ANNUAL REPORTS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST DECEMBER 2025

MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

CHARITY REGISTRATION No: 1186895

Castle View Accounting Ltd
Ground Floor Offices
53 High Street
Arundel
West Sussex
BN18 9AJ

MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

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MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

LEGAL AND ADMINISTRATIVE INFORMATION

CHARITY NUMBER	1186895
NAME CHANGE	Formerly Edith's Hope
DATE OF REGISTRATION	11th December 2019
START OF FINANCIAL YEAR	1st January 2025
END OF FINANCIAL YEAR	31st December 2025
TRUSTEES AT 31ST DECEMBER 2025	Jennifer Wordley Don Dolifka Andrea Pauline James Wicks Hariri Isabirye
LEGAL STATUS	Charitable Incorporated Organisation
GOVERNING INSTRUMENT	CIO - Foundation Registered 11th December 2019 as Amended on the 30th November 2023.

OBJECTS

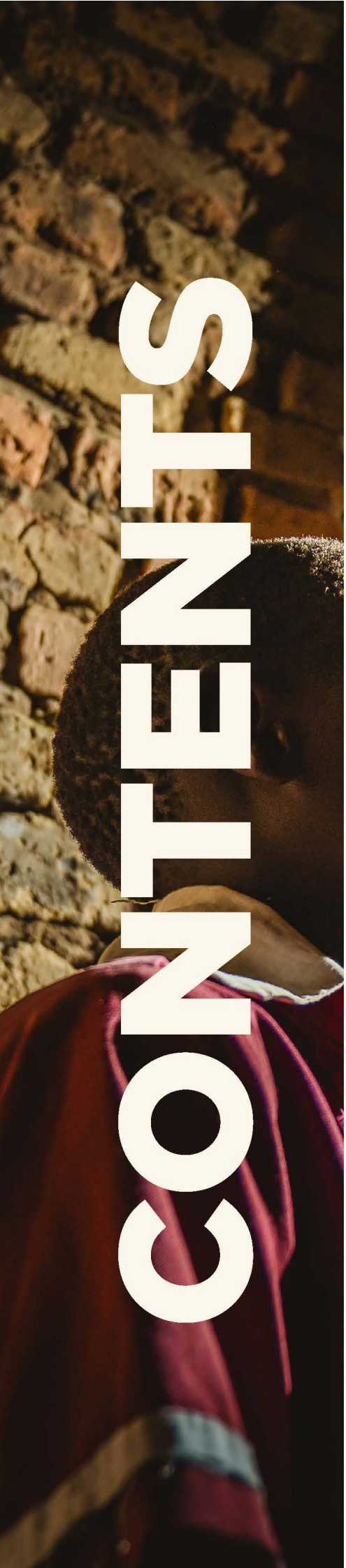
For the public benefit the relief of poverty and hardship among orphans and vulnerable children in Uganda through the provision of shelter, food, medicines, education, training and other such Charitable services at the Trustees may from time to time think fit.

CORRESPONDENCE ADDRESS	1 Knightswood View Station Lane Chandler's Ford Eastleigh Hampshire SO53 4EN
PRIMARY BANKERS	CAF Bank Ltd 25 Kings Hill Avenue West Malling Kent ME19 4JQ
INDEPENDENT EXAMINERS	Castle View Accounting Ltd Ground Floor Offices 53 High Street Arundel West Sussex BN18 9AJ

MUSANA



ANNUAL REPORT 2025



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Partners & Supporters

Staff & Leadership

A Message from **Andrea & Haril**

From Aid to Enterprise. From Services to Systems.

In 2025, Musana crossed a meaningful threshold.

After years of building, testing, and refining, our communities began demonstrating something rare in global development: **locally led systems that work, endure, and grow, sustained by local revenue and accountable to the communities they serve**. What began as conviction has increasingly become evidence. Not in one place, but across multiple communities. Not through short-term projects, but through systems designed to last.

This Annual Report is not a catalog of programs. It reflects a model shaped by experience, learning, and humility, one that places dignity, ownership, and accountability at the center of development. Over time, we have learned that lasting change does not come from adding more services, but from **building systems communities can lead, sustain, and steward for themselves.**

Our faith has shaped this journey in quiet but foundational ways. We believe every person is created in the image of God and entrusted with gifts, responsibility, and leadership. Following Jesus has continually drawn us away from control and dependency and toward stewardship, patience, and trust in what God is already doing through local people.

We hold this progress carefully. What we are building is strong, but it requires discipline, humility, and leaders willing to listen, adapt, and remain accountable. This work does not ultimately belong to us. *"Unless the Lord builds the house, the builders labor in vain." Psalms 127.1.* Our role is to build faithfully and steward well what has been entrusted to our care.

For much of Musana's history, the central question was simple: Can this model work?

In 2025, that question began to give way to a deeper responsibility: How do we strengthen what has been built so it can endure?

In that work, we are filled with hope, not because the task is easy, but because we have seen what is possible when communities lead and God's faithfulness meets patient, local stewardship.

With gratitude and faith,

Andrea & Haril



2025 at a Glance - Strength Over Scale

In 2025, Musana's impact was measured not only by growth but by strength.

Across our communities, locally generated revenue funded day-to-day operations. Schools delivered strong academic outcomes while remaining affordable to families. Hospitals expanded access to quality care without sacrificing sustainability. Enterprises created jobs, generated surplus, and reinvested profits directly into community services.

