

HEBRON TRUST

England & Wales · Charity number 1020095

Details

Other names	HEBRON HOUSE
Status	Registered
Legal form	Charitable company
Company number	02802742
Registered	1993-04-21
Register	View on the Charity Commission register

Contact

Address	Hebron House 10 Stanley Avenue Norwich NR7 0BE
Phone	01603 439 905
Email	info@hebrontrust.org.uk
Website	www.hebrontrust.org.uk

Activities

Objects: (1)THE RELIEF OF PERSONS WHO ARE IN CONDITIONS OF NEED HARDSHIP OR DISTRESS OR WHO ARE SICK IN PARTICULAR TO AID AND ASSIST PERSONS SUFFERING FROM ADDICTION OR COMPULSION TO BE FREED FROM SUCH ADDICTION OR COMPULSION PARTICULARLY FROM DRUGS OR ALCOHOL, IN PARTICULAR BUT NOT EXCLUSIVELY BY DEMONSTRATING ACTIVE CHRISTIAN FAITH (DOCTRINALLY STATED BY THE EVANGELICAL ALLIANCE) THROUGH COUNTLESS ACTS OF KINDNESS. (2)THE ADVANCEMENT OF EDUCATION IN PARTICULAR RESEARCH INTO THE APPLICATION OF CHRISTIAN PRINCIPLES AND VALUES AND THEIR RELEVANCE TO EVERY STRATUM OF SOCIETY WHETHER FOR CHILDREN OR ADULTS.

Activities: We provide resources for women suffering hardship and distress. We provide medium-term high quality residential accommodation and well-being support for women in a way that promotes each woman's independence.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Accommodation/housing
- **Who:** Other Defined Groups

Geography

- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£523,127	£287,621	£1,714,568	5
2024-03-31	£245,595	£312,397	-	-
2023-03-31	£460,015	£502,370	-	-
2022-03-31	£561,355	£476,546	£1,039,874	12
2021-03-31	£505,024	£408,764	£955,065	16

Trustees

Name	Role	Appointed
NIK VITKOVITCH	Chair	2024-11-11
Alison Vinall		2025-07-08
Gillian Margaret HULME		2025-07-08
Natasha Louise Cumberland		2026-01-22
Oluseyi Florence Jimoh		2024-11-11
Shelley Mary Oram		2026-04-14

HEBRON TRUST

England & Wales - Charity number 1020095

Accounts

HEBRON TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

HEBRON TRUST
(A Company Limited by Guarantee)

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2025**

Trustees

Nikolas Vladimir Vitkovitch, Chairperson
Stephen Charles Whitby (resigned 8 July 2024)
Nigel Mark Chapman (resigned 18 June 2024)
Alison Vinall
Gillian Margaret Hulme
Ese Busayo (appointed 21 May 2024)
Oluseyi Florence Jimoh (appointed 11 November 2024)

Company registered number

02802742

Charity registered number

1020095

Registered office

Hebron House, 10 Stanley Avenue, Thorpe Hamlet, Norwich, Norfolk, NR7 0BE

Management

Emma Pawsey, CEO
Sara Garrard, Manager
Jackie Pittuck, Finance Officer

Accountants

MA Partners LLP, 7 The Close, Norwich, Norfolk, NR1 4DJ

Bankers

Natwest Bank PLC, 45-51 London Street, Norwich, Norfolk, NR2 1HX
Lloyds TSB Bank PLC, 16 Gentlemen's Walk, Norwich, Norfolk, NR2 1LZ

Solicitors

Howes Percival, The Guildyard, 51 Colegate, Norwich, Norfolk, NR3 1DD

Medical Adviser

Dr R P Hampshire, Thorpewood Surgery, Woodside Road, Norwich, Norfolk, NR7 9QL

HEBRON TRUST
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On 31 March 2025 Hebron Trust celebrated two years of Hebron Housing. We have two more properties and now have six in the portfolio, providing homes for nineteen women who would otherwise have struggled to find accommodation.

For a small charity, the Trust has a strong balance sheet to deliver its charitable purposes of providing supported accommodation for women. The Trust invests in housing and minimises borrowing to do so by accumulating funds for house purchase in a designated House Purchase Fund (see Note 13 to the accounts). The Trustees aim to maintain a reserve equivalent to four months' operating costs.

The Hebron Grads programme continued, using WhatsApp and occasionally meeting face to face. This has helped cement their recovery.



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HEBRON TRUST

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The Board presents its report and financial statements. Part 1 covers what we've achieved in the context of the need. Part 2 explains how the Trustees approach governance. As ever, please provide any feedback and raise any questions with info@hebrontrust.org.uk.

Part 1 – What we've done

1 Our Vision

A Christian charity sustainably delivering first class and effective services for vulnerable women through long-term relationships and countless acts of kindness.

Through Hebron Housing, we support women on their path towards independent living with high standard accommodation and individual care and nurture.

2 Strategy and objectives

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing strategy and objectives and planning future activities. Such reviews take place at a biennial strategy away day and at each Trustees' meeting.

The Trust's main objective and principal activities are to provide resources for people suffering hardship and distress by supporting them with superior quality accommodation and the tools and services they need to become fully independent and move on to become reliable tenants or homeowners.

Our history as a residential rehab provider means we have a particular concern for women recovering from addiction and compulsion in respect of drugs or alcohol, and Hebron Housing operates some of its the residential accommodation with a focus on women in recovery.

The main activities for 2024/5 were:

- Establishing a reputation as the first choice provider of supported housing in Norwich;
- Working with two philanthropic partners to add two new properties to the portfolio;
- Working with local agencies to identify and on-board tenants;
- Supporting former Hebron Trust rehab service users who have settled in the Norwich community or elsewhere.

The Trust's capital is invested in the properties used to provide supported housing. Other houses are owned by philanthropic partners and managed by the Trust to provide supported housing.

The supported housing element of housing benefit, together with the rent each tenant pays, funds the revenue expenditure of the Trust.

Our objectives for the period to 2028 are to:

- increase the number of properties managed through the Trust's direct investment and through partnering with philanthropic investors
- help more women achieve independent living
- have enough employees and volunteers to offer sustainable and enjoyable work experiences
- become financially sustainable, with the income generated from operations sufficient to meet all the costs of operations and administration
- have at least one HMO in the portfolio, where women can establish a sound rental record whilst returning to paid employment.

HEBRON TRUST
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Our service remains available only to women aged 18 and over irrespective of race, religion, faith and sexual orientation. Our buildings impose constraints on our ability to accommodate some kinds of disability, and we operate only in the English language.

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3 How our work delivers public benefit – and how we ensure it delivers our aims.

The fundamental benefit to the public arises through each tenant's progression out of supported housing, as shown in Table 1.

Table 1: How HT delivers public benefit

Public Benefit delivered	How delivered	How measured?	Public benefit arising
Reducing 'chaotic lifestyle' typical of addiction	All tenants are part of our Support Programme. This develops decision making skills and reinforces home keeping and relationship-sustaining skills	• Case worker RAG for each tenant • Individual Programme progress • Individual's contribution to running of their home	• Reduction in costs and impact of broken/chaotic homes as women become independent, owning their personal futures
Tenants becoming independent and active participants in society	We help find long-term housing and employment We continue to "be there" to support former Hebron Trust rehab service users irrespective of where they settle	• Number of tenants • Number of tenants in education, volunteering or in paid employment	As above plus: • Economic contribution as women return to workforce and housing market

Case study 1 – V'

After a period living in public toilets in Watton, V arrived, overwhelmed by debilitating anxiety and struggling with unmanaged ADHD and autism. She was exhausted, frightened, and desperate for support; her anxiety was intense.

V would come down to the office and sit for hours, simply needing to feel close to someone she trusted. She learned simple but powerful techniques like 4/6 breathing. Eventually, she joined in workshops: these in-house programs are designed by our team to rebuild confidence, challenge negative self-images, and offer practical tools for emotional healing.

With steady encouragement, V began reconnecting with the outside world. Her first walks were around the block, and they grew into longer journeys. With courage and perseverance, she later got a bike, which gave her the freedom to visit local shops on her own, a milestone that once seemed unimaginable.

In January, V moved into one of our more independent properties (Bluebell Heights), and began to truly flourish. She joined a local gym and a running club, building both physical strength and friendships along the way. She has attended social gatherings — something none of us could have dreamed of during those early, painful days.

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Public Benefit delivered	How delivered	How measured?	Public benefit arising
Executing the skills and techniques to support long term abstinence	Rehab Programmes develop skills and techniques. Our support helps tenants execute their learning. We encourage participation in groups including AA and NA where appropriate We support former Hebron Trust rehab service users with Hebron Grads meetings	• Number attending support groups where appropriate • Case worker RAG for each tenant	As above plus: • Reduction in costs of addiction support • Reduction in petty crime to support addiction
Providing access to housing for women who might struggle to find other housing	Our housing is available to all women in receipt of housing benefit who meet our safety requirements.	• Number and diversity of referring agencies	Crisis UK reported homelessness for 12 months costs £20k per person. These are 2016 prices Women without a home are significantly more vulnerable.

Testimony 1

"I would like to write about my experience with Hebron and how well they handled my lapse last Friday. I unfortunately fell back into a cycle of addiction on Friday night, taking drink and drugs and was very unwell. The Hebron staff acted immediately, coming together as a team from all areas, giving their precious out of hours time to help me.

"I have been involved with drug and alcohol teams and mental health teams in the past who have not even come close to acting as proficiently as Hebron did. Without their quick thinking and professionalism, I doubt my lapse would have stopped after one night. They gave me a valuable lifeline and the keys to freedom of addiction, all I have to do was use them to open the door. I will be forever grateful to all of the staff at Hebron for a second chance, they are kind and loving and because of them I'm safe and healthy."

LJ, written in early April 2025

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4 Achievements and Performance

The Trust provided supported housing for vulnerable women, delivered under the Hebron Housing brand. The number of women helped was 33 (2024: 27).

The Trust continued to support Hebron Grads, women who had been service users of Hebron House residential rehab.

Key Performance Indicators

	2025 FY	2024 FY
Contract income (all services) £k	257	114
Women participating in WhatsApp support group	23	24
Capacity for women in supported housing at 31 March	19	15

The Hebron team

None of this would be possible without the employed team and the volunteers.

The Trustees gratefully acknowledge the contribution of everyone involved in the work the Trust does. We are encouraged and inspired by the way everyone goes beyond the normal to help our residents.



Early in 2021, the Trustees committed to paying everyone who works for HT at least the Living Wage Foundation's "Real Living Wage". Although we have not sought accreditation, the Trustees remain committed to paying all employees at least the RLW.

We welcomed Karen to the team in February 2025. Karen has worked in both the social housing sector and private housing for more than 30 years. She recently decided to change her focus and concentrate on the lives of women, and came to Hebron to help them achieve their full potential and goals in life.

The team at 1 April 2025 comprises six people, providing 4.9 WTE.

5 Bursary Scheme

The Trust developed a Bursary Scheme to assist those who need the services HT offers and who have difficulty securing the necessary funding. The Trustees and Staff Team worked together to develop the rules of the Scheme and are grateful to all who contribute to fund the scheme.

At the end of March 2025, the fund balance was around £79,290.

6 Volunteers

We continue to benefit from the excellent support of committed volunteers in a wide variety of roles including administration, support to tenants, and as members of the Board.

The average number of volunteers, including the Board, is 7. The Trustees thank each volunteer for their contribution.

