	10,000
The Kenora Charitable Foundation	20,000	20,000
Live Well Kent and Medway Innovation Fund	2,726	-
Kent Community Foundation	4,500	7,136
Kent County Council	100	-
The National Lottery Community Fund, RC London and South East Region	118,756	115,338
The National Lottery Community Fund, Awards for All	20,000	-
Nineveh Charitable Trust	-	1,000
Philip & Connie Phillips Foundation	5,000	-
The Smith and Mount Trust	-	5,000
South East Water Community Fund	-	5,000
St James' Place	2,500	-
	236,719	234,706

In the preceding period, restricted income from grants and donations was £156,626.

3 Income from charitable activities

	2025	2024
	£	£
Community support	39,409	46,939
Advocacy	186,967	190,048
Training	550	-
	226,926	236,987

In the preceding period, restricted income from charitable activities was £24,834.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

4 Expenditure on raising funds

		2025	2024
		£	£
Staff costs	See Note 9	37,051	32,144
Fundraising consultancy		1,900	300
Cost of fundraising events		711	965
Support costs	See Note 7	28,339	17,849
		<u>68,001</u>	<u>51,258</u>

In the preceding period, expenditure on raising funds from restricted funds was £Nil.

5 Expenditure on charitable activities

	Direct costs	Support costs	Total	Total
	2025	2025	2025	2024
	£	£	£	£
Community support	130,310	84,122	214,432	184,397
Advocacy	181,381	66,633	248,014	221,075
Training	13,375	6,510	19,885	-
	<u>325,066</u>	<u>157,265</u>	<u>482,331</u>	<u>405,472</u>
	See Note 6	See Note 7		

In the preceding period, expenditure on charitable activities from restricted funds was £170,480.

6 Direct costs

	2025	2024
	£	£
Staff costs	See Note 9	292,915
Recruitment and training		3,355
Activity costs		3,575
IT costs		519
Travel and volunteer expenses		7,388
Premises costs		9,881
Office costs		7,433
	<u>325,066</u>	<u>278,792</u>

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

7 Support costs

		2025	2024
		£	£
Staff costs	See Note 9	117,473	94,354
Recruitment and training		4,648	3,352
IT costs		13,788	12,026
Travel and volunteer expenses		589	321
Premises costs		20,055	17,735
Insurance		2,845	1,939
Office costs		12,218	2,718
Depreciation		6,560	7,516
Governance costs:			
Independent examination		3,120	3,200
Other fees payable to examiners		1,162	1,368
Legal and professional fees		3,146	-
		<u>185,604</u>	<u>144,529</u>

8 Net income

	2025	2024
	£	£
This is stated after charging:		
Depreciation	6,560	7,516
Independent examination	3,120	3,200
	<u>9,680</u>	<u>10,716</u>

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

9 Staff costs

	2025	2024
	£	£
Wages and salaries	405,631	339,755
Social security costs	28,770	23,785
Pension costs	13,038	11,228
	<u>447,439</u>	<u>374,768</u>

The average number of persons employed by the charity was:

	2025	2024
	No.	No.
Community support	6	9
Advocacy	5	6
Training	1	-
Administration and fundraising	6	5
	<u>18</u>	<u>20</u>

Full-time equivalent staff was an average of 13 (2024: 11).

No employee received remuneration amounting to more than £60,000 in either year.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

10 Tangible fixed assets

	Freehold property £	Fixtures, fittings & equipment £	Total £
Cost			
Brought forward	205,520	69,170	274,690
Additions	-	860	860
Carried forward	205,520	70,030	275,550
Depreciation			
Brought forward	37,380	61,095	98,475
Charge for the year	1,785	4,775	6,560
Carried forward	39,165	65,870	105,035
Net book value			
At 31 March 2025	166,355	4,160	170,515
At 31 March 2024	168,140	8,075	176,215

11 Debtors

	2025 £	2024 £
Trade debtors	23,263	6,555
Prepayments and accrued income	18,500	26,009
	41,763	32,564

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

12 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	3,740	3,721
Other tax and social security	7,943	-
Accruals and deferred income	46,949	47,257
	<u>58,632</u>	<u>50,978</u>

The movement on deferred income is as follows:

	2025	2024
	£	£
Balance at 1 April 2024	39,515	38,232
Released to income	(39,515)	(38,232)
Received in the year and deferred	39,936	39,515
Balance at 31 March 2025	<u>39,936</u>	<u>39,515</u>

Deferred income relates to grant income for which expenditure in future periods has been specified as part of the funding period.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

13 Statement of movements on funds - current year

	1 April 2024 £	Income £	Expenditure £	Transfers £	31 March 2025 £
General fund	208,726	297,080	(355,018)	105,975	256,763
Designated funds:					
Planned maintenance	4,100	-	-	(4,100)	-
Capital reserve	168,140	-	(1,785)	-	166,355
Future developments	90,000	-	-	(90,000)	-
Contingent liability	11,875	-	-	(11,875)	-
Total unrestricted funds	482,841	297,080	(356,803)	-	423,118
Community support	48,431	160,982	(182,829)	-	26,584
Advocacy	-	-	-	-	-
Training	-	17,717	(10,700)	-	7,017
Other	1,000	-	-	-	1,000
Total restricted funds	49,431	178,699	(193,529)	-	34,601
Total funds	532,272	475,779	(550,332)	-	457,719

The designated capital reserve fund represents the net book value of the freehold property.

The planned maintenance fund represents funds ringfenced for essential planned maintenance for the registered office where some of the charitable activities take place. The Trustees have decided to undesignate these funds and transfer them back to the general fund in 2024/25 to support the charity's core operations.

The future developments fund was previously created to support the development of existing services, and the introduction of new services over the next few years. The funds were intended to support initial implementation and trials ahead of securing funding to assure their longer-term sustainability. The Trustees have decided to undesignate these funds and transfer them back to the general fund in 2024/25 to support the charity's core operations.

The contingent liability fund represents the funds designated for the donation received of £11,875 in 2022/23 from a firm of solicitors in relation to money held which was unable to be returned to its legal owner. The charity has entered into a legal indemnity to return the funds should the legal owner come forward in future to claim them. Since the likelihood of repayment is considered possible but not probable at the balance sheet date, the amount was recognised in income. These funds have been undesignated to support the charity's core operations.

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

13 Statement of movements on funds - current year continued

The transfer from designated funds represents the release of £105,975 to the general fund to use in the charity's everyday operations.

Restricted funds are money earmarked for activities stipulated by the funder and used for the objectives set by them. The Community support fund shown in the table above is composed of funding from various sources including:

The National Lottery Community Fund (RC London & SE Region) - to support and develop Hub activities.

The Kenora Charitable Foundation, The Smith and Mount Trust and Neville Golf Club - for the delivery of the Reachout Youth project.

The Nineveh Charitable trust - for the walking group.

Other restricted funds mainly comprise grants towards the Charity's Manager's employment costs.

14 Statement of movements on funds - prior year

	1 April 2023 £	Income £	Expenditure £	Transfers £	31 March 2024 £
General fund	216,475	301,716	(284,465)	(25,000)	208,726
Designated funds:					
Planned maintenance	4,100	-	-	-	4,100
Capital reserve	169,925	-	(1,785)	-	168,140
Future developments	65,000	-	-	25,000	90,000
Contingent liability	11,875	-	-	-	11,875
Total unrestricted funds	467,375	301,716	(286,250)	-	482,841
Community support	38,451	168,310	(158,330)	-	48,431
Advocacy	-	-	-	-	-
Other	-	13,150	(12,150)	-	1,000
Total restricted funds	38,451	181,460	(170,480)	-	49,431
Total funds	505,826	483,176	(456,730)	-	532,272

TUNBRIDGE WELLS MENTAL HEALTH RESOURCE LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

15 Analysis of net assets between funds

	Unrestricted funds £	Restricted funds £	Total funds £
Current year:			
Net current assets	423,118	34,601	457,719
	<u>423,118</u>	<u>34,601</u>	<u>457,719</u>
Prior year:			
Tangible fixed assets	176,215	-	176,215
Net current assets	306,626	49,431	356,057
	<u>482,841</u>	<u>49,431</u>	<u>532,272</u>

16 Related party transactions

The key management personnel are considered to be the Board of Trustees, the Charity Manager and the Finance Manager.

The trustees received no remuneration nor benefits, and were not reimbursed for any expenses.

The total employee benefits paid in respect of the key management personnel was £65,459 (2024: £62,835).