Alongside institutional strength, Musana deepened its investment in people. Local leaders stepped into greater responsibility. Staff developed new skills, built savings, accessed loans, and strengthened household stability. Systems matured. Replication became more reliable and repeatable.

2025 Highlights

$4.2M local revenue generated

19 enterprises operating across **3 communities**

100%+ of operational costs covered by local revenue in all communities

5,364 **students** educated or trained

100,892 **patient** visits

743 **full-time local staff** employed (100% Ugandan)

109 leaders trained through Musana Leadership Program (MLDP)

83 staff loans issued through Musana Staff Development Association (MUSDA)

350,975 **client visits/ beneficiaries in Musana**

Nearly 80% of community members report Musana has positively improved their community (community perception indicator)

Musana began construction in our 4th and 5th communities with new schools opening in early 2026.

Taken together, these indicators reflect more than scale.
They reflect communities steadily building the capacity to sustain themselves, financially, institutionally, and through local leadership.

Why **Africa?**

Africa is home to the youngest and fastest-growing population in the world. By 2050, 1 in 4 people globally will live on the continent. This presents an extraordinary opportunity and responsibility to ensure families have access to education, healthcare, and dignified work.

Across the communities where Musana works, families are already investing in their futures. What is often missing is affordable, reliable institutions that can be sustained locally over time.

Musana focuses on Africa not because of charity, but because local leadership, growing markets, and community demand make durable, locally funded systems possible here. When services are integrated and sustained through local revenue, communities lead, institutions endure, and dependency gives way to dignity.

Our **Communities**

Real Need. Real Potential.

The communities where Musana works face real challenges: limited access to affordable education, high healthcare costs, and few pathways to stable employment—especially for youth and women. These gaps leave families vulnerable to crisis.

At the same time, these communities are young, growing, and economically active. Families are already investing in education and healthcare when quality options exist, and local leaders are deeply committed to change.

Musana works where need and readiness intersect, building locally led systems that turn potential into lasting progress.





Kaliro (est. 2020)

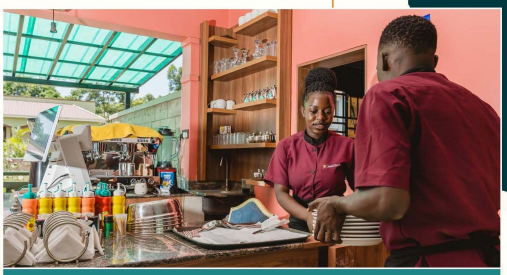
- Musana Nursery and Primary School
- Musana Vocational High School
- Musana Community Hospital
- Musana Empowerment Center
- Musana Bakery
- Musana Guesthouse
- Musana Restaurant

> We work where **need and readiness meet.”**



Mayuge (launching 2026)

Budaka (launching 2026)



Kamuli (est 2022)

- Musana Nursery and Primary School
- Musana Community Hospital
- Musana Sol View Hotel
- Musana Sol View Restaurant and Conference Center
- Musana Empowerment Center (opening Feb 2026)
- Musana Vocational High School (opening Feb 2026)



Iganga (est. 2008)

- Musana Nursery and Primary School Busei Campus
- Musana Nursery and Primary School Bukona Campus
- Musana Vocational High School
- Musana Community Hospital
- Musana Empowerment Center
- Musana Merchandise
- Musana Sol View Restaurant and Conference Center
- Musana Guesthouse



Musana's Model (At a Glance)

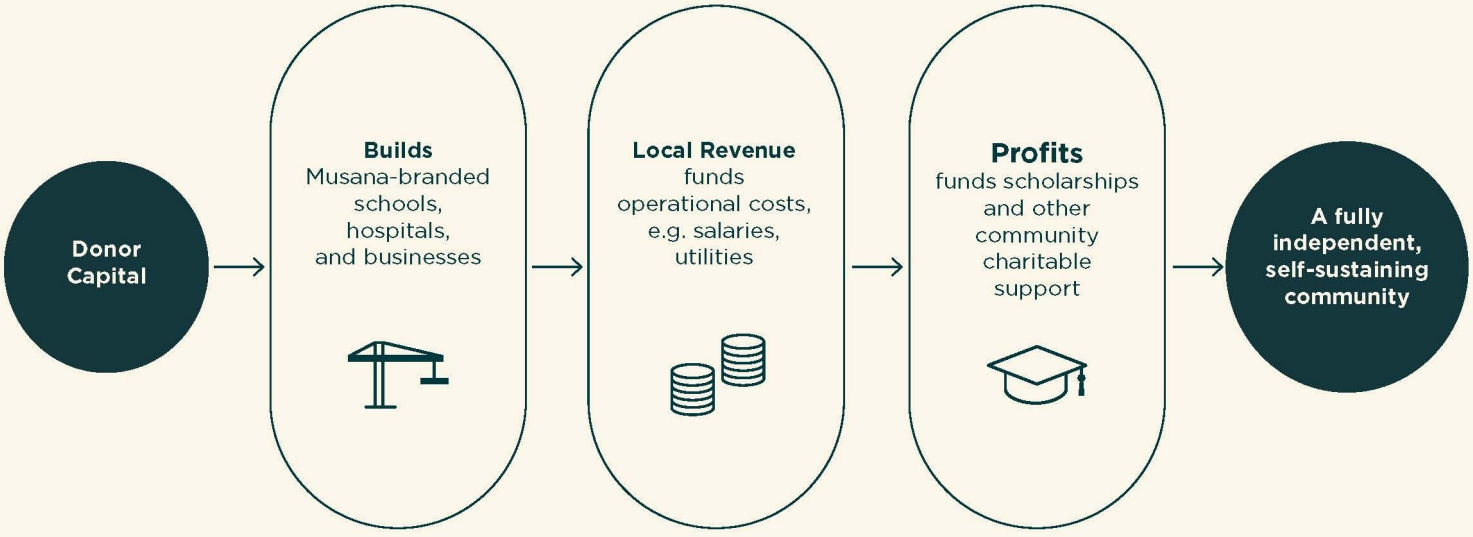
From Dependency to Dignity through Locally Funded Community Systems.