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7 Financial Review

Going concern

The Trustees reviewed the financial position and plans for 2025/26 FY as part of their normal Board process. The charity has a strong balance sheet represented by property and substantial Restricted and General reserves. They remain satisfied that Hebron Trust is a financially viable organisation, with no material uncertainties to its going concern position, and that the Trust can continue to operate for at least 12 months from the date of signing these accounts.

Reserves Policy

The Trust's cash position was sound throughout the year.

The Trust secured a number of grants and enjoyed the kindness of several significant donors.

The Trustees opened an interest-bearing instant access account with CCLA Investment Management Limited and transferred funds from Natwest to CCLA.

For a small charity, the Trust has a strong balance sheet to deliver its charitable purposes of providing supported accommodation for women. The Trust invests in housing and minimises borrowing to do so by accumulating funds for house purchase in a designated House Purchase Fund (see Note 13 to the accounts).

The Trustees aim to maintain a reserve equivalent to four months' operating costs.

At the end of March 2025 our free reserves were over eleven months' direct charitable expenditure.

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Part 2 Structure, Governance and Management

8 Governing Document

Hebron Trust is a charitable company limited by guarantee, registered as a charity and incorporated in 1993, primarily to provide care and treatment to people who have life threatening drug or alcohol dependency. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

The Articles of Association were amended at an EGM in 2024 to enable the Trust to hold hybrid AGM and other meetings. The opportunity was taken to reduce the AGM Quorum.

9 Recruitment and Appointment of Board of Management

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Management. Under the requirements of the Memorandum and Articles of Association, at the Annual General Meeting, one third of the members of the Board who have been longest in office since their last election shall retire from office. Retiring members are eligible for re-election.

Every two years, the Board carries out a strategic review and planning exercise, which includes an audit of the skills mix of the Board. This knowledge/skills matrix has been used to inform our Trustee recruitment and maintain an appropriate spectrum of Trustee skills and specialist expertise.

Hebron Trust is founded upon and operates from a Christian ethos. All the trustees are Christians who come from a variety of backgrounds and church traditions and see their involvement as a practical expression of their faith. The Trust does not promote or represent any one church or denomination and works with people irrespective of their backgrounds or beliefs.

10 Trustee Identification, Induction and Training

The Board is always open to further recruitment to broaden its skills and diversity. The Board is conscious of the risk of Trustee staleness and of the value of fresh thinking. The Trust's governing documents set no limit on the number of Trustees.

The Board and the Chief Executive identify potential new recruits, who are approached personally. The candidate learns more about the work of the Trust through an initial discussion, usually with a Trustee or the Chief Executive, and a tour of Hebron House.

Prospective Trustees are provided with a pack of the following documents:

- Memorandum and Articles of Association
- Latest Audited Accounts and Management Accounts
- Copies of recent Board Meeting Minutes
- Charity Commission's guide 'The Essential Trustee'
- Charity Commission's guide 'Responsibilities of Charity Trustees: A Summary'
- Hebron Trust Information Packs, which include a Trustee Code of Conduct and the Trust's Bribery and Corruption policy

Candidates are invited to attend Board meetings to meet the other Trustees and help familiarise themselves more with the work and culture of the Trust as the basis for an informed decision.

Each Trustee signs documents confirming their understanding of their responsibilities and their agreement to abide by the Code of Conduct.

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Trustees are encouraged to attend local Trustee training provided by Voluntary Norfolk and other organisations.

11 Payment to Trustees

The Trustees received no payment of any sort during the year.

Payments made to Trustees	2025 FY	2024 FY	2023 FY
Expenses	£0	£0	£0
Other payments	£0	£0	£0

12 Management

The Trustees met eight times as the Management Committee, with the senior managers joining the discussion, and two as a Trustee-only gathering.

Emma Pawsey is CEO of Hebron Trust and of Hebron Housing.. Emma leads the staff team, and has regular 1:1 meetings with the chair. She, our Housing Manager Sara, and our Finance Officer Jackie attend Management Committee meetings.

13 Risk Management

Every Management Committee opens with a report on Health and Safety incidents, Safeguarding, and Complaints and/or Compliments.

The major risks to which the charity is exposed, as identified by the trustees, are reviewed at each Board meeting. Systems and processes, with appropriate review intervals, are in place to manage those risks. The Board maintains a risk register; this is reviewed and updated at each Management Committee meeting in an annual rolling programme.

Internal control risks are minimised by the implementation of procedures for authorisation of financial transactions. Procedures are in place to ensure compliance with health and safety of staff and volunteers.

14 Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by both national and local policy.

We enjoy a partnership with Norwich Charitable Trusts, who have leased us a property for supported housing since 1 September 2022.

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15 Responsibilities of the Board of Management

Company Law requires the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those statements, the Board of Management should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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

Members of the Board of Management

Members of the Board of Management, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

In accordance with company law, as the company's directors, we certify that:

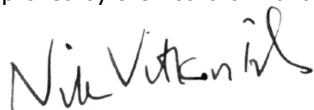
- so far as we are aware, there is no relevant information of which the company's auditors are unaware; and
- as the directors of the company we have taken all reasonable steps to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

16 Independent Examiners

This report has 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 2015) and in accordance with the small companies' regime within part 15 of the Companies Act 2006.

17 Approval

Approved by the Board of Management on 18 June 2025 and signed on its behalf by:



Nikolas Vitkovitch, Chairman

HEBRON TRUST
(A Company Limited by Guarantee)

Independent Examiner's Report to the Trustees of Hebron Trust ('the Charity')

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2025.

Responsibilities and Basis of Report

As the Trustees of the Charity (and 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 ('the 2006 Act').

Having satisfied myself that the accounts of the Charity are not required to be audited under Part 16 of the 2006 Act 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 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

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 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 Charity as required by section 386 of the 2006 Act; 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 2006 Act 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.

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.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:



Dated: 18 June 2025

Alice Lynch BSc FCA DChA

MA Partners LLP

7 The Close
Norwich
Norfolk
NR1 4DJ

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

	Note	Endowment funds 2025 £	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income and endowments from:						
Donations, legacies and grants	3	125,000	30,000	80,539	235,539	117,080
Charitable activities	4	-	-	287,588	287,588	128,515
Total income and endowments		125,000	30,000	368,127	523,127	245,595
Expenditure on:						
Raising funds	5	-	-	14,478	14,478	24,800
Charitable activities	6	-	51,280	221,863	273,143	287,597
Total expenditure		-	51,280	236,341	287,621	312,397
Net movement in funds before other recognised gains/(losses)		125,000	(21,280)	131,786	235,506	(66,802)
Other recognised gains/(losses):						
Losses on revaluation of fixed assets		-	-	-	-	(61,278)
Net movement in funds		125,000	(21,280)	131,786	235,506	(128,080)
Reconciliation of funds:						
Total funds brought forward		-	118,987	1,360,075	1,479,062	1,607,142
Net movement in funds		125,000	(21,280)	131,786	235,506	(128,080)
Total funds carried forward		125,000	97,707	1,491,861	1,714,568	1,479,062

The notes on pages 17 to 30 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET
AS AT 31 MARCH 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	10	1,238,007	1,234,060
		<u>1,238,007</u>	<u>1,234,060</u>
Current assets			
Debtors	11	14,056	5,102
Cash at bank and in hand		474,933	259,590
		<u>488,989</u>	<u>264,692</u>
Creditors: amounts falling due within one year	12	(12,428)	(19,690)
Net current assets		476,561	245,002
Total assets less current liabilities		<u>1,714,568</u>	<u>1,479,062</u>
Total net assets		<u><u>1,714,568</u></u>	<u><u>1,479,062</u></u>
Charity funds			
Endowment funds	13	125,000	-
Restricted funds	13	97,707	118,987
Unrestricted funds	13	1,491,861	1,360,075
Total funds		<u><u>1,714,568</u></u>	<u><u>1,479,062</u></u>

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2025

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Nikolas Vladimir Vitkovitch
Trustee

Date: 18 June 2025

The notes on pages 17 to 30 form part of these financial statements.

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

1. General information

The company is a company limited by guarantee registered in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the registered office is Hebron House, 10 Stanley Avenue, Thorpe Hamlet, Norwich, NR7 0BE.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Hebron Trust 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.

2.2 Going concern

The Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 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 on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

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

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of Financial Activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%
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Freehold property is not depreciated.

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

HEBRON TRUST
(A Company Limited by Guarantee)

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

2. Accounting policies (continued)

2.9 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.

2.10 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.

2.11 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 are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Endowment funds 2025 £	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Donations	-	1,500	22,639	24,139	24,991
Grants	125,000	28,500	57,900	211,400	92,089
Total 2025	<u>125,000</u>	<u>30,000</u>	<u>80,539</u>	<u>235,539</u>	<u>117,080</u>
<i>Total 2024</i>	<u>-</u>	<u>56,589</u>	<u>60,491</u>	<u>117,080</u>	

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

4. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Contract income	256,703	256,703	114,230
Miscellaneous income	30,885	30,885	14,285
Total 2025	<u>287,588</u>	<u>287,588</u>	<u>128,515</u>

5. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Consultancy & Advertising	14,478	14,478	24,800
	<u>14,478</u>	<u>14,478</u>	<u>24,800</u>

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

6. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Residential, rehabilitation and resettlement	256,681	16,462	273,143	287,597
<i>Total 2024</i>	<i>249,044</i>	<i>38,553</i>	<i>287,597</i>	

Analysis of direct costs

	Total funds 2025 £	Total funds 2024 £
Staff costs	166,271	156,298
Housekeeping	1,633	2,626
Insurance	7,063	8,778
Light and heat	9,477	10,488
Professional fees	6,906	5,763
Rent and rates	15,250	12,000
Subscriptions	1,722	1,363
Sundry costs	1,121	1,509
Training	3,583	2,926
Travel	2,313	2,116
Depreciation	3,167	2,827
Equipment and repairs	34,834	41,170
Water Charges	3,341	1,180
	256,681	249,044

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

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Bank charges	435	221
Telephone and computer costs	9,741	10,567
Office costs	3,586	3,250
Loss on disposal of fixed asset	-	22,535
Governance costs	2,700	1,980
	16,462	38,553

7. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £2,250 (2024 - £1,650).

8. Staff costs

	2025 £	<i>2024 £</i>
Wages and salaries	150,285	140,527
Social security costs	9,256	8,282
Contribution to defined contribution pension schemes	6,730	7,489
	166,271	156,298

During the year the charity made redundancy payments of £Nil (2024: £2,572).

