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THE NEW NORMAL

ANNUAL REPORT AND ACCOUNTS

YEAR ENDED 31 DECEMBER 2025

CHARITY REGISTRATION NUMBER 1187513

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE

The committee presents its annual report and accounts for the year ended 31 December 2025.

The accounts have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the charity's trust deed and the SORP – 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 (FRS102) issued on 16 July 2014 and the Charities Act 2011.

Reference and administrative information

Executive Committee and Trustees

The executive committee members who served during the year were as follows:

Chair	Dr Stephen Hopkins
Trustee	Susan Rump (Treasurer)
Trustee	Michele Cheng (Secretary)
Trustee	Karim Calil
Trustee	Hilary Duggan
Trustee	Natasha Menon
Trustee	Mark David Atkinson
Trustee	Candy Horsburgh (started 21st October 2026)
Trustee	Hunter Vogel (Up to 8th May 2026)
Trustee	Cassandra Geisel (Up to January 2025)
Trustee	Sundeep Hayer (Up to January 2025)

Principal address
23 Hornsey Rise Gardens,
London,
N19 3PP

Charity number: 1187513

Main Bankers
National Westminster Bank Plc
250 Bishopsgate
London
EC2M 4AA

Independent Examiner
Margaret Anne Payne
Payne & Co
Chartered Accountants
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Barkat House
118 Finchley Road
London
NW3 5HT

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE (contd)

Structure, governance and management

The charity is a Charitable Incorporated Organisation (CIO), registered on 22 January 2020 and governed by its constitution, as amended.

Newly appointed Trustees are interviewed and appointed via due process, and the Board give regard to skills, knowledge and experience. Appointed Trustees are required to formally declare eligibility and are provided with a copy of the Charity's Constitution, the most recent Annual Report and Accounts and go through an induction process.

The Charity continues to operate with a horizontal Leadership Team in a culture of collaborative working and shared decision making. It is responsible for the day to day running of the Charity, reporting to the Board of Trustees and providing operational and organisational reporting.

The Leadership Team in 2025 was made up of Benjamin May, continuing in his role as Global Lead, and Hollie Felton, continuing in the role of Operational & Safeguarding Lead, working alongside the Chair of the Board. Dr Stephen Hopkins was appointed Chair of Trustees in August 2025.

The Charity retained both Benjamin May and Hollie Felton in paid Contractor roles throughout 2025, for 3 days and 4 days per week respectively. In 2025, the Charity continued its partnership with The National Lottery Community Fund, received further support from The Talent Fund (Bob Willis Fund), and took part in The Big Give's Small Charity Week.

Over the year, we shifted our focus towards co-producing peer support spaces with existing communities and charities, training them to run their own groups while continuing to deliver our own meetings. We continue to work collaboratively with other charities, community groups and organisations to better serve the people and communities who need support.

The Charity maintains a Risk Register which records concerns, mitigations and action taken related to potential risks. Consideration and management of major risk is bolstered by the terms in the Constitution, including due process, a quorum for decisions, effective policies and procedures, conflicts of interest, and collective responsibility. The Charity maintains insurance through Markel UK which includes public and trustee liability cover.

Safeguarding and data protection records are robustly maintained by the Designated Safeguarding Lead and Data Protection Officer, respectively. No concerns required escalating to crisis intervention, reporting to other bodies or authorities, nor had negative outcomes.

We have had no reportable data breaches since our formation as a charity in 2020 and are fully registered with the Information Commissioner's Office.

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE (contd)

Objectives and activities for the public benefit

The New Normal provides space for adults who are struggling with life's difficult moments, particularly bereavement, to discuss these issues through non-judgemental peer to peer group support. Our aim is provide free and accessible grief support for all, and to open up, and expand, these important conversations. The activities of the charity to accomplish these objects include, but are not exclusive to, the provision of peer support meetings, training, information, guidance and community.

Peer Support:

Peer support is at the core of what we do: we have proudly embraced non-judgemental peer support since our inception, in the belief that speaking with others with similar experiences is incredibly important. We aim to increase access to free peer support appropriate to a griever's experience, community, identity, socioeconomic and accessibility needs.