The Challenge

Families remain vulnerable when education, healthcare, and economic opportunity operate in isolation—dependent on short-term donor funding and disconnected from local leadership and accountability—leaving communities without reliable, affordable systems they can sustain and improve over time.

Musana's Model

Musana builds integrated, Musana-branded community ecosystems where schools, hospitals, and enterprises work together as one system, designed to be locally led, locally funded, and held to shared standards of quality and affordability.



How Change Happens

Musana's model is built on four reinforcing pillars:



Integration
Education, healthcare, and enterprise are co-located, so progress in one area strengthens outcomes in others.



Financial Sustainability
Each enterprise is designed from the start to generate the revenue needed for long-term operation.



Local Leadership & Governance
Local professionals lead institutions, supported by strong governance, shared standards, and ongoing oversight.



Data & Learning
Decisions about pricing, quality, and scale are guided by data and continuous learning.

↓

What This Creates

- Communities increasingly fund and manage their own essential services
- Reliance on external aid declines over time
- Economic resilience and opportunity grow across generations

↓

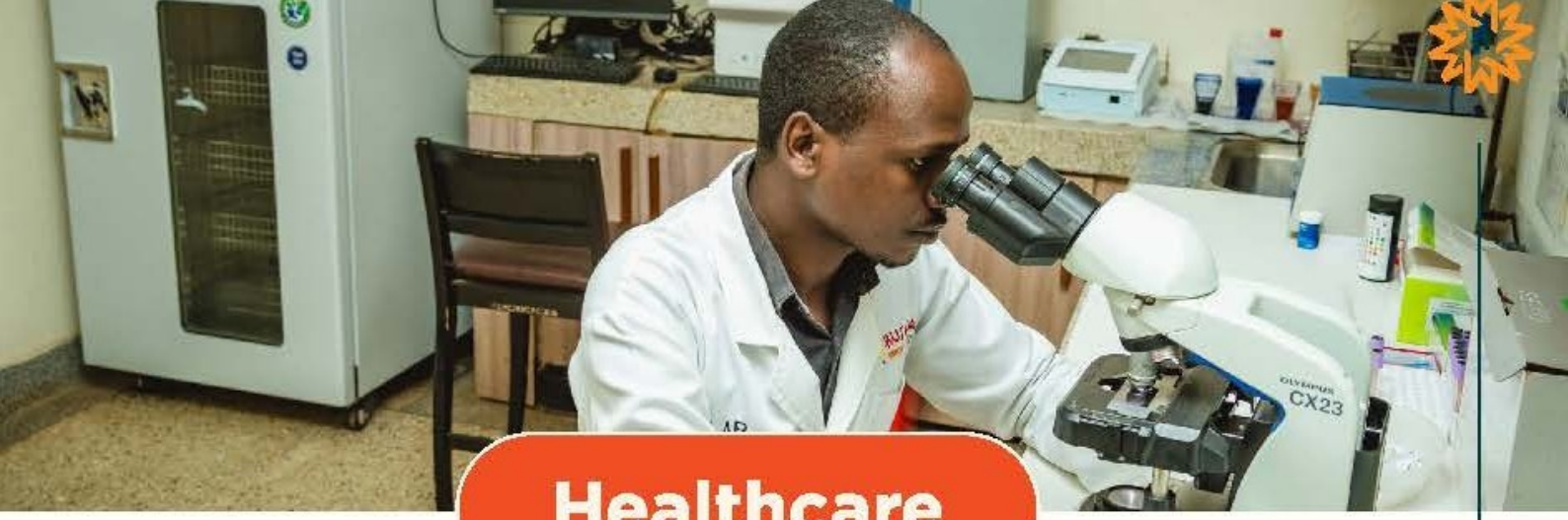
The Result

Dependency gives way to dignity.
Communities meet their own needs through strong, trusted local systems.

↓

The Role of Philanthropy

Philanthropy builds the foundation. Local revenue carries the work forward.



Healthcare

Musana hospitals provide high-quality, affordable care while operating within a system designed to sustain itself through local revenue. Healthcare at Musana protects families from crisis, supports learning and productivity, and ensures access to quality care regardless of ability to pay.