The average number of persons employed by the Charity during the year was as follows:

	2025	<i>2024</i>
Charitable activities	5	5

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

8. Staff costs (continued)

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

Total remuneration for key management personnel during the year, including employer's national insurance contributions and employer's pension contributions totalled **£45,793** (2024: £51,237).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2024	1,226,000	44,093	1,270,093
Additions	-	7,699	7,699
Disposals	-	(22,612)	(22,612)
At 31 March 2025	<u>1,226,000</u>	<u>29,180</u>	<u>1,255,180</u>
Depreciation			
At 1 April 2024	-	36,033	36,033
Charge for the year	-	3,167	3,167
On disposals	-	(22,027)	(22,027)
At 31 March 2025	<u>-</u>	<u>17,173</u>	<u>17,173</u>
Net book value			
At 31 March 2025	<u>1,226,000</u>	<u>12,007</u>	<u>1,238,007</u>
At 31 March 2024	<u>1,226,000</u>	<u>8,060</u>	<u>1,234,060</u>

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

11. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	-	1,650
Prepayments and accrued income	14,056	3,452
	<u>14,056</u>	<u>5,102</u>

12. Creditors: Amounts falling due within one year

	2025 £	2024 £
Trade creditors	3,883	-
Accruals and deferred income	8,545	19,690
	<u>12,428</u>	<u>19,690</u>

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

13. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Unrestricted funds					
Designated funds					
Chapel House Dilapidations Fund	6,175	-	-	8,400	14,575
Property Purchase	-	-	-	200,000	200,000
	<u>6,175</u>	<u>-</u>	<u>-</u>	<u>208,400</u>	<u>214,575</u>
General funds					
Other unrestricted funds	286,199	368,127	(236,341)	(208,400)	209,585
Revaluation reserve	1,067,701	-	-	-	1,067,701
	<u>1,353,900</u>	<u>368,127</u>	<u>(236,341)</u>	<u>(208,400)</u>	<u>1,277,286</u>
Total Unrestricted funds	<u>1,360,075</u>	<u>368,127</u>	<u>(236,341)</u>	<u>-</u>	<u>1,491,861</u>
Endowment funds					
The Edward Gostling Fund	-	125,000	-	-	125,000
Restricted funds					
Bursary	79,740	-	(450)	-	79,290
Preachers Grant - IT Only	-	1,500	(1,500)	-	-
Cellar Upgrade	10,033	-	-	-	10,033
Zedra Grant	-	3,500	(3,500)	-	-
Vision 23 Project	29,214	-	(29,214)	-	-
Lottery - Support Workers Salary	-	20,000	(13,613)	-	6,387
Tranquility Suite	-	5,000	(3,003)	-	1,997
	<u>118,987</u>	<u>30,000</u>	<u>(51,280)</u>	<u>-</u>	<u>97,707</u>
Total of funds	<u>1,479,062</u>	<u>523,127</u>	<u>(287,621)</u>	<u>-</u>	<u>1,714,568</u>

HEBRON TRUST
(A Company Limited by Guarantee)

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

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2024 £</i>
Unrestricted funds						
Designated funds						
Chapel House Dilapidations Fund	1,975	-	-	4,200	-	6,175
General funds						
Other unrestricted funds	374,965	189,006	(273,572)	(4,200)	-	286,199
Revaluation reserve	1,128,979	-	-	-	(61,278)	1,067,701
	<u>1,503,944</u>	<u>189,006</u>	<u>(273,572)</u>	<u>(4,200)</u>	<u>(61,278)</u>	<u>1,353,900</u>
Total Unrestricted funds	<u>1,505,919</u>	<u>189,006</u>	<u>(273,572)</u>	<u>-</u>	<u>(61,278)</u>	<u>1,360,075</u>

HEBRON TRUST
(A Company Limited by Guarantee)

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

13. Statement of funds (continued)

**Restricted
funds**

Bursary	79,365	375	-	-	-	79,740
Cellar Upgrade	10,033	-	-	-	-	10,033
Church House	1,825	-	(1,825)	-	-	-
Improving Women's Social and Community Inclusion	10,000	-	(10,000)	-	-	-
Staff Kitchen	-	15,000	(15,000)	-	-	-
Vision 23 Project	-	39,214	(10,000)	-	-	29,214
Provision of equipment	-	2,000	(2,000)	-	-	-
	<u>101,223</u>	<u>56,589</u>	<u>(38,825)</u>	<u>-</u>	<u>-</u>	<u>118,987</u>
Total of funds	<u><u>1,607,142</u></u>	<u><u>245,595</u></u>	<u><u>(312,397)</u></u>	<u><u>-</u></u>	<u><u>(61,278)</u></u>	<u><u>1,479,062</u></u>

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

13. Statement of funds (continued)

The Edward Gostling Fund - A Deed of Gift given to help provide Hebron Trust with greater certainty and flexibility in relation to its income. The capital is invested for a minimum of five years to generate income, to be used to further our charitable purposes.

Bursary - allows us to admit worthy cases for rehabilitation to any house operated by Hebron Trust when they were unable to get local authority placements or private funding elsewhere.

Resettlement workers - work specifically with the women who have completed their stay at Hebron House and are now back "in the community". Help given will include finding accommodation, sorting out rent, debt, bills and other monetary problems, offering support, finding work etc.

Cellar Upgrade - funding received specifically for the upgrade of the cellar at Hebron House. Transfers out of the fund to unrestricted funds are in respect of fixed asset additions for which the ongoing use within the charity is unrestricted.

Church House - provided to fund a year's rent on our rented property which is used as a home in our community for women who have faced challenges in their life.

Improving Women's Social and Community Inclusion - allows us to provide housing and support to women who are overcoming problems in their life and starting to make a meaningful contribution to their local community.

Staff Kitchen - funding received for the express purpose of improving the charity's premises for the benefit of the staff.

Vision 23 Project - this project was established to transition from being a charity focused on residential rehab with a modest supported housing provision to a charity focused on supported housing that continues to support former service users.

Provision of Equipment - funding received for the purchase of furniture and equipment for the new accommodation opened during the year for the benefit of service users.

Tranquility Suite - grants received for the development of a Tranquil space within Hebron House, for use by Tenants and Staff.

Preacher's Grant (IT Spend Only) - grant received solely for the renewal of staff IT equipment and software.

Zedra Grant - grant received from W.O. Street Charitable Foundation solely for providing furniture for tenants.

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

14. Summary of funds

Summary of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Designated funds	6,175	-	-	208,400	214,575
General funds	1,353,900	368,127	(236,341)	(208,400)	1,277,286
Endowment funds	-	125,000	-	-	125,000
Restricted funds	118,987	30,000	(51,280)	-	97,707
	<u>1,479,062</u>	<u>523,127</u>	<u>(287,621)</u>	<u>-</u>	<u>1,714,568</u>

Summary of funds - prior year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Designated funds	1,975	-	-	4,200	-	6,175
General funds	1,503,944	189,006	(273,572)	(4,200)	(61,278)	1,353,900
Restricted funds	101,223	56,589	(38,825)	-	-	118,987
	<u>1,607,142</u>	<u>245,595</u>	<u>(312,397)</u>	<u>-</u>	<u>(61,278)</u>	<u>1,479,062</u>

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Endowment funds 2025 £	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	-	-	1,238,007	1,238,007
Current assets	125,000	97,707	266,282	488,989
Creditors due within one year	-	-	(12,428)	(12,428)
Total	<u>125,000</u>	<u>97,707</u>	<u>1,491,861</u>	<u>1,714,568</u>

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

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2024 £</i>	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	-	1,234,060	1,234,060
Current assets	118,987	145,705	264,692
Creditors due within one year	-	(19,690)	(19,690)
Total	118,987	1,360,075	1,479,062

16. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The pension cost charge represents contributions payable by the charity to the fund and amounted to **£6,730** (2024: £7,489).

No contributions were payable to the fund at the balance sheet date or at the prior year balance sheet date.

17. Related party transactions

During the year donations made to the charity by Trustees and their close family members totalled **£1,136** (2024: £2,136).

HEBRON TRUST

England & Wales - Charity number 1020095

Accounts

HEBRON TRUST
(A Company Limited by Guarantee)

UNAUDITED
TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

HEBRON TRUST
(A Company Limited by Guarantee)

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HEBRON TRUST
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2024**

Trustees

Nikolas Vladimir Vitkovitch, Chairperson
Stephen Charles Whitby, Treasurer (resigned 8 July 2024)
Gillian Margaret Hulme (appointed 17 December 2023)
Alison Vinall
Nigel Mark Chapman (resigned 18 June 2024)
Kerry Anne Brighthouse (resigned 26 May 2023)
Ese Busayo (appointed 21 May 2024)

Company registered number

02802742

Charity registered number

1020095

Registered office

Hebron House, 10 Stanley Avenue, Thorpe Hamlet, Norwich, Norfolk, NR7 0BE

Management

Emma Pawsey, CEO
Sara Garrard, Manager
Jackie Pittuck, Finance Officer

Accountants

MA Partners LLP, 7 The Close, Norwich, Norfolk, NR1 4DJ

Bankers

Natwest Bank PLC, 45-51 London Street, Norwich, Norfolk, NR2 1HX
Lloyds TSB Bank PLC, 16 Gentlemen's Walk, Norwich, Norfolk, NR2 1LZ

Solicitors

Howes Percival, The Guildyard, 51 Colegate, Norwich, Norfolk, NR3 1DD

Medical Adviser

Dr R P Hampshire, Thorpewood Surgery, Woodside Road, Norwich, Norfolk, NR7 9QL

HEBRON TRUST
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On 31 March 2024 Hebron Trust celebrated one year of Hebron Housing with four properties in the portfolio providing homes for fifteen women who would otherwise have struggled to find accommodation.

The Hebron Grads programme continued, using WhatsApp and occasionally meeting face to face. This has helped cement their recovery.



HEBRON TRUST
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Trustees' Report Contents

Part 1 – What we've done

- 1 Our Vision
- 2 Strategy and Objectives
- 3 Achievements and Performance
- 4 Bursary Scheme
- 5 How our work delivers public benefit – and how we ensure it delivers our aims
- 6 Volunteers
- 7 Financial Review

Part 2 – Structure, Governance and Management

- 8 Governing Document
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- 10 Trustee Identification, Induction and Training
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- 12 Management
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HEBRON TRUST

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The Board presents its report and financial statements. Part 1 covers what we've achieved in the context of the need. Part 2 explains how the Trustees approach governance. As ever, please provide any feedback and raise any questions with info@hebrontrust.org.uk.

Part 1 – What we've done

1 Our Vision

A Christian charity sustainably delivering first class and effective services for vulnerable women through long-term relationships and countless acts of kindness.

Through Hebron Housing, we support women on their path towards independent living with high standard accommodation and individual care and nurture.

2 Strategy and Objectives

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing strategy and objectives and planning future activities. Such reviews take place at a biennial strategy away day and at each Trustees' meeting.

The Trust's main objective and principal activities are to provide resources for people suffering hardship and distress by supporting them with superior quality accommodation and the tools and services they need to become fully independent and move on to become reliable tenants or homeowners. Our history as a residential rehab provider means we have a particular concern for women recovering from addiction and compulsion in respect of drugs or alcohol, and Hebron Housing operates some of its the residential accommodation with a focus on women in recovery.

The main activities for 2023/4 were:

- Completing the sale of 12 Stanley Avenue (half of the former Hebron House residential rehab)
- procuring and commissioning three properties to provide supported housing;
- working with local agencies to identify and on-board tenants;
- supporting former Hebron Trust rehab service users who have settled in the Norwich community or elsewhere.

The Trust's capital is invested in the properties used to provide supported housing.

Other houses are owned by philanthropic partners and managed by the Trust to provide supported housing; typically, partner agrees with the Trust the current housing requirement (say three or four bedrooms, upstairs and downstairs toilets, safe and easily maintained gardens and fencing), buys the property, and brings it to a usable condition. The house is then leased to the Trust, and for the next five years we furnish it and liaise with referrers to fill the house with suitable tenants, and we pay a fixed monthly charge to the partner. We look after all the utility bills and all relationships with the tenants. We support each tenant with a 1:1 relationship and over a tenancy of two years help each woman be ready for independent living. We call this arrangement a "*philanthropy partnership*." At the end of five years, the arrangement can be renewed or the philanthropist can use the property for other purposes or sell it.

The supported housing element of housing benefit, together with the rent each tenant pays, funds the revenue expenditure of the Trust.

HEBRON TRUST
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Our objectives for the period to 2028 are to:

- increase the number of properties managed through the Trust's direct investment and through partnering with philanthropic investors
- help more women achieve independent living
- have enough employees and volunteers to offer sustainable and enjoyable work experiences.

Our service remains available only to women aged 18 and over irrespective of race, religion, faith and sexual orientation. Our buildings impose constraints on our ability to accommodate some kinds of disability, and we operate only in the English language.