We aim to deliver 25-30 peer support meetings per month. These are 1hr30 sessions facilitated by trained volunteers. There are no waiting lists, restrictive referrals, costs or limits to attendance.

Our very first 'Good Grief' meeting was held in London in May 2018, and our community of peer support spaces has continued to grow ever since.

Volunteers:

In 2025, three new Trustees were appointed to the Board, each bringing specific skills, knowledge and expertise. Michele Cheng was appointed as a Trustee in July 2025, Dr Stephen Hopkins as Chair of Trustees in August 2025, and Susan Rump as Treasurer in November 2025.

Across 2025, we had 36 active volunteers, including 25 meeting hosts. Our meetings are delivered by facilitators with lived experience who can provide an empathetic and equitable space, without judgement. Our facilitators receive training including 6-8 weekly training sessions, safeguarding training, Suicide First Aid Lite and shadowing. The service is also supported by volunteers who help with operations and day to day needs, such as Host Liaison, Social Media, Fundraising and IT.

Community Training:

We continued to deliver our training in the community, a tool that allows other organisations to deliver relevant, appropriate and sustainable peer support within their own communities. It increases access to free peer support with the long-term objective of reducing suicide.

Community trainees receive intensive training, including 6-8 weekly training sessions, safeguarding and risk awareness, Suicide First Aid Lite and support setting up/improving peer support spaces.

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE (contd)

Corporate Training & Workplace Talks:

The Charity has developed workplace talks and training for corporates which fosters empathy, vulnerability and openness in the workplace and can be adapted to each company's needs and affordability. The purpose is twofold, to develop and normalise compassionate community and empathetic leadership in the workplace and as a funding source for our core free-to-access services.

Governance:

TNN is committed to ensuring equality, diversity and inclusion amongst all persons involved in the charity, including trustees, volunteers and attendees. We have robust policies and procedures in place to promote transparent and non-discriminatory operations. The Charity's aim is to be truly representative of our society and of our beneficiaries, and for each member to feel respected.

Accessibility is very important to us as we want to ensure the people who need our services are able to utilise them, and so we have a range of provisions in place. The diversity of our meetings represent that of our service users and volunteers, with our support developed from a direct need from the communities we work with.

Our Board have a regard to the guidance on public benefit, as issued by the Charity Commission, when exercising any powers or duties to which the guidance would be relevant. This includes consideration as part of their review of outcomes of the work delivered, as well as how any proposed decisions will contribute to the charity's aims and objectives in delivering public benefit.

The Charity continues to strengthen our foundations and build resilience, whilst planning strategically and responsibly for our future. We continue to develop our skills, knowledge and experience as a young charity and our work in response to need.

Much of this strength comes from the time and commitment of contractors and volunteers and a collaborative and supportive working environment. Serving as trustees, operational volunteers and meeting facilitators, our 36 active volunteers make a tangible difference across the charity.

Achievements and performance

Service Provision:

Across 2025, TNN delivered:

- 292 free peer support meetings
- 3,271 participant attendances
- 420 hours of peer support
- 17 different meeting types, including 27 in-person meetings across London and Manchester

In 2025, we held an average of 24 meetings per month, with an average of 11 participants per meeting.

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE (contd)

Results from our 2025 survey of attendees found that:

- 84% found our meetings beneficial
- 82% would recommend our services to others
- 80% reported reduced feelings of isolation
- 45% have attended 10 or more meetings
- Our meetings received an average overall experience rating of 4.6 out of 5

With responses including:

- "I don't think I'd be alive today if I hadn't found them when I did."
- "I had felt isolated and couldn't see a way forward before joining TNN. Now I have a family in TNN who truly understand what I am going through."

Volunteer Management:

Across 2025, we supported 36 active volunteers, including 25 meeting hosts.

Support includes induction, volunteer specific peer support meetings, forums, events and surveying. In 2025, we delivered 27 training sessions, including 18 community training sessions, with 360 attendance instances, an average of 13 trainees per session. Host training includes 6-8 weekly training sessions, safeguarding training, Suicide First Aid Lite and shadowing. Many of our facilitators first came to TNN for support themselves.