2025 Healthcare Snapshot

100,892
patient visits in hospitals and outreaches

3,749
women accessed prenatal/ maternity services

804
safe deliveries and **405 major surgeries** performed

7,671
babies immunized

Musana health services are **77.8% more affordable** than comparable private hospitals in the region

41,017
free and subsidized treatments provided

$894,333
locally generated income from hospitals **covering 103% of operating costs**

99%
patients report that they are **satisfied with the services** offered at Musana hospitals

SCAN ME

Economic **Development**

PRODUCTION | HOSPITALITY | LOCAL REVENUE

Musana's economic development work is built around two core engines: **local production and hospitality enterprises** that meet real market demand.

Through the Musana Empowerment Centers (MECs), students and staff develop practical skills while producing goods and services that generate income.

Through hotels and restaurants, Musana creates stable employment and local revenue that directly supports **community outreach.**

2025 Economic Development Snapshot

2 Musana Empowerment Centers (MECs) in operation

29,619 Items produced and sold

26 women employed full-time

95 women/teen mothers in vocational skills

3 hotels and 3 restaurants operating across communities

242,793 hotel and restaurant client visits



93% of Musana Empowerment Center graduates are earning an income, with the majority employed in the skills they were trained to develop.

Revenue that funds access. Businesses that sustain dignity.

SCAN ME



People & **Local Leadership**

EMPLOYMENT | GROWTH | RESILIENCE.

Musana's long-term sustainability depends on people, not just institutions. Across schools, hospitals, production centers, and hospitality enterprises, Musana employs local staff in stable, skilled roles. Employment is paired with intentional leadership development and access to financial tools that strengthen households and reduce vulnerability over time.

2025 People & Leadership Snapshot

743 Full-time local staff
employed across Musana institutions

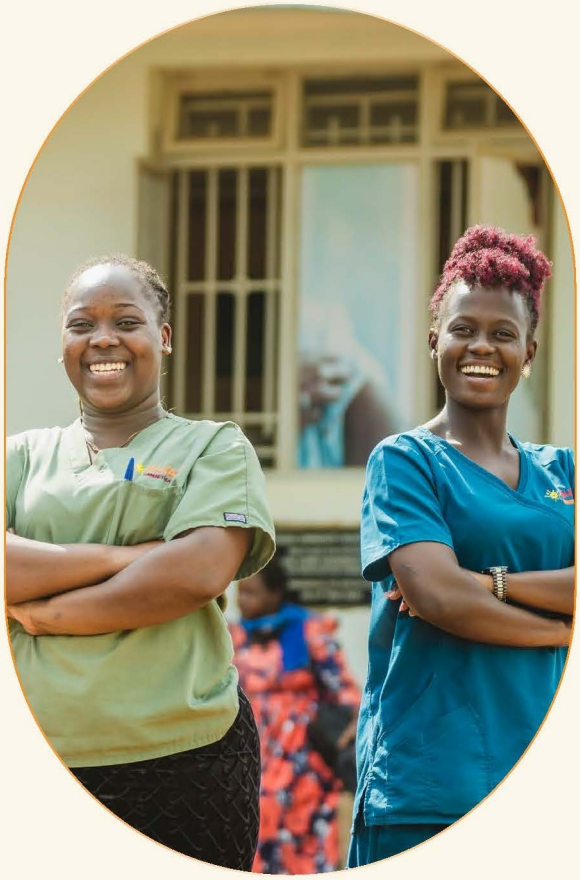
875 construction workers employed

308 registered suppliers deliver goods and services to Musana enterprises

109 Leaders trained
through the Musana Leadership Development Program (MLDP)

647 staff members
are saving through Musana Staff Development Association (MUSDA)

83 Loans issued to staff for education, housing, and small businesses



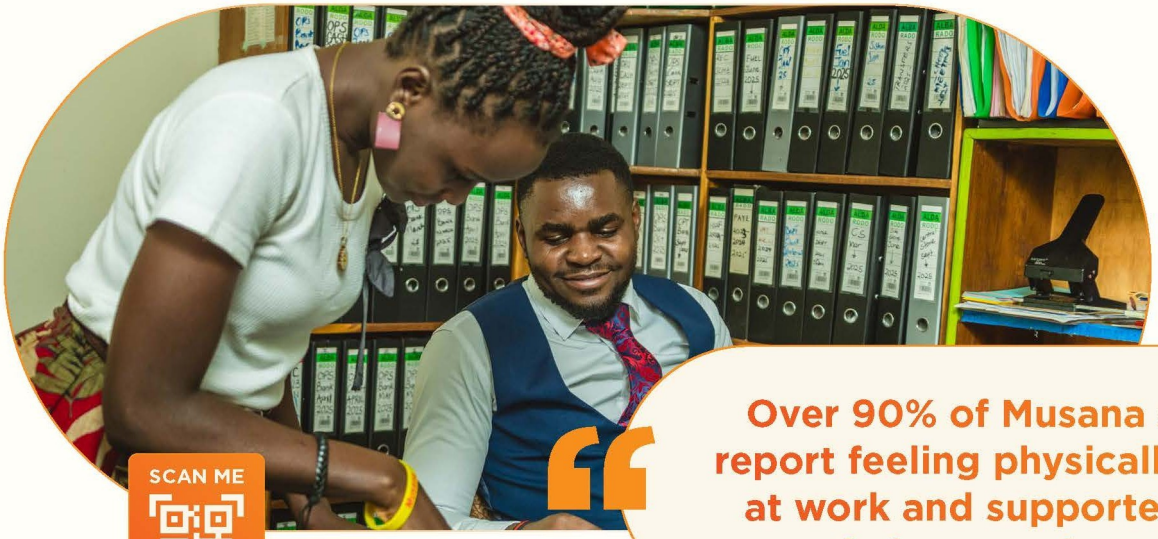
93% of staff say they feel proud to represent Musana in their communities

Revenue that funds access. Businesses that sustain dignity.