3 Achievements and Performance

The Trust provided supported housing for vulnerable women, delivered under the Hebron Housing brand. The number of women helped was 27 (2023: 4).

The Trust continued to support Hebron Grads, women who had been service users of Hebron House residential rehab.

Key Performance Indicators

	2024 FY	2023 FY
Contract income (all services) £k	114	314
Number of support sessions held on Zoom etc	Closed in March 24	48
Women participating in WhatsApp support group	24	30
Capacity for women in supported housing at 31 March	15	3

The Hebron team

None of this would be possible without the employed team and the volunteers.

The Trustees gratefully acknowledge the contribution of everyone involved in the work the Trust does. We are encouraged and inspired by the way everyone goes beyond the normal to help our residents.

Early in 2021, the Trustees committed to paying everyone who works for Hebron Trust at least the Living Wage Foundation's "Real Living Wage". Although we have not sought accreditation, the Trustees remain committed to paying all employees at least the RLW.

The team at 1 April 2024 comprises five people, providing 4.6 FTE.

4 Bursary Scheme

The Trust developed a Bursary Scheme to assist those who need the services Hebron Trust offers and who have difficulty securing the necessary funding. The Trustees and Staff Team worked together to develop the rules of the Scheme and are grateful to all who contribute to fund the scheme. At the end of our residential rehab provision, this fund stood at £79,740 (2023: £79,365). The challenge now is to identify how best to use this fund in our new context.

HEBRON TRUST

(A Company Limited by Guarantee)

5 How our work delivers public benefit – and how we ensure it delivers our aims.

The fundamental benefit to the public arises through each tenant's progression out of supported housing, as shown in Table 1.

Table 1: How Hebron Trust delivers public benefit

Public Benefit delivered	How delivered	How measured?	Public benefit arising
Reducing 'chaotic lifestyle' typical of addiction	All tenants are part of our Support Programme. This develops decision making skills and reinforces home keeping and relationship-sustaining skills	• Case worker RAG for each tenant • Individual Programme progress • Individual's contribution to running of their home	• Reduction in costs and impact of broken/chaotic homes as women become independent, owning their personal futures
Tenants becoming independent and active participants in society	We help find long-term housing and employment We continue to "be there" to support former Hebron Trust rehab service users irrespective of where they settle	• Number of tenants • Number of tenants in education, volunteering or in paid employment	As above plus: • Economic contribution as women return to workforce and housing market

Case study 1

NR is a recovering alcoholic, suffers from severe anxiety, and has had many complex life changes, losing support of her children, being a victim of DA, no fixed abode, and periods of feeling very dark all of which is potential for relapse.

The referring agency thought that NR would benefit from a contained period of mentoring and supporting NR to move toward resolutions and conflicts with ex-partner and safe access to seeing her children in a safe and measured way which would come with a placement and support of Hebron Housing.

NR says that since being at Elm House, she feels more relaxed, safe, and content and has mentioned that her manic episodes that she previously experienced appear less often. She has been with us for 3 months now and we have already noticed a considerable change in her. She has plunged herself into the Norwich fellowship of AA working the twelve steps, has a service position and has just recently started volunteering on the AA helplines which she is loving. She has also attended in-house recovery workshops such as Core Beliefs.

HEBRON TRUST
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Public Benefit delivered	How delivered	How measured?	Public benefit arising
Executing the skills and techniques to support long term abstinence	Rehab Programmes develop skills and techniques. Our support helps tenants execute their learning. We encourage participation in groups including AA and NA where appropriate We support former Hebron Trust rehab service users with Hebron Grads meetings	• Number attending support groups where appropriate • Case worker RAG for each tenant	As above plus: • Reduction in costs of addiction support • Reduction in petty crime to support addiction
Providing access to housing for women who might struggle to find other housing	Our housing is available to all women in receipt of housing benefit who meet our safety requirements.	• Number and diversity of referring agencies	Crisis UK reported homelessness for 12 months costs £20k per person. These are 2016 prices Women without a home are significantly more vulnerable.

Case study 2

E, a woman in her 40s, arrived at Hebron House in September 2023, seeking support following recent suicide attempts and severe anxiety triggered by the loss of her mother. Once a woman with a stable career and a fulfilling marriage, E's life took a downward turn as her mental health deteriorated, leaving her with overwhelming despair and isolation.

E was welcomed into Magnolia House with open arms. Initially overwhelmed by nervousness and uncertainty, E's transition into her new living environment was met with apprehension. However, the nurturing atmosphere and the compassionate support of the Hebron team soon began to make a positive impact.

Through regular one to one sessions with her key worker and goal-setting exercises, Hebron empowered E to rediscover her passions and reconnect with her support network. Embracing new opportunities, E began to thrive, exceeding her own expectations.

With each passing week, E's transformation became increasingly evident. She rekindled relationships with family and friends, and became a more confident person.

HEBRON TRUST
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6 Volunteers

We continue to benefit from the excellent support of committed volunteers in a wide variety of roles including administration, support to tenants, and as members of the Board.

We continued to enjoy the results of David's skill and commitment. He's our volunteer gardener. David was poorly in the spring and summer of 2024, we give thanks for his recovery.

The average number of volunteers, including the Board, is 6. The Trustees thank each volunteer for their contribution.

7 Financial Review

One of the main reasons the Trustees closed the residential rehab business was its financial unsustainability, and 2023/24 was the transition year.

Although most of the costs of closure were reported last year, this year there was significant spend on rebranding and bringing the properties to the high standard we have set ourselves. This is reflected in the details of the balance sheet, where the Trust now owns properties in Silver Road and Copenhagen Way (both in Norwich) in addition to 10 Stanley Avenue. It was not until late summer 2023 that these two properties and the remodelled flat at 10 Stanley Avenue were ready for use.

The Trustees were encouraged when the March 2024 Management Accounts showed the business in surplus for two consecutive months.

Going concern

The Trustees reviewed the financial position and plans for 2024/25 FY as part of their normal Board process. The charity has a strong balance sheet represented by property and substantial Restricted and General reserves. They remain satisfied that Hebron Trust is a financially viable organisation, with no material uncertainties to its going concern position, and that the Trust can continue to operate for at least 12 months from the date of signing these accounts.

Reserves Policy

The Trust's cash position was sound throughout the year.

The Board aims to hold a minimum free reserves level of 3 months' direct charitable expenditure.

The Trust secured a number of grants and enjoyed the kindness of several significant donors.

The Trustees opened an interest-bearing instant access account with CCLA Investment Management Limited and during 2024/25 will transfer funds from Natwest to CCLA.

At the end of March 2024 our free reserves were over 5 months' direct charitable expenditure.

Expenditure = £288k / 12 = £24k per month

Free reserves = £120k

Months = £120k / £24k = 5

HEBRON TRUST
(A Company Limited by Guarantee)

Part 2 Structure, Governance and Management

8 Governing Document

Hebron Trust is a charitable company limited by guarantee, registered as a charity and incorporated in 1993, primarily to provide care and treatment to people who have life threatening drug or alcohol dependency. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

9 Recruitment and Appointment of Board of Management

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Management. Under the requirements of the Memorandum and Articles of Association, at the Annual General Meeting, one third of the members of the Board who have been longest in office since their last election shall retire from office. Retiring members are eligible for re-election.

Every two years, the Board carries out a strategic review and planning exercise, which includes an audit of the skills mix of the Board. This knowledge/skills matrix has been used to inform our Trustee recruitment and maintain an appropriate spectrum of Trustee skills and specialist expertise.

Hebron Trust is founded upon and operates from a Christian ethos. All the trustees are Christians who come from a variety of backgrounds and church traditions and see their involvement as a practical expression of their faith. The Trust does not promote or represent any one church or denomination and works with people irrespective of their backgrounds or beliefs.

10 Trustee Identification, Induction and Training

The Board is always open to further recruitment to broaden its skills and diversity. The Board is conscious of the risk of Trustee staleness and of the value of fresh thinking. The Trust's governing documents set no limit on the number of Trustees.

The Board and the Chief Executive identify potential new recruits, who are approached personally. The candidate learns more about the work of the Trust through an initial discussion, usually with a Trustee or the Chief Executive, and a tour of Hebron House.

Prospective Trustees are provided with a pack of the following documents:

- Memorandum and Articles of Association
- Latest Audited Accounts and Management Accounts
- Copies of recent Board Meeting Minutes
- Charity Commission's guide 'The Essential Trustee'
- Charity Commission's guide 'Responsibilities of Charity Trustees: A Summary'
- Hebron Trust Information Packs, which include a Trustee Code of Conduct and the Trust's Bribery and Corruption policy

Candidates are invited to attend Board meetings to meet the other Trustees and help familiarise themselves more with the work and culture of the Trust as the basis for an informed decision.

Each Trustee signs documents confirming their understanding of their responsibilities and their agreement to abide by the Code of Conduct.

Trustees are encouraged to attend local Trustee training provided by Voluntary Norfolk and other organisations.

HEBRON TRUST
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11 Payment to Trustees

The Trustees received no payment of any sort during the year.

Payments made to Trustees	2024 FY	2023 FY	2022 FY
Expenses	£0	£0	£0
Other payments	£0	£0	£0

12 Management

The Trustees met eight times as the Management Committee, with the senior managers joining the discussion, and three as a Trustee-only gathering.

Emma Pawsey is CEO of Hebron Trust and of Hebron Housing.. Emma leads the staff team, and has regular 1:1 meetings with the Chair. She, our Housing Manager Sara, and our Finance Officer Jackie attend Management Committee meetings.

13 Risk Management

Every Management Committee opens with a report on Health and Safety incidents, Safeguarding, and Complaints and/or Compliments.

The major risks to which the charity is exposed, as identified by the trustees, are reviewed at each Board meeting. Systems and processes, with appropriate review intervals, are in place to manage those risks. The Board maintains a risk register; this is reviewed and updated at each Management Committee meeting in an annual rolling programme.

Internal control risks are minimised by the implementation of procedures for authorisation of financial transactions. Procedures are in place to ensure compliance with health and safety of staff and volunteers.

14 Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by both national and local policy.

We enjoy a philanthropy partnership with Norwich Charitable Trusts, who have leased us a property for supported housing since 1 September 2022.

15 Responsibilities of the Board of Management

Company Law requires the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those statements, the Board of Management should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis.

The Board of Management is responsible for maintaining proper accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to

HEBRON TRUST
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ensure that the financial statements comply with the Companies Act 2006. The Board of Management is also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Members of the Board of Management

Members of the Board of Management, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

In accordance with company law, as the company's directors, we certify that:

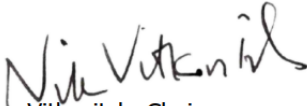
- so far as we are aware, there is no relevant information of which the company's auditors are unaware; and
- as the directors of the company we have taken all reasonable steps to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

16 Independent Examiners

This report has 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 2015) and in accordance with the small companies' regime within part 15 of the Companies Act 2006.

17 Approval

Approved by the Board of Management on 5 November 2024 and signed on its behalf by:


Nikolas Vitkovitch, Chairman

HEBRON TRUST
(A Company Limited by Guarantee)

Independent Examiner's Report to the Trustees of Hebron Trust ('the Charity')

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2024.

Responsibilities and Basis of Report

As the Trustees of the Charity (and 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 ('the 2006 Act').

Having satisfied myself that the accounts of the Charity are not required to be audited under Part 16 of the 2006 Act 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 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

I have completed my examination. I 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 Charity as required by section 386 of the 2006 Act; 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 2006 Act 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.