Our 2025 volunteer survey found that:

- 100% would recommend TNN
- 84% feel well or fully supported as volunteers
- 80% plan to continue volunteering in 2026
- Volunteers gave an average overall experience rating of 4.5 out of 5

Alongside our hosts, a team of volunteers supports day-to-day operations, including service delivery, volunteer support, social media, fundraising, IT and communications. We continue to develop our teams to ensure sustainable and efficient operations and growth.

"The reward of giving back to an organisation that gave to me when I was at my lowest. It feels right to be able to use spare time in a worthwhile way." TNN volunteer, 2025

Community Training:

In 2025, we continued to deliver our peer support training to communities, funded by The National Lottery Community Fund. Over the year, our focus moved towards co-producing peer support spaces with existing communities and charities, which means more communities trained, more peer support spaces created, and more people supported through diverse groups.

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In 2025, we delivered 18 community training sessions.

Trainees told us:

- *"This has been some of the most valuable training I've ever done... it was about creating deep connection through the human art of listening, properly listening."*
- *"Really helpful training... His approach encouraged sharing in a positive and non-judgemental way."*

Corporate Training

Training for corporates and workplaces was further developed in 2025, and the Charity continues to work toward it becoming one of the core income generators to fund our free services. The offering aims to empower organisations with empathy, vulnerability and openness to transform workplaces into compassionate communities.

In 2025, we delivered 2 corporate talks to 160 participants, and corporate training and speaking brought in £1,100.

The National Lottery:

The Charity's application to The National Lottery's Community Fund was successful and was awarded a total of £94,428 over a period of 3 years from Aug 2024 to Aug 2027.

This funding will support the delivery, operational and staffing costs of our core services, primarily our peer support meetings and community training.

Fundraising:

Income generation in 2025 equated to £77,383.

Fundraising generated £34,182 of this total, accrued from one off and regular individual donations, events, challenges and workplace giving.

Grants raised £41,937 across the year, from The National Lottery Community Fund, The Talent Fund and The Big Give. Corporate training brought in £1,100.

Despite a higher expenditure of £85,523 in 2025, the amount brought forward from 2024 still enabled the Charity to maintain a closing balance of £22,030.

Operations:

The collaborative Leadership Team, which was introduced in 2022, continue to be responsible for the daily running of the Charity and report to the Board of Trustees. This includes service delivery, volunteer management and training, community training, fundraising, financials and daily governance. They meet on a formal basis monthly, and more regularly in smaller groups for specific discussions and planning

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE (contd)

Values & Ethos:

The values of the charity are at the core of everything we do, and every decision made. The active promotion of collaborative working, open communication, creative-thinking, diversity, and prioritising of mental health, has resulted in the charity benefiting greatly from the loyalty, dedication and hard-work of our volunteers.

Financial review and reserves policy

Although not a legal requirement, we believe that having a Reserves Policy in place is important to the financial management, governance, resource management and accountability of the Charity.

Through 2025, we maintained a £20,000 reserve which was appropriate to our needs and all financial decisions were based on immediately available funds. This will be reviewed each year and updated in accordance with our financial situation, budget and any improved financial management and governance implemented by the Treasurer.

The Charity's opening balance in this year was £30,170.

Income Generation:

A total of £77,383 was generated in income from the following funding streams:

- Fundraising & Donations - £34,182
- Grants - £41,937
- Corporate Training - £1,100
- Events - £164

Grant income was received from The National Lottery Community Fund (£5,289), The Talent Fund/Bob Willis Fund (£3,750) and Global (£10,000).

Fundraising includes direct donations totalling £15,730, JustGiving sponsors £6,731, events and campaigns £11,721. Corporate training and speaking events raised £1,100.