SCAN ME

MLDP (Musana Leadership Development Program)

The Musana Leadership Development Program (MLDP) hosts quarterly leadership gatherings that equip local leaders with the skills, mentorship, and responsibility needed to lead Musana institutions with accountability and long-term vision.



Over 90% of Musana staff report feeling physically safe at work and supported by their supervisors.

Musana Staff Development Association (MUSDA)

MUSDA is Musana's staff savings and loan program, providing access to capital that helps employees invest in education, housing, and small businesses, strengthening household stability and resilience.



Work that builds dignity. Leadership that stays local.
Strong systems are sustained by strong people.

Supporting the Most Vulnerable



How Musana Prioritizes Access, Care, and Protection

Across Musana communities, the model is designed to ensure that children, families, and individuals facing the greatest barriers are not left behind. In 2025, **$419,006 in locally generated surplus,** alongside philanthropic support, helped expand access to education, healthcare, protection, and essential services for the most vulnerable.

2025 Support for the Most Vulnerable

Education Access

2,068 scholarships provided, including 99 students in higher education, ensuring financial hardship did not prevent continued learning.

Healthcare Access

41,017 patients received free or subsidized care through **98 community health outreaches,** bringing essential medical services to underserved communities.

Student Wellbeing & Social Work

Musana's social work team provides **counseling, guidance, and family support,** helping students overcome challenges and remain engaged in school.

Child Safeguarding & Protection

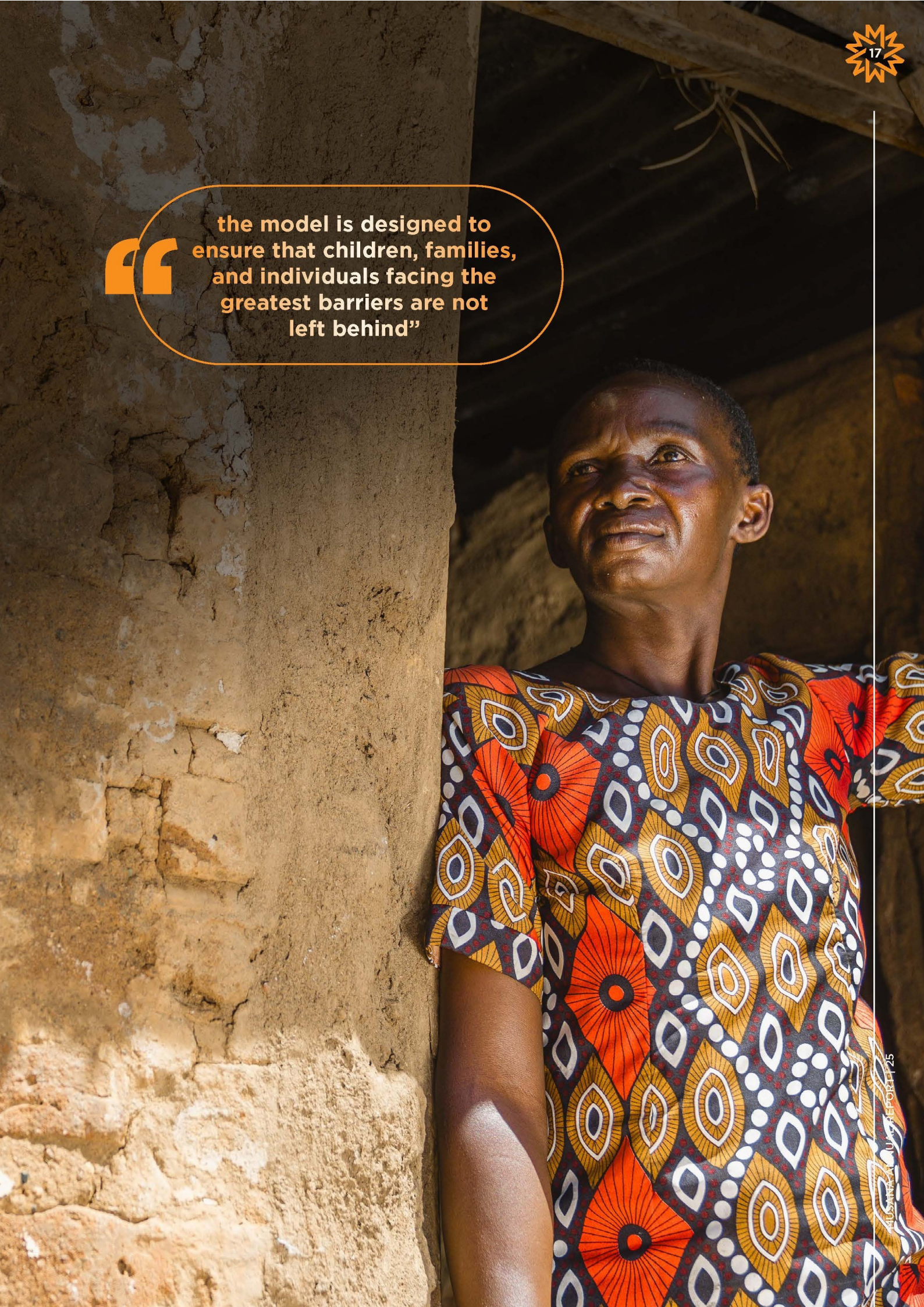
Comprehensive **child protection systems** are implemented across all Musana schools and programs, including staff training, reporting systems, and response protocols.