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.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:



Dated: 06 November 2024

Alice Lynch BSc FCA DChA

MA Partners LLP

7 The Close
Norwich
Norfolk
NR1 4DJ

HEBRON TRUST
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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024**

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations, legacies and grants	3	56,589	60,491	117,080	144,013
Charitable activities	4	-	128,515	128,515	316,002
Total income		56,589	189,006	245,595	460,015
Expenditure on:					
Raising funds	5	-	24,800	24,800	33,389
Charitable activities	6	38,825	248,772	287,597	468,981
Total expenditure		38,825	273,572	312,397	502,370
Net movement in funds before other recognised gains/(losses)		17,764	(84,566)	(66,802)	(42,355)
Other recognised gains/(losses):					
(Losses)/gains on revaluation of fixed assets		-	(61,278)	(61,278)	609,623
Net movement in funds		17,764	(145,844)	(128,080)	567,268
Reconciliation of funds:					
Total funds brought forward		101,223	1,505,919	1,607,142	1,039,874
Net movement in funds		17,764	(145,844)	(128,080)	567,268
Total funds carried forward		118,987	1,360,075	1,479,062	1,607,142

The notes on pages 16 to 28 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET
AS AT 31 MARCH 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	10	1,234,060	1,413,310
		<u>1,234,060</u>	<u>1,413,310</u>
Current assets			
Debtors	11	5,102	41,788
Cash at bank and in hand		259,590	168,021
		<u>264,692</u>	<u>209,809</u>
Creditors: amounts falling due within one year	12	(19,690)	(15,977)
Net current assets		245,002	193,832
Total assets less current liabilities		<u>1,479,062</u>	<u>1,607,142</u>
Total net assets		<u><u>1,479,062</u></u>	<u><u>1,607,142</u></u>
Charity funds			
Restricted funds	13	118,987	101,223
Unrestricted funds	13	1,360,075	1,505,919
Total funds		<u><u>1,479,062</u></u>	<u><u>1,607,142</u></u>

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2024

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Nikolas Vladimír Vitkovitch
Trustee

Date: 5 November 2024

The notes on pages 16 to 28 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

1. General information

The company is a company limited by guarantee registered in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the registered office is Hebron House, 10 Stanley Avenue, Thorpe Hamlet, Norwich, NR7 0BE.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Hebron Trust 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.

2.2 Going concern

The Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 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 on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of Financial Activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%
-----------------------	---	-----

Freehold property is not depreciated.

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

2. Accounting policies (continued)

2.9 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.

2.10 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.

2.11 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 are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Donations	-	24,991	24,991	53,545
Grants	56,589	35,500	92,089	90,468
Total 2024	<u>56,589</u>	<u>60,491</u>	<u>117,080</u>	<u>144,013</u>
<i>Total 2023</i>	<u>49,618</u>	<u>94,395</u>	<u>144,013</u>	

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Contract income	114,230	114,230	314,222
Miscellaneous income	14,285	14,285	1,780
Total 2024	<u>128,515</u>	<u>128,515</u>	<u>316,002</u>

5. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Consultancy & Advertising	24,800	24,800	13,640
Fundraising trading expenses - wages and salaries	-	-	19,749
Total 2024	<u>24,800</u>	<u>24,800</u>	<u>33,389</u>

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

6. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Residential, rehabilitation and resettlement	249,044	38,553	287,597	468,981
<i>Total 2023</i>	<i>427,384</i>	<i>41,597</i>	<i>468,981</i>	

Analysis of direct costs

	Total funds 2024 £	Total funds 2023 £
Staff costs	156,298	299,274
Housekeeping	2,626	19,862
Insurance	8,778	18,974
Light and heat	10,488	7,293
Professional fees	5,763	6,197
Rent and rates	12,000	16,513
Resident costs	-	3,481
Subscriptions	1,363	62
Sundry costs	1,509	5,048
Training	2,926	23,664
Travel	2,116	6,479
Depreciation	2,827	2,492
Equipment and repairs	41,170	18,045
Water Charges	1,180	-
	249,044	427,384

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	-	31,402
Bank charges	221	480
Telephone and computer costs	10,567	4,883
Office costs	3,250	1,299
Loss on disposal of fixed asset	22,535	-
Governance costs	1,980	3,533
	<u>38,553</u>	<u>41,597</u>

7. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £1,830 (2023 - £1,680).

8. Staff costs

	2024 £	<i>2023 £</i>
Wages and salaries	148,809	337,988
Contribution to defined contribution pension schemes	7,489	12,437
	<u>156,298</u>	<u>350,425</u>

During the year the charity made redundancy payments of **£2,572** (2023: £17,207).

The average number of persons employed by the Charity during the year was as follows:

	2024	<i>2023</i>
Charitable activities	<u>5</u>	<u>15</u>

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

8. Staff costs (continued)

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

Total remuneration for key management personnel during the year, including employer's national insurance contributions and employer's pension contributions totalled **£51,237** (2023: £46,994).

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, no Trustee expenses have been incurred (2023 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2023	1,410,000	36,811	1,446,811
Additions	634,814	7,578	642,392
Disposals	(757,536)	(296)	(757,832)
Revaluations	(61,278)	-	(61,278)
At 31 March 2024	<u>1,226,000</u>	<u>44,093</u>	<u>1,270,093</u>
Depreciation			
At 1 April 2023	-	33,501	33,501
Charge for the year	-	2,828	2,828
On disposals	-	(296)	(296)
At 31 March 2024	<u>-</u>	<u>36,033</u>	<u>36,033</u>
Net book value			
At 31 March 2024	<u>1,226,000</u>	<u>8,060</u>	<u>1,234,060</u>
At 31 March 2023	<u>1,410,000</u>	<u>3,310</u>	<u>1,413,310</u>

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

11. Debtors

	2024	2023
	£	£
Due within one year		
Trade debtors	1,650	31,450
Other debtors	-	1,246
Prepayments and accrued income	3,452	9,092
	<u>5,102</u>	<u>41,788</u>

12. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	-	3,513
Other creditors	-	43
Accruals and deferred income	19,690	12,421
	<u>19,690</u>	<u>15,977</u>

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

13. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Unrestricted funds						
Designated funds						
Chapel House Dilapidations Fund	1,975	-	-	4,200	-	6,175
General funds						
Other unrestricted funds	374,965	189,006	(273,572)	(4,200)	-	286,199
Revaluation reserve	1,128,979	-	-	-	(61,278)	1,067,701
	1,503,944	189,006	(273,572)	(4,200)	(61,278)	1,353,900
Total Unrestricted funds	1,505,919	189,006	(273,572)	-	(61,278)	1,360,075
Restricted funds						
Bursary	79,365	375	-	-	-	79,740
Cellar Upgrade	10,033	-	-	-	-	10,033
Church House	1,825	-	(1,825)	-	-	-
Improving Women's Social and Community Inclusion	10,000	-	(10,000)	-	-	-
Staff Kitchen	-	15,000	(15,000)	-	-	-
Vision 23 Project	-	39,214	(10,000)	-	-	29,214
Provision of equipment	-	2,000	(2,000)	-	-	-
	101,223	56,589	(38,825)	-	-	118,987
Total of funds	1,607,142	245,595	(312,397)	-	(61,278)	1,479,062

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2022 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 March 2023 £</i>
Unrestricted funds						
Designated funds						
Chapel House Dilapidations	1,050	-	-	925	-	1,975
General funds						
Other unrestricted funds	339,610	410,397	(443,901)	68,859	-	374,965
Revaluation reserve	519,356	-	-	-	609,623	1,128,979
	858,966	410,397	(443,901)	68,859	609,623	1,503,944
Total Unrestricted funds	860,016	410,397	(443,901)	69,784	609,623	1,505,919
Restricted funds						
Bursary	80,772	18,000	-	(19,407)	-	79,365
Resettlement	18,676	21,218	(39,894)	-	-	-
Cellar Upgrade	70,410	-	(10,000)	(50,377)	-	10,033
Church House	-	10,400	(8,575)	-	-	1,825
Social and Community Inclusion	10,000	-	-	-	-	10,000
	179,858	49,618	(58,469)	(69,784)	-	101,223
Total of funds	1,039,874	460,015	(502,370)	-	609,623	1,607,142

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

13. Statement of funds (continued)

Bursary - allows us to admit worthy cases for rehabilitation to any house operated by Hebron Trust when they were unable to get local authority placements or private funding elsewhere.

Resettlement workers - work specifically with the women who have completed their stay at Hebron House and are now back "in the community". Help given will include finding accommodation, sorting out rent, debt, bills and other monetary problems, offering support, finding work etc.

Cellar Upgrade - funding received specifically for the upgrade of the cellar at Hebron House. Transfers out of the fund to unrestricted funds are in respect of fixed asset additions for which the ongoing use within the charity is unrestricted.

Church House - provided to fund a year's rent on our rented property which is used as a home in our community for women who have faced challenges in their life.

Improving Women's Social and Community Inclusion - allows us to provide housing and support to women who are overcoming problems in their life and starting to make a meaningful contribution to their local community.

Staff Kitchen - funding received for the express purpose of improving the charity's premises for the benefit of the staff.

Vision 23 Project - this project was established to transition from being a charity focused on residential rehab with a modest supported housing provision to a charity focused on supported housing that continues to support former service users.

Provision of Equipment - funding received for the purchase of furniture and equipment for the new accommodation opened during the year for the benefit of service users.

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

14. Summary of funds

Summary of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2024 £
Designated funds	1,975	-	-	4,200	-	6,175
General funds	1,503,944	189,006	(273,572)	(4,200)	(61,278)	1,353,900
Restricted funds	101,223	56,589	(38,825)	-	-	118,987
	<u>1,607,142</u>	<u>245,595</u>	<u>(312,397)</u>	<u>-</u>	<u>(61,278)</u>	<u>1,479,062</u>

Summary of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Designated funds	1,050	-	-	925	-	1,975
General funds	858,966	410,397	(443,901)	68,859	609,623	1,503,944
Restricted funds	179,858	49,618	(58,469)	(69,784)	-	101,223
	<u>1,039,874</u>	<u>460,015</u>	<u>(502,370)</u>	<u>-</u>	<u>609,623</u>	<u>1,607,142</u>

15. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	-	1,234,060	1,234,060
Current assets	118,987	145,705	264,692
Creditors due within one year	-	(19,690)	(19,690)
Total	<u>118,987</u>	<u>1,360,075</u>	<u>1,479,062</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Restricted funds 2023 £</i>	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	-	1,413,310	1,413,310
Current assets	101,223	108,586	209,809
Creditors due within one year	-	(15,977)	(15,977)
Total	<u>101,223</u>	<u>1,505,919</u>	<u>1,607,142</u>

16. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The pension cost charge represents contributions payable by the charity to the fund and amounted to **£7,489** (2023: £12,437).

No contributions were payable to the fund at the balance sheet date or at the prior year balance sheet date.

17. Related party transactions

During the year donations made to the charity by Trustees and their close family members totalled **£2,136** (2023: £2,802).