Expenditure:

A total of £85,523 was expended across the year, and can be broken down into the following categories:

- Contractors - £67,325
- Professional Fees - £6,784
- Independent Examination - £1,200
- Contractor expenses - £2,906
- Training - £920
- Software - £4,576
- Fundraising - £501
- Events - £150
- Transaction Fees - £217
- Depreciation - £342
- Sundry expenses - £602

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE (contd)

The highest expenditure is through contractors. Thi is an investment in the Charity as a whole. It allows increased operational capacity, increased and improved service delivery, increased volunteer support and training, improved funder and community relationships, but most importantly, an increased capaci ty to provide space for people at life's difficult moments and the resources to safeguard them if they are in crisis.

All expenditure, from contractor payments and training fees to IT software and insurance, serve to help the Charity meet its objectives, deliver services and ensure best governance.

End of Year:

The Charity ends the year with a closing reserves of £22,030.

Investments:

The Charity does not have objectives to invest funds elsewhere and so has no policy regarding this.

Statement of trustees' responsibilities

The trustees are responsible for preparing the trustees' report and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees of the charity to prepare accounts each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing those accounts 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 accounting standards have been followed, subject to any material departures disclosed and explained in the account, and
- prepare the accounts on the going concern basis unless it is inappropriate to presume the charity will continue in business.

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

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

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ANNUAL REPORT OF THE EXECUTIVE COMMITTEE (contd)

Approved by the executive committee on 30 October 2026 and signed on its behalf

Signed by:
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Stephen Hopkins – Chair

Signed by:
DD8947B3A7AE44D...

Susan Rump – Treasurer

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INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE NEW NORMAL

I report on the accounts of the trust for the year ended 31 December 2025, which are set out on pages 11 to 15.

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 require for this year under section 144(2) of the Charites 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;
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the Charities Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report
My examination was carried out in accordance with the 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 the seeking of explanations from you as 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
In connection with my examination, no material matters have come to my attention which gives me cause to believe that, in any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of the accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

I 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.

Margaret Anne Payne BA FCA
Payne & Co
Chartered Accountants
Suite 25
Barkat House
118 Finchley Road
London NW3 5HT

30 October 2026

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STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

	2025			2024	2024
	Unrestricted Funds	Restricted Funds	Total	as restated	
	£	£	£	£	£
Income					
Corporate Training & Events	1,100	0	1,100	10,025	10,025
Donations & Fundraising	34,182	0	34,182	42,611	42,611
Ecommerce	0	0	0	62	62
Events	164	0	164	685	685
Grants	36,648	5,289	41,937	20,926	20,926
Other	0	0	0	246	246
Total income	72,094	5,289	77,383	74,555	74,555
Expenditure					
Communications	0	0	0	2,877	2,877
Contractor Payments	38,041	29,284	67,325	61,560	61,560
Ecommerce	0	0	0	18	18
Events	150	0	150	1,351	1,351
Expenses	2,906	0	2,906	2,742	2,742
Fundraising	501	0	501	1,857	1,857
Grant Partners	0	0	0	5,780	5,780
IT. Software & Subs	4,576	0	4,576	3,537	5,272
Marketing	0	0	0	151	151
Professional Fees	6,784	0	6,784	7,300	7,300
Independent Examination	1,200	0	1,200	540	0
Training	920	0	920	5,035	5,035
Transaction fees	217	0	217	306	306
Depreciation	342	0	342	1,051	0
Sundry expenses	602	0	602	0	0
Total resources expended	56,239	29,284	85,523	94,105	94,249
Net movement in funds	15,855	-23,995	-8,140	-19,550	-19,694
Total funds brought fwd at 1 January 2025	3,531	26,639	30,170	49,720	49,720
Transferred to restricted funds	0	0	0	0	0
Total funds carried fwd at 31 December 2025	19,386	2,644	22,030	30,170	30,026