Disability & Inclusion

207 children with disabilities supported, ensuring access to education, healthcare, and full participation in community life.

Clean Water Access

22 wells drilled or restored (10 new wells and 12 repairs), providing clean water to an estimated **44,000 people.**



> the model is designed to ensure that children, families, and individuals facing the greatest barriers are not left behind”

TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31ST DECEMBER 2025

Trustees' Responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable Law and the Generally Accepted Accounting Principles (GAAP) including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The Charities Act 2011 require the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the CIO and of the surplus of the CIO for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare financial statements on the going concern basis unless it is inappropriate to presume that the CIO will continue in existence.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Governing Document. 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.

Approved by the Trustees on **28 September 2026**

Signed on their behalf by Trustee .....

Printed Name: **James Wicks**

MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

INDEPENDENT EXAMINER'S REPORT ON THE ACCOUNTS

Report to the trustees/ members of Musana Community Development Organisation on the accounts for the year ended 31st December 2025 set out on pages 21 to 29.

Respective responsibilities of trustees and examiner

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- follow the procedures laid down in the general Directions given by the Charity Commission (under section 145(5)(b) of the Charities Act, and
- state whether particular matters have come to my attention

Basis of independent examiner's statement

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Association of Accounting Technicians.

In connection with my examination, no matter has come to my attention:

1. which gives me reasonable cause to believe that in any material respect, the requirements:
   - to keep accounting records in accordance with section 130 of the Charities Act; and
   - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act

   have not been met; or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

K. Collaku MAAT
Castle View Accounting Ltd
Ground Floor Offices
53 High Street
Arundel
West Sussex
BN18 9AJ



Date: 2nd October 2026

MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST DECEMBER 2025

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	TOTAL 2025 £	TOTAL 2024 £
INCOMING RESOURCES						
Incoming Resources from Generated Funds						
Donations, Grants & Legacies	**3a**	332,931	-	25,000	357,931	230,661
Charitable Activities	**3b**	-	-	-	-	25,946
Activities for Generating Funds	**3c**	3,018	-	-	3,018	4,165
Investment Income	**3d**	1,566	-	-	1,566	432
Other Incoming Resources	**3e**	164	-	-	164	-
TOTAL INCOMING RESOURCES		**337,679**	**-**	**25,000**	**362,679**	**261,203**
RESOURCES EXPENDED						
Costs of Generating Funds						
Cost of Charitable Activities	**4a**	395,105	-	4,965	400,070	290,068
Cost of Generating Funds	**4b**	371	-	-	371	1,437
Governance Costs	**4c**	6,123	-	-	6,123	6,072
TOTAL RESOURCES EXPENDED		**401,599**	**-**	**4,965**	**406,564**	**297,576**
NET INCOMING (OUTGOING) RESOURCES		**(63,920)**	**-**	**20,035**	**(43,885)**	**(36,373)**
Funds Brought Forward		52,887	-	-	52,887	89,260
Transfer Between Funds	**5**	(468)	-	468	-	-
TOTAL FUNDS CARRIED FORWARD		**(11,501)**	**-**	**20,503**	**9,002**	**52,887**

Movements on all reserves and all recognised gains and losses are shown above. All of the organisation's operations are classed as continuing.

The notes on pages 23 to 29 form part of these financial statements.

MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

BALANCE SHEET
AS AT 31ST DECEMBER 2025

	Note	Unrestricted Funds £	Restricted Funds £	TOTAL 31-Dec-25 £	TOTAL 31-Dec-24 £
Fixed Assets					
Tangible Assets	**2**	-	-	-	-
Investments	**7**	-	-	-	-
Total Fixed Assets		-	-	-	-
Current Assets					
Stock	**18**	4,662	-	4,662	4,662
Debtors & Prepayments	**9**	245	-	245	13,592
Cash at Bank and in Hand	**8**	4,070	20,503	24,573	36,782
Total Current Assets		**8,977**	**20,503**	**29,480**	**55,036**
Creditors: Amounts falling due within one year	**10**	20,478	-	20,478	2,149
NET CURRENT ASSETS		(11,501)	20,503	9,002	52,887
TOTAL ASSETS less current liabilities		**(11,501)**	**20,503**	**9,002**	**52,887**
Creditors: Amounts falling due in more than one year	**11**	-	-	-	-
NET ASSETS		**(11,501)**	**20,503**	**9,002**	**52,887**
Funds of the Charity					
General Funds		(11,501)	-	(11,501)	52,887
Designated Funds	**5**	-	-	-	-
Restricted Funds	**6**	-	20,503	20,503	-
Total Funds		**(11,501)**	**20,503**	**9,002**	**52,887**

Approved by the Trustees on **28 September 2026**

Signed on their behalf by Trustee .....

Printed Name: **James Wicks**

MUSANA COMMUNITY DEVELOPMENT ORGANISATION

(Charitable Incorporated Organisation)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST DECEMBER 2025

1. ACCOUNTING POLICIES

Basis of Preparation & Assessment of Going Concern

Basis of Preparation

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP 2015) (Second Edition, effective 1st January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Charities Act 2011.

The Charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy notes.

Assessment of Going Concern

Preparation of the accounts is on a going concern basis. The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

Incoming Resources

Recognition of Incoming Resources

These are included in the Statement of Financial Activities (SOFA) when:

- the charity becomes entitled to the resources;
- the trustees are virtually certain they will receive the resources; and
- the monetary value can be measured with sufficient reliability

Incoming Resources with Related Expenditure

Where incoming resources have related expenditure (as with fundraising or contract income) the incoming resource and related expenditure are reported gross in the SOFA.

Grants and Donations

Grants and Donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Tax Reclaims on Donations and Gifts

Incoming resources from tax reclaims are included in the SOFA at the same time as the gift to which they relate.

Contractual Income and Performance Related Grants

This is only included in the SOFA once the related goods or services has been delivered.

Gifts in Kind

Gifts in kind are accounted for at a reasonable estimate of their value to the charity or the amount actually realised. Gifts in kind for sale or distribution are included in the accounts as gifts only when sold or distributed by the charity. Gifts in kind for use by the charity are included in the SOFA as incoming resources when receivable.

Donated Services and Facilities

These are only included in incoming resources (with an equivalent amount in resources expended) where the benefit to the charity is reasonably quantifiable, measurable and material. The value placed on these resources is the estimated value to the charity of the service or facility received.

Volunteer Help

The value of any voluntary help received is not included in the accounts.

Investment Income

This is included in the accounts when receivable.

Investment Gains and Losses

This included any gain or loss on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

1. ACCOUNTING POLICIES (continued)

Expenditure and Liabilities

Liability Recognition
Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to pay out resources.

Governance Costs
Include costs of the preparation and examination of statutory accounts, the costs of the trustees meetings and cost of any legal advice to trustees on governance or constitutional matters.

Grants with Performance Conditions
Where the charity gives a grant with conditions for its payment being a specific level of service or output to be provided, such grants are only recognised in the SOFA once the recipient of the grant has provided the specified service or output.

Grants Payable without Performance Conditions
These are only recognised in the accounts when a commitment has been made and there are no conditions to be met relating to a grant which remain in control of the charity.

Investments
Investments quoted on a recognised stock exchange are valued at market value at the year end. Other investment assets are included at trustees' best estimate of market value.

Unrestricted Funds
These funds can be used for the general objectives of the charity as set out in the trustees report. The movements of the unrestricted funds are given in the Statement of Financial Activities.

Restricted Funds
These funds are where the donor has specified a purpose for the donation made. These restrictions often arise as a result of appeals for special offerings for specific purposes.

Designated Funds
These funds are funds set aside by the trustees out of unrestricted general funds for particular purposes or projects.

Fixed Assets
Fixed Assets are capitalised if they can be used for more than one year and cost at least £1,500. They are valued at cost or, if gifted, at the value to the charity on receipt.

Depreciation Expense
Depreciation is calculated at a rate to write off the cost of tangible fixed assets over their estimated useful lives. The rates applied are as follows:

Fixtures, Fittings and Equipment	25% - Reducing Balance Basis

2. TANGIBLE FIXED ASSETS

The CIO held no fixed assets during this or the previous financial period.

The annual commitments under non-cancelling operating leases and capital commitments are as follows:

31st December 2025 : None
31st December 2024 : None

3. INCOMING RESOURCES

	Unrestricted Funds £	Designated Funds £	Restricted Funds £	**TOTAL 2025** £	**TOTAL 2024** £
a) Donations, Grants & Legacies					
Gifts & Donations	319,234	-	25,000	344,234	220,315
Gift Aid Tax	13,697	-	-	13,697	10,346
	332,931	**-**	**25,000**	**357,931**	**230,661**
b) Charitable Activities					
Activities & Projects	-	-	-	-	25,946
	-	**-**	**-**	**-**	**25,946**
c) Activities for Generating Funds					
Products & Services	3,018	-	-	3,018	4,165
	3,018	**-**	**-**	**3,018**	**4,165**
d) Investment Income					
Interest	1,566	-	-	1,566	432
	1,566	**-**	**-**	**1,566**	**432**
e) Other Incoming Resources					
Sundry Income	164	-	-	164	-
	164	**-**	**-**	**164**	**-**

4. RESOURCES EXPENDED

		Unrestricted Funds £	Designated Funds £	Restricted Funds £	**TOTAL 2025** £	**TOTAL 2024** £
a) Cost of Charitable Activities						
Activities & Events		9,522	-	468	9,990	37,080
Administrative Expenses		5,056	-	-	5,056	2,515
Advertising & Publicity		112,645	-	-	112,645	6,639
Bank Charges		691	-	-	691	281
Equipment Costs		9,476	-	-	9,476	-
Fund Raising Costs		14,756	-	-	14,756	3,989
Gifts & Grants		121,968	-	4,497	126,465	127,747
Insurance Costs		1,102	-	-	1,102	1,090
Licenses & Subscriptions		2,257	-	-	2,257	2,442
Office Costs		285	-	-	285	5,615
Printing, Postage & Stationery		1,550	-	-	1,550	2,861
Staff Costs	**13**	90,947	-	-	90,947	94,965
Sundry Expenses		-	-	-	-	196
Training Costs		4,269	-	-	4,269	-
Travel & Subsistence		20,583	-	-	20,583	4,073
		395,105	**-**	**4,965**	**400,070**	**290,068**
b) Cost of Generating Funds						
Product Costs		371	-	-	371	1,437
		371	**-**	**-**	**371**	**1,437**
c) Governance Costs						
Independent Examiners Fees	**9**	1,320	-	-	1,320	1,200
Legal & Professional Fees		4,803	-	-	4,803	4,872
		6,123	**-**	**-**	**6,123**	**6,072**