HEBRON TRUST

England & Wales - Charity number 1020095

Accounts

HEBRON TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

HEBRON TRUST
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2023**

Trustees	Nikolas Vladimir Vitkovitch, Chairperson Hilary Mavis Jarrett, Deputy Chairperson (resigned 15 December 2022) Stephen Charles Whitby, Treasurer Dorothy Susan Potter (resigned 2 January 2023) Alison Vinall (appointed 15 December 2022) Nigel Mark Chapman Kerry Anne Brighthouse (resigned 26 May 2023) Emily Louise Bowdren (resigned 9 June 2022)
Company registered number	02802742
Charity registered number	1020095
Registered office	Hebron House 10 Stanley Avenue Thorpe Hamlet Norwich Norfolk NR7 0BE
Company secretary	Hilary Mavis Jarrett (resigned 7 December 2022)
Management	Emma Pawsey, CEO Sophie Bland, Manager
Accountants	MA Partners LLP 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Natwest Bank PLC 45-51 London Street Norwich Norfolk NR2 1HX Lloyds TSB Bank PLC 16 Gentlemen's Walk Norwich Norfolk NR2 1LZ
Solicitors	Howes Percival The Guildyard 51 Colegate Norwich Norfolk NR3 1DD

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Medical Adviser	Dr R P Hampshire Thorpewood Surgery Woodside Road Norwich Norfolk NR7 9QL
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HEBRON TRUST
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Executive Summary

Hebron Trust reports another year of successfully helping women dealing with addiction, and the successful winding-up of Hebron House as a residential rehabilitation service on 30 March 2023. Over thirty-plus years, Hebron House helped over 500 women towards sustained recovery.

The Trustees concluded that operating HH as a relatively small though very effective service was no longer sustainable for four main reasons:

- i) Financial. Local Authorities, who fund the women who come to us, have never paid enough to cover the cost of a woman's time at Hebron House. Costs rose dramatically as energy prices increased and food price inflation reached double figures, whilst many grant-making trusts switched their attention towards helping those impacted by the cost-of-living crisis. Our ability to break-even in the medium-term would be significantly compromised.
- ii) Demand. Demand for our rehab services has become increasingly erratic. Local Authorities can only afford to use residential rehab for their most complex cases, who require significantly more care in rehab.
- iii) Staffing. Although the salary we offer is competitive, recruiting and retaining appropriately qualified team members has proved challenging. There were no applicants for one recent vacancy.
- iv) Wellness. Working at Hebron House is emotionally, physically and spiritually demanding. Staff sickness levels suggest these demands are now overwhelming; increasing the size of the team (even if we could recruit) is unaffordable. The Trustees could not continue to operate a business that is undermining the health of the staff team.

Over the year we continued to operate our move-on accommodation, preparing women to live and work independently. We worked with Norwich Charitable Trusts to open Church House in NR1 and handed Chapel House back to NCBC. The provision of assisted housing will be the mainstay of the Trust's business for the next few years.

The Hebron Grads programme continued, using zoom and with our ex-residents meeting face to face.

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HEBRON TRUST

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The Board presents its report and financial statements.

This year, we have changed the order of the report. Part 1 covers what we've achieved in the context of the need. Part 2 explains how the Trustees approach governance. As ever, please provide any feedback and raise any questions with info@hbrontrust.org.uk.

Part 1

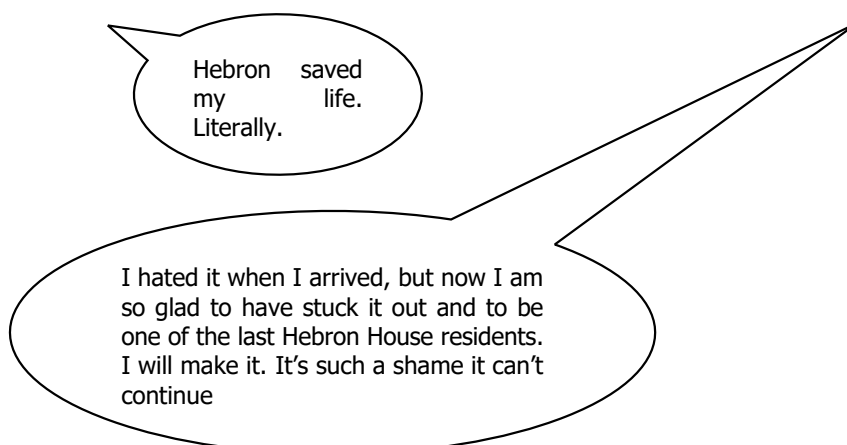
1 Our Vision

A Christian charity sustainably delivering first class and effective services for vulnerable women, particularly those recovering from addiction to alcohol or drugs, through long-term relationships and countless acts of kindness.

2 Why we do what we do

The need – a service user's perspective

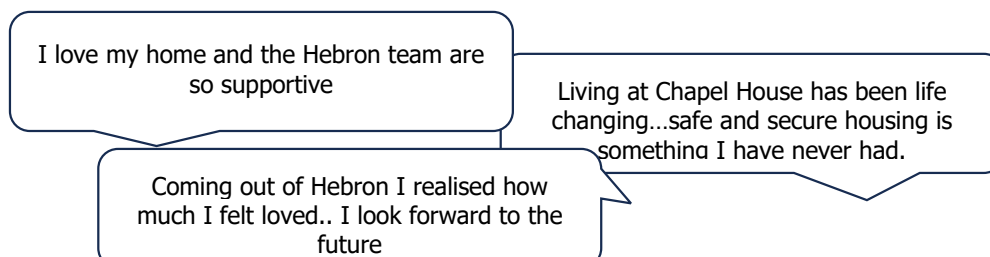
How some residents saw the need for the residential rehab service Hebron Trust provided:



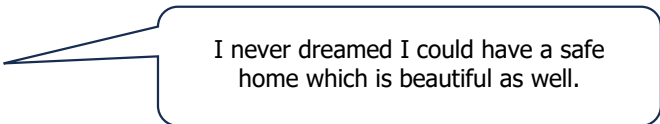
Previous annual reports have explored why a residential rehab service for women was needed, and how government and societal decision making combined to make providing this service more difficult.

The Trustees are disappointed that there was little tangible evidence that the commitments made in the government's 2021 'From Harm to Hope' 10 year plan to cut crime and save lives will ever materialise. By December 2022, when the Trustees made their decision to exit residential rehab, there had been no contact from any of the promised Combating Drugs Partnerships.

The need for assisted housing – women in recovery speak



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I never dreamed I could have a safe home which is beautiful as well.

3 Our Mission and strategy

Mission

Hebron Trust has these Objects set out in the company's memorandum of association:

- 1 The relief of persons who are in conditions of need hardship or distress or who are sick in particular to aid and assist persons suffering from addiction or compulsion to be freed from such addiction or compulsion particularly from drugs or alcohol, in particular but not exclusively by demonstrating active Christian faith (doctrinally stated by the Evangelical Alliance) through countless acts of kindness.
- 2 The advancement of education in particular research into the application of Christian principles and values and their relevance to every stratum of society whether for children or adults.

Strategy and objectives

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing strategy and objectives and planning future activities. Such reviews take place at a biennial strategy away day and at each Trustees' meeting.

The Trust's main objective and principal activities are to provide resources for people suffering hardship and distress, particularly those suffering from addiction and compulsion in respect of drugs or alcohol.

The main objectives and activities for 2022/3 continued to focus on:

- setting and beginning to implement a strategy for a sustainable Trust for the next five years;
- providing high quality residential care for women with serious drug and alcohol problems in a way that promotes each woman's recovery;
- providing a resettlement service for women completing their stay at Hebron House and relocating those who wish to resetttle into the Norwich community. Notably, we co-operate with Norwich Central Baptist Church and Norwich Charitable Trusts in this to provide move-on housing;
- supporting ex-residents who have settled in the Norwich community;
- supporting ex-residents who settle elsewhere.

Our objectives and activities for the financial years after March 2023 have changed as described in section 8.

Our residential service users come from across the UK and are usually funded by Social Services and Primary Care Trusts in the areas from which they come. A small proportion of service users are self-funded. The service is available only to women aged 18 and over irrespective of race, religion, faith and sexual orientation; our building imposes constraints on our ability to accommodate some kinds of disability, and we operate only in the English language.

Resettlement is a key part of our residential care programme provided to all residents and this aftercare support is funded primarily through charitable donations.

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Move-on housing is funded through housing benefit.

4 How our work delivers public benefit – and how we ensure it delivers our aims

The fundamental benefit to the public arises through each resident's recovery and continuing abstinence, as shown in Table 1.

In 2018 Public Health England estimated that every £1 spent on treating drug and alcohol addiction has a social return of £4 (drug treatment) and £3 (alcohol treatment) on costs to society¹. (Unfortunately, there has been no update to this work, and *From Harm to Hope* contains qualitative not quantitative statements).

Hebron Trust believes this to be a very prudent estimate. Our high success rate (measuring completion, continued post-residential support, sustainable abstinence and taking a full part in society) suggests a £15+ return for each £1 spent might be a low figure for our work: an estimate consistent with the PHE ten year figure of between £21 and £26.

This is partly because Hebron Trust's successful completion rate has always been above the national average and partly because Hebron Trust is a not-for-profit charitable operation, committed to the highest possible quality outcomes consistent with the funds it can generate. Our governance arrangements are designed to sustain this performance.

Table 1 identifies key areas of Benefit from the Trust's residential rehab and support programme.

The highlighting in Table 1 shows which Benefits will continue as the Trust focuses on supported housing (see section 8).

Table 1: How HT delivers public benefit

Public Benefit delivered	How delivered	How measured	Public benefit arising
Reducing 'chaotic lifestyle' typical of addiction	Programme develops decision making skills and reinforces home keeping and relationship-sustaining skills	• Individual Programme progress • Individual's contribution to running of Hebron House community	• Reduction in costs of broken/chaotic homes support inc child placement and NHS costs
Developing the skills and techniques to support long term abstinence	Programme develops skills and techniques; support groups (including Alcoholics Anonymous and Narcotics Anonymous, and Hebron Trust support for Norwich ex-residents); zoom meetings throughout lockdown and since then	Individual long term Programme progress • Notoriously difficult to track after discharge – we try to keep in touch with all ex-residents • Easier with Norwich-based women, where membership of the support group is a good indicator	As above plus: • Reduction in costs of addiction support • Reduction in petty crime to support addiction

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Public Benefit delivered	How delivered	How measured	Public benefit arising
Returning to society as an active participant	"Resettlement" – our aftercare service – helps find housing and employment and provides continuing support for ex-residents in the Norfolk and Norwich area. We continue to "be there" to support ex-residents irrespective of where they settle In partnership with NCBC, we operate Chapel House as follow-on accommodation for women who have left Hebron.ⁱⁱ	• Number of women resettled  • Number continuing to participation in support groups at different periods after leaving HH  • Number prepared to lead / participate in programmes like HH as volunteers, Trustees or workers  • Number in paid employment  • Number in our move-on accommodation (and therefore abstinent during their extended recovery) 	As above plus: • Economic contribution as women return to workforce • Improvement in the services that HT and similar organisations can offer as service user perspective is more clearly articulated
Providing access to housing for women who might struggle in the private rented sector	Our housing is available to all women in receipt of housing benefit who meet our safety requirements. Women without a home are significantly more vulnerable.	Measure to be defined	Crisis UK ¹ reports "people who experience homelessness for three months or longer cost on average £ 4,298 per person to NHS services, £2,099 per person for mental health services and £11,991 per person in contact with the criminal justice system". These are 2016 prices.

 indicates a metric regularly reported to the Trustees

5 Achievements and Performance

The main activity of the Trust continued to be residential treatment and care for women with serious drug and alcohol problems. Hebron House accommodates up to 10 women.

The number of ex-Hebron residents settling in Norwich has now reached 53 (up from 47 in 2018). The support group for them continued throughout the reporting period. Ex-residents

¹ <https://www.crisis.org.uk/ending-homelessness/homelessness-knowledge-hub/cost-of-homelessness>

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continue to help new residents on their recovery journey and influence the development of service user involvement groups in related agencies.

The unique approach to our programme of recovery at Hebron House has allowed us to remain an attractive option for referring agencies.