The notes on pages 13 to 15 form part of these accounts

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BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 Unrestricted Funds £	2025 Restricted Funds £	2025 Total £	2024 as restated £	2024 £
Fixed assets						
Tangible assets	4	342	0	342	684	0
		342	0	342	684	0
Current assets						
Debtors	5	952	0	952	663	
Cash at bank and in hand		23,186	2,644	25,830	29,363	30,026
		24,138	2,644	26,782	30,026	30,026
Current liabilities						
Creditors falling due within one year	6	-5,094	0	-5,094	-540	0
Net current assets		19,044	2,644	21,688	29,486	30,026
Total assets less current liabilities		19,386	2,644	22,030	30,170	30,026
Funds of the charity						
Restricted funds		0	2,644	2,644	26,639	26,639
Unrestricted funds		19,386	0	19,386	3,531	3,387
		19,386	2,644	22,030	30,170	30,026

Approved by the trustees on 30 October 2026 and signed on their behalf by:

Signed by:
AED1128FCA4443B...

Stephen Hopkins – Chair

Signed by:
DD8947B3A7AE44D...

Susan Rump – Treasurer

The notes on pages 13 to 15 form part of these accounts

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NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Basis of preparation

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to the accounts.

The accounts have been prepared in accordance with:

- the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014
- and with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102)
- and with the Charities Act 2011

The Charity constitutes a public benefit entity as defined by FRS 102.

The presentation currency of the accounts is the pound sterling (£). The accounts have been rounded to the nearest pound.

2 Accounting policies

Incoming resources

Incoming resources are recognised once the receipt of income is probable and the amount can be measured with reasonable accuracy.

Grants and donations are recognised when the charity has unconditional entitlement to the resources.

Voluntary help is invaluable to the charity but is not included in the accounts, since the monetary value is impossible to quantify. The value of assets and facilities donated, where impossible to quantify, is not included in the accounts.

Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

Resources expended

Liabilities are recognised as resources expended as soon as there is a legal or constructive obligation committing the charity to the expenditure and the amount of the obligation can be measured with reasonable certainty. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Basic financial instruments

The charity accounts for basic financial instruments on initial recognition as per paragraph 10.7 FRS 102 SORP. Subsequent measurement is as per paragraphs 11.17 to 11.19, FRS 102 SORP.

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NOTES TO THE ACCOUNTS (contd)

FOR THE YEAR ENDED 31 DECEMBER 2025

2 Accounting policies (contd)

Tangible fixed assets and depreciation

Tangible assets costing more than £250 are capitalised and valued at historic cost. Purchased assets are recorded at purchase price and donated assets, where the value can be determined, are valued at market value on receipt.

Depreciation is charged on a reducing balance basis at a rate of 33.33% per annum on computer equipment. Impairment reviews are carried out annually.

Debtors

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

Creditors

The charity has creditors which are measured at settlement amounts less any trade discounts.

Funds structure

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donor.

Unrestricted funds comprise those funds which the trustees are free to use for any purpose in furtherance of the charitable objects. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

3 Prior year adjustment

The comparatives for 2024 have been adjusted to reflect a change in the basis of the preparation of the accounts from a cash basis to an accruals basis and to include the capitalisation of fixed assets previously written off as expenses.

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NOTES TO THE ACCOUNTS (contd)

FOR THE YEAR ENDED 31 DECEMBER 2025

4 Tangible fixed assets

	Computer Equipment	Total
	£	£
Cost		
At 1 January 2025	1,735	1,735
Additions	0	0
Disposals	0	0
At 31 December 2025	1,735	1,735
Depreciation		
At 1 January 2025	1,051	1,051
Charge for the year	342	342
Disposals	0	0
At 31 December 2025	1,393	1,393
Net book value		
At 31 December 2025	342	342
At 31 December 2024	684	684

5 Debtors and prepayments

	2025	2024 restated	2024
	£	£	£
Other debtors	137	663	0
Prepayments	815	0	0
Accrued income	0	0	0
	952	663	0

6 Creditors: amounts falling due within one year

	2025	2024 restated	2024
	£	£	£
Accruals	5,094	540	0
Other creditors	0	0	0
	5,094	540	0

7 Related party transactions and trustees' remuneration

No member of the executive committee, nor any person connected with them, has received, or is due to receive any remuneration for the year, or the previous year, nor obtained any financial benefit in either year, directly or indirectly, from the charity's funds.

There have been no related party transactions in the accounting period.