5. DESIGNATED FUNDS

CURRENT FINANCIAL PERIOD

	Balance 01-Jan-25 £	Income £	Expenditure £	Transfers £	Balance 31-Dec-25 £
Web Platform	-	-	-	-	-
	-	**-**	**-**	**-**	**-**

PREVIOUS FINANCIAL PERIOD

	Balance 01-Jan-24 £	Income £	Expenditure £	Transfers £	Balance 31-Dec-24 £
Web Platform	-	-	845	845	-
	-	**-**	**845**	**845**	**-**

Designated funds are wholly represented by the charity's cash reserves and are to be expended as designated above.

6. RESTRICTED FUNDS

CURRENT FINANCIAL PERIOD

	Balance 01-Jan-25 £	Income £	Expenditure £	Transfers £	Balance 31-Dec-25 £
Come & See	-	-	468	468	-
One Heart Fund	-	25,000	4,497	-	20,503
	-	**25,000**	**4,965**	**468**	**20,503**

PREVIOUS FINANCIAL PERIOD

	Balance 01-Jan-24 £	Income £	Expenditure £	Transfers £	Balance 31-Dec-24 £
Come & See	-	16,500	25,248	8,748	-
	-	**16,500**	**25,248**	**8,748**	**-**

Restricted funds are wholly represented by the charity's cash reserves and are to be expended as designated above.

7. INVESTMENTS

The CIO held no fixed assets investments during this or the previous financial year.

8. CASH AT BANK AND IN HAND

	Unrestricted Fund £	Restricted Fund £	**TOTAL 31-Dec-25 £**	**TOTAL 31-Dec-24 £**
Cash at Bank & in Hand	4,070	20,503	24,573	36,782
	4,070	**20,503**	**24,573**	**36,782**

9. DEBTORS AND PREPAYMENTS

	Unrestricted Fund £	Restricted Fund £	**TOTAL 31-Dec-25 £**	**TOTAL 31-Dec-24 £**
Sundry Debtors	245	-	245	13,592
	245	**-**	**245**	**13,592**

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Unrestricted Fund £	Restricted Fund £	**TOTAL 31-Dec-25 £**	**TOTAL 31-Dec-24 £**
Independent Examiners Fees	1,320	-	1,320	1,200
PAYE & N.I	4,849	-	4,849	884
Sundry Creditors	14,309	-	14,309	65
	20,478	**-**	**20,478**	**2,149**

11. CREDITORS: AMOUNTS FALLING DUE IN MORE THAN ONE YEAR

The CIO held no long term liabilities during this or the previous financial year.

12. NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	**TOTAL 31-Dec-25 £**	**TOTAL 31-Dec-24 £**
Fixed Asset Investments	-	-	-	-
Net Current Assets	(11,501)	20,503	9,002	52,887
Long Term Liabilities	-	-	-	-
	(11,501)	**20,503**	**9,002**	**52,887**

13. STAFF COSTS AND NUMBERS

	TOTAL 2025 £	TOTAL 2024 £
Gross Wages & Salaries	78,886	89,615
Employer's National Insurance Costs	10,050	4,187
Pension Contributions	2,011	1,163
	90,947	**94,965**

Employees who were engaged in each of the following activities:

	TOTAL 2025	TOTAL 2024
Charitable Activities	4	4

The Charity operates a PAYE scheme to pay all members of employed staff and no employees received emoluments in excess of £60,000. (2024:None)

14. TRUSTEES AND OTHER RELATED PARTIES

No payments were made to trustees or any persons connected with them during this financial period. No material transaction took place between the organisation and a trustee or any person connected with them.

15. RISK ASSESSMENT

The Trustees actively review the major risks which the charity faces on a regular basis and believe that maintaining the free reserves stated, combined with the annual review of the controls over key financial systems carried out on an annual basis will provide sufficient resources in the event of adverse conditions. The Trustees have also examined other operational and business risks which they face and confirm that they have established systems to mitigate the significant risks.

16. RESERVES POLICY

The Trustees have considered the level of reserves they wish to retain, appropriate to the CIO's needs. This is based on the CIO's size and the level of financial commitments held. The Trustees aim to ensure the CIO will be able to continue to fulfil its charitable objectives even if there is a temporary shortfall in income or unexpected expenditure. The Trustees will endeavour not to set aside funds unnecessarily.

17. PUBLIC BENEFIT

The CIO acknowledges its requirement to demonstrate clearly that it must have charitable purposes or ‘aims’ that are for the public benefit. Details of how the CIO has achieved this are provided in the Trustees report. The Trustees confirm that they have paid due regard to the Charity Commission guidance on public benefit before deciding what activities the CIO should undertake.

18. STOCK

Stock consist of items purchased in order to generate income to further the Charity's objects. Stock is valued and included in the accounts at the lower of cost or net realisable value.