Our achievement of successful outcomes for our residents is evidenced by:

- our 80% completion rate, 80%, firmly in the top quartile for UK rehabs.
- our access to housing services and
- our service in aftercare which enables our clients to move successfully into education or voluntary or paid employment.

Key Performance Indicators

	2023 FY	2022 FY	2021 FY Covid	2020 FY	2019 FY	2018 FY
Contract income (all services) £k	316	353	215	316	358	335
Average occupancy	6.3	7.5	7.4	7.5	7.3	7.3
% of residents completing	80%	85%	83%	82%	80%	71%
Number of ex-residents in support group (aftercare metric)	78	86	75	72	70	68
Number of sessions held over zoom	48	52	50	36	n/a	n/a
Average occupancy of Chapel House	4	4	4	4	n/a	n/a
Average occupancy of Church House	3	n/a	n/a	n/a	n/a	n/a

The Hebron team

None of this would be possible without the employed team and the volunteers.

The Trustees gratefully acknowledge the contribution of everyone involved in the work the Trust does. We are encouraged and inspired by the way everyone goes beyond the normal to help our residents.

Early in 2021, the Trustees committed to paying everyone who works for HT at least the Living Wage Foundation's "Real Living Wage". From November 2022, this was £10.90/hour outside London; it is due to be updated in Novemberⁱⁱⁱ. The UK Government minimum wage from April 2023 is £10.42.

It was a particularly sad day when the Trust announced the closure of Hebron House as a residential rehab, and the redundancy exercise triggered thereby. The Trustees are proud and in awe of the way our team continued to provide first class care throughout the run-down period. The Trustees formally thanked all departing team members, and repeat those thanks here, "Thank you for everything. Our love goes with you and your families."

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Those of the team who were made redundant and wished to continue working have succeeded in finding new employment. Others retired.

The team from 1 April is five people, providing 4.6 WTE.

6 Bursary Scheme

The Trust developed a Bursary Scheme to assist those who need the services HT offers and who have difficulty securing the necessary funding. The Trustees and Staff Team worked together to develop the rules of the Scheme and are grateful to all who contribute to fund the scheme. At the end of our residential rehab provision, this fund stood at £79,365.

7 Volunteers

We continue to benefit from the excellent support of committed volunteers in a wide variety of roles including administration, support to the therapeutic care team, and as members of the Board of Management.

We continued to enjoy the results of David's skill and commitment. He's our volunteer gardener.

Volunteers contributed in several different ways. These include providing general evening support, weekend outings, DIY, leisure and recreation, sports (including sailing), art group, fitness group, music group, transport to external meetings, help with lunch preparation, appointments, optional exploring spirituality workshops, providing speakers for recovery groups, NA and AA, help with web site design.

The average number of volunteers, including the Board, is 9. The Trustees thank each volunteer for their contribution.

8 Plans for the coming year

We will focus on the assisted housing approach we developed for our move-on housing. We will continue to work on behalf of women, and provide

- high quality furnished accommodation
- for up to two years
- respecting each resident as an individual
- with clear house rules
- and assistance to achieve full economic independence.

Hebron House was originally two semi-detached properties, which the Trust merged into one to provide the ten-bed residential rehab facility. Hebron House will be returned to two semi-detached properties, and 12 Stanley Avenue will be sold. (These were achieved in August 2023).

The four bedroomed flat on floors one and two of 10 Stanley Avenue will be reconfigured as a separate move-on accommodation for four women. The ground floor flat and the cellar of 10 Stanley Avenue will be retained for Trust use as offices and as a gathering/training suite for Hebron Grads and the cohorts of assisted-housing residents.

The sale proceeds will be used to purchase two three- or four-bedroomed premises in Norwich, suitable for assisted housing.

By quarter 1 2024 we will have between ten and twelve women in our assisted housing programme.

We will continue to support our Hebron Grads – women who have completed their Hebron House rehab and who wish to be part of a mutual support and encouragement programme.

The Trustees will actively discharge their responsibility to ensure the business remains a going concern through diligent and regular cash flow reviews and stringent cost control.

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9 Financial Review

The climate continues to be difficult for the Residential Rehabilitation sector, and providers continued to go out of business.

The trading environment remained challenging post Covid, as many local authorities' focus was elsewhere:

- the level of substance abuse in society and amongst women increased again. Although "legal highs" tailed off, "county lines" continued to spread;
- budgets available to place women (and men) in rehab fell;
- the costs of compliance and service delivery increased.

Reserves Policy

The total funds of the charity were £1,607,142 at 31 March 2023 (*2022: £1,039,874*). Free reserves, being unrestricted funds not represented by fixed assets were £92,609 at 31 March 2023 (*2022: £105,965*).

The Trust's cash position was adequate throughout the year. The Board has drawn on its reserves.

Although the Board continues to aim for a minimum free reserves level of 3 months' direct charitable expenditure. The Trust secured a number of grants and enjoyed the kindness of several significant donors.

At the end of March 2023 our free reserves were 2.2 months' direct charitable expenditure.

HEBRON TRUST

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Part 2

10 Structure, Governance and Management

Governing Document

Hebron Trust is a charitable company limited by guarantee, registered as a charity and incorporated in 1993, primarily to provide care and treatment to people who have life threatening drug or alcohol dependency. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and Appointment of Board of Management

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Management. Under the requirements of the Memorandum and Articles of Association, at the Annual General Meeting, one third of the members of the Board who have been longest in office since their last election shall retire from office. Retiring members are eligible for re-election.

Every two years, the Board carries out a strategic review and planning exercise, which includes an audit of the skills mix of the Board. This knowledge/skills matrix has been used to inform our Trustee recruitment and maintain an appropriate spectrum of Trustee skills and specialist expertise.

Hebron Trust is founded upon and operates from a Christian ethos. All the trustees are Christians who come from a variety of backgrounds and church traditions and see their involvement as a practical expression of their faith. The Trust does not promote or represent any one church or denomination and works with people irrespective of their backgrounds or beliefs. Non-Christians are welcome as Trustees.

Trustee Identification, Induction and Training

The Board is always open to further recruitment to broaden its skills and diversity. The Board is conscious of the risk of Trustee staleness and of the value of fresh thinking. The Trust's governing documents set no limit on the number of Trustees.

The Board and the Chief Executive identify potential new recruits, who are approached personally. The candidate learns more about the work of the Trust through an initial discussion, usually with a Trustee or the Chief Executive, and a tour of Hebron House.

Prospective Trustees are provided with a pack of the following documents:

- Memorandum and Articles of Association
- Latest Audited Accounts and Management Accounts
- Copies of recent Board Meeting Minutes
- Charity Commission's guide 'The Essential Trustee'
- Charity Commission's guide 'Responsibilities of Charity Trustees: A Summary'
- Hebron Trust Information Packs, which include a Trustee Code of Conduct and the Trust's Bribery and Corruption policy

Candidates are invited to attend Board meetings to meet the other Trustees and help familiarise themselves more with the work and culture of the Trust as the basis for an informed decision.

Each Trustee signs documents confirming their understanding of their responsibilities and their agreement to abide by the Code of Conduct.

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Trustees are encouraged to attend local Trustee training provided by Voluntary Norfolk and other organisations.

Payment to Trustees

The Trustees received no payment of any sort during the year.

Payments made to Trustees	2023 FY	2022 FY
Expenses	£0	£0
Other payments	£0	£0

Management

The Trustees met seven times as the Management Committee, with the senior managers joining the discussion, and once as a Trustee-only gathering.

Emma Pawsey is CEO of Hebron Trust. Emma leads the staff team, and has regular 1:1 meetings with the chair. She is supported by a Managers, Sophie. Emma and Sophie take turns to join the Management Committee.

11 Risk Management

Every Management Committee opens with a report on Health and Safety incidents, Safeguarding, and Complaints and/or Compliments.

The major risks to which the charity is exposed, as identified by the trustees, are reviewed at each Board meeting. Systems and processes, with appropriate review intervals, are in place to manage those risks. The Board maintains a risk register; this is reviewed and updated at each Management Committee meeting in an annual rolling programme.

Internal control risks are minimised by the implementation of procedures for authorisation of financial transactions. Procedures are in place to ensure compliance with health and safety of staff and volunteers.

12 Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by both national and local policy.

We worked with Norwich Central Baptist Church, which owns Chapel House, to provide move-on accommodation for women completing the HH programme until the arrangement ended in February 2023.

Church House (a mixed motive partnership with Norwich Charitable Trusts) came on stream 1 September 2022, with the same purpose.

Go Ape Thetford Forest and the team there have provided adventure days for the residents and awaydays for the staff team.

13 Responsibilities of the Board of Management

Company Law requires the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those statements, the Board of Management should follow best practice and:

- select suitable accounting policies and then apply them consistently;

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- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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

Members of the Board of Management

Members of the Board of Management, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page **Error! Bookmark not defined..**

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant information of which the company's auditors are unaware; and
- as the directors of the company we have taken all reasonable steps to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

14 Independent Examiners

This report has 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) and in accordance with the small companies' regime within part 15 of the Companies Act 2006.

15 Approval

Approved by the Board of Management on 4 December 2023 and signed on its behalf by:

Nik Vitkovitch

Nikolas Vitkovitch, Chairman

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16 Footnotes

ⁱ *Public Health England* "Alcohol and drug prevention, treatment and recovery: why invest?" 12 Feb 2018)

ⁱⁱ Chapel House will no longer be available from 4Q2022. Church House (a mixed motive partnership with Norwich Charitable Trusts) came on stream 1 September 2022, with the same purpose.

ⁱⁱⁱ [What is the real Living Wage? | Living Wage Foundation](#) accessed 7 September 2022

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Independent Examiner's Report to the Trustees of Hebron Trust ('the Charity')

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2023.

Responsibilities and Basis of Report

As the Trustees of the Charity (and 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 ('the 2006 Act').

Having satisfied myself that the accounts of the Charity are not required to be audited under Part 16 of the 2006 Act 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 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

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 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 Charity as required by section 386 of the 2006 Act; 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 2006 Act 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.

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.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:

Dated:

Alice Lynch BSc ACA DChA

MA Partners LLP

7 The Close
Norwich
Norfolk
NR1 4DJ

HEBRON TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023**

	Note	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations, legacies and grants	3	49,618	94,395	144,013	207,796
Charitable activities	4	-	316,002	316,002	353,559
Total income		49,618	410,397	460,015	561,355
Expenditure on:					
Raising funds	5	-	33,389	33,389	27,765
Charitable activities	6	58,469	410,512	468,981	448,781
Total expenditure		58,469	443,901	502,370	476,546
Net (expenditure)/income		(8,851)	(33,504)	(42,355)	84,809
Transfers between funds	13	(69,784)	69,784	-	-
Net movement in funds before other recognised gains		(78,635)	36,280	(42,355)	84,809
Other recognised gains:					
Gains on revaluation of fixed assets		-	609,623	609,623	-
Net movement in funds		(78,635)	645,903	567,268	84,809
Reconciliation of funds:					
Total funds brought forward		179,858	860,016	1,039,874	955,065
Net movement in funds		(78,635)	645,903	567,268	84,809
Total funds carried forward		101,223	1,505,919	1,607,142	1,039,874

The notes on pages 20 to 32 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	10	1,413,310	754,051
		<u>1,413,310</u>	<u>754,051</u>
Current assets			
Debtors	11	41,788	72,455
Cash at bank and in hand		168,021	231,483
		<u>209,809</u>	<u>303,938</u>
Creditors: amounts falling due within one year	12	(15,977)	(18,115)
Net current assets		193,832	285,823
Total assets less current liabilities		<u>1,607,142</u>	<u>1,039,874</u>
Total net assets		<u><u>1,607,142</u></u>	<u><u>1,039,874</u></u>
Charity funds			
Restricted funds	13	101,223	179,858
Unrestricted funds	13	1,505,919	860,016
Total funds		<u><u>1,607,142</u></u>	<u><u>1,039,874</u></u>

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2023

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Nik Vitkovitch

Nikolas Vladimir Vitkovitch
Trustee

Date: 4 December 2023

The notes on pages 20 to 32 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

1. General information

The company is a company limited by guarantee registered in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the registered office is Hebron House, 10 Stanley Avenue, Thorpe Hamlet, Norwich, NR7 0BE.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Hebron Trust 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.

2.2 Going concern

The Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 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 on raising funds includes all expenditure incurred by the Charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the Statement of Financial Activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%
-----------------------	---	-----

Freehold property is not depreciated.

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

2. Accounting policies (continued)

2.9 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.

2.10 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.

2.11 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 are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Donations	29,400	24,145	53,545	42,932
Grants	20,218	70,250	90,468	159,700
Government grants	-	-	-	5,164
Total 2023	<u>49,618</u>	<u>94,395</u>	<u>144,013</u>	<u>207,796</u>
<i>Total 2022</i>	<u>135,990</u>	<u>71,806</u>	<u>207,796</u>	

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Contract income	314,222	314,222	353,319
Miscellaneous income	1,780	1,780	240
Total 2023	<u>316,002</u>	<u>316,002</u>	<u>353,559</u>

5. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Consultancy & Advertising	13,640	13,640	12,290
Fundraising trading expenses - wages and salaries	19,749	19,749	15,475
Total 2023	<u>33,389</u>	<u>33,389</u>	<u>27,765</u>

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

6. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Residential, rehabilitation and resettlement	427,384	41,597	468,981	448,781
<i>Total 2022</i>	<i>415,279</i>	<i>33,502</i>	<i>448,781</i>	

Analysis of direct costs

	Total funds 2023 £	Total funds 2022 £
Staff costs	299,274	295,492
Housekeeping	19,862	21,362
Insurance	18,974	17,041
Light and heat	7,293	9,282
Professional fees	6,197	17,565
Rent and rates	16,513	7,362
Resident costs	3,481	2,497
Subscriptions	62	664
Sundry costs	5,048	5,338
Training	23,664	14,799
Travel	6,479	3,642
Depreciation	2,492	5,775
Equipment and repairs	18,045	14,460
	427,384	415,279

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2023 £	<i>Total funds 2022 £</i>
Staff costs	31,402	22,848
Bank charges	480	1,211
Telephone	4,883	4,496
Office costs	1,299	1,458
Governance costs	3,533	3,489
	41,597	33,502

7. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £1,830 (2022 - £1,680).

8. Staff costs

	2023 £	<i>2022 £</i>
Wages and salaries	337,988	320,996
Contribution to defined contribution pension schemes	12,437	12,819
	350,425	333,815

During the year the charity made redundancy payments of **£17,207** (2022: £10,608).

The average number of persons employed by the Charity during the year was as follows:

	2023	<i>2022</i>
Charitable activities	15	16

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

Total remuneration for key management personnel during the year, including employer's national insurance contributions and employer's pension contributions totalled **£46,994** (2022: £44,111).

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - £NIL).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2022	750,000	35,060	785,060
Additions	50,377	1,751	52,128
Revaluations	609,623	-	609,623
At 31 March 2023	<u>1,410,000</u>	<u>36,811</u>	<u>1,446,811</u>
Depreciation			
At 1 April 2022	-	31,009	31,009
Charge for the year	-	2,492	2,492
At 31 March 2023	<u>-</u>	<u>33,501</u>	<u>33,501</u>
Net book value			
At 31 March 2023	<u>1,410,000</u>	<u>3,310</u>	<u>1,413,310</u>
At 31 March 2022	<u>750,000</u>	<u>4,051</u>	<u>754,051</u>

Subsequent to the year end one of the two semi detached properties comprising Hebron House was sold for £735,000. Using this information the Trustees have re-valued the remaining part of Hebron House at £675,000. This valuation recognises that the remaining semi detached property (10 Stanley Avenue) is slightly less marketable than 12 Stanley Ave, which was sold. Allowance has also been made in valuing 10 Stanley Avenue for the cost of work which would be required to return the property to residential use.

On the basis of the above information, freehold property was revalued by the Trustees at 31 March 2023 on an open market basis.

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

10. Tangible fixed assets (continued)

The Charity has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2023 £	2022 £
Freehold property	281,021	230,644
Fixtures and fittings	3,310	4,051
	<u>284,331</u>	<u>234,695</u>

11. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	31,450	62,313
Other debtors	1,246	34
Prepayments and accrued income	9,092	10,108
	<u>41,788</u>	<u>72,455</u>

12. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	3,513	3,947
Other creditors	43	1,867
Accruals and deferred income	12,421	12,301
	<u>15,977</u>	<u>18,115</u>
	2023 £	2022 £
Deferred income at 1 April 2022	2,301	18,626
Resources deferred during the year	-	2,301
Amounts released from previous periods	(2,301)	(18,626)
	<u>-</u>	<u>2,301</u>

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

13. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Unrestricted funds						
Designated funds						
Chapel House Dilapidations Fund	1,050	-	-	925	-	1,975
General funds						
Other unrestricted funds	339,610	410,397	(443,901)	68,859	-	374,965
Revaluation reserve	519,356	-	-	-	609,623	1,128,979
	858,966	410,397	(443,901)	68,859	609,623	1,503,944
Total Unrestricted funds	860,016	410,397	(443,901)	69,784	609,623	1,505,919
Restricted funds						
Bursary	80,772	18,000	-	(19,407)	-	79,365
Resettlement	18,676	21,218	(39,894)	-	-	-
Cellar Upgrade	70,410	-	(10,000)	(50,377)	-	10,033
Church House	-	10,400	(8,575)	-	-	1,825
Improving Women's Social and Community Inclusion	10,000	-	-	-	-	10,000
	179,858	49,618	(58,469)	(69,784)	-	101,223
Total of funds	1,039,874	460,015	(502,370)	-	609,623	1,607,142

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2021 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2022 £</i>
Unrestricted funds					
Designated funds					
Chapel House Dilapidations Fund	-	-	-	1,050	1,050
General funds					
Other unrestricted funds	342,521	425,365	(449,954)	21,678	339,610
Revaluation reserve	519,356	-	-	-	519,356
	<u>861,877</u>	<u>425,365</u>	<u>(449,954)</u>	<u>21,678</u>	<u>858,966</u>
Total Unrestricted funds	<u>861,877</u>	<u>425,365</u>	<u>(449,954)</u>	<u>22,728</u>	<u>860,016</u>
Restricted funds					
Bursary	80,500	23,000	-	(22,728)	80,772
Resettlement	484	43,800	(25,608)	-	18,676
Cellar Upgrade	12,000	59,190	(780)	-	70,410
Church House	204	-	(204)	-	-
Improving Women's Social and Community Inclusion	-	10,000	-	-	10,000
	<u>93,188</u>	<u>135,990</u>	<u>(26,592)</u>	<u>(22,728)</u>	<u>179,858</u>
Total of funds	<u><u>955,065</u></u>	<u><u>561,355</u></u>	<u><u>(476,546)</u></u>	<u><u>-</u></u>	<u><u>1,039,874</u></u>

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

13. Statement of funds (continued)

Bursary - allows us to admit worthy cases for rehabilitation to any house operated by Hebron Trust when they were unable to get local authority placements or private funding elsewhere.

Resettlement workers - work specifically with the women who have completed their stay at Hebron House and are now back "in the community". Help given will include finding accommodation, sorting out rent, debt, bills and other monetary problems, offering support, finding work etc.

Cellar Upgrade - funding received specifically for the upgrade of the cellar at Hebron House. Transfers out of the fund to unrestricted funds are in respect of fixed asset additions for which the ongoing use within the charity is unrestricted.

Church House - provided to fund a year's rent on our rented property which is used as a home in our community for women who have faced challenges in their life.

Improving Women's Social and Community Inclusion - allows us to provide housing and support to women who are overcoming problems in their life and starting to make a meaningful contribution to their local community.

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023**

14. Summary of funds

Summary of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2023 £
Designated funds	1,050	-	-	925	-	1,975
General funds	858,966	410,397	(443,901)	68,859	609,623	1,503,944
Restricted funds	179,858	49,618	(58,469)	(69,784)	-	101,223
	<u>1,039,874</u>	<u>460,015</u>	<u>(502,370)</u>	<u>-</u>	<u>609,623</u>	<u>1,607,142</u>

Summary of funds - prior year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	-	-	-	1,050	1,050
General funds	861,877	425,365	(449,954)	21,678	858,966
Restricted funds	93,188	135,990	(26,592)	(22,728)	179,858
	<u>955,065</u>	<u>561,355</u>	<u>(476,546)</u>	<u>-</u>	<u>1,039,874</u>

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Tangible fixed assets	-	1,413,310	1,413,310
Current assets	101,223	108,586	209,809
Creditors due within one year	-	(15,977)	(15,977)
Total	<u>101,223</u>	<u>1,505,919</u>	<u>1,607,142</u>

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2022 £</i>	<i>Unrestricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	-	754,051	754,051
Current assets	179,858	124,080	303,938
Creditors due within one year	-	(18,115)	(18,115)
Total	179,858	860,016	1,039,874

16. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The pension cost charge represents contributions payable by the charity to the fund and amounted to **£12,437** (2022: £12,819).

Contributions of **£nil** (2022: £nil) were payable to the fund at the balance sheet date and are included in creditors.

17. Related party transactions

During the year donations made to the charity by Trustees and their close family members totalled **£2,802** (2022: £4,695).

HEBRON TRUST

England & Wales - Charity number 1020095

Accounts

HEBRON TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

HEBRON TRUST
(A Company Limited by Guarantee)

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HEBRON TRUST
(A Company Limited by Guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2022**

Trustees	Nikolas Vladimir Vitkovitch, Chairperson Hilary Mavis Jarrett, Deputy Chairperson Stephen Charles Whitby, Treasurer Dorothy Susan Potter Nigel Mark Chapman Kerry Anne Brighouse Harold Norman Lippett (resigned 28 February 2022) Reverend Patrick Glen Jordan (resigned 25 May 2021) Emily Louise Bowdren (appointed 2 March 2022)
Company registered number	02802742
Charity registered number	1020095
Registered office	Hebron House 10-12 Stanley Avenue Thorpe Hamlet Norwich Norfolk NR7 0BE
Company secretary	Hilary Mavis Jarrett
Management	Emma Pawsey, CEO Sophie Bland, Manager Alex Burzec, Deputy Manager
Accountants	MA Partners LLP 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Natwest Bank PLC 45-51 London Street Norwich Norfolk NR2 1HX Lloyds TSB Bank PLC 16 Gentlemen's Walk Norwich Norfolk NR2 1LZ

HEBRON TRUST
(A Company Limited by Guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Solicitors	Howes Percival The Guildyard 51 Colegate Norwich Norfolk NR3 1DD
Medical Adviser	Dr R P Hampshire Thorpewood Surgery Woodside Road Norwich Norfolk NR7 9QL

HEBRON TRUST (A Company Limited by Guarantee)

Executive Summary

Hebron Trust reports another year of successfully helping women dealing with addiction. Hebron House was open throughout 2021/22, and we successfully minimised the impact of Covid on residents, staff and operations generally. During 2021 (April 21 through April 22), 28 women went through our residential rehabilitation programme and 85% completed the course. They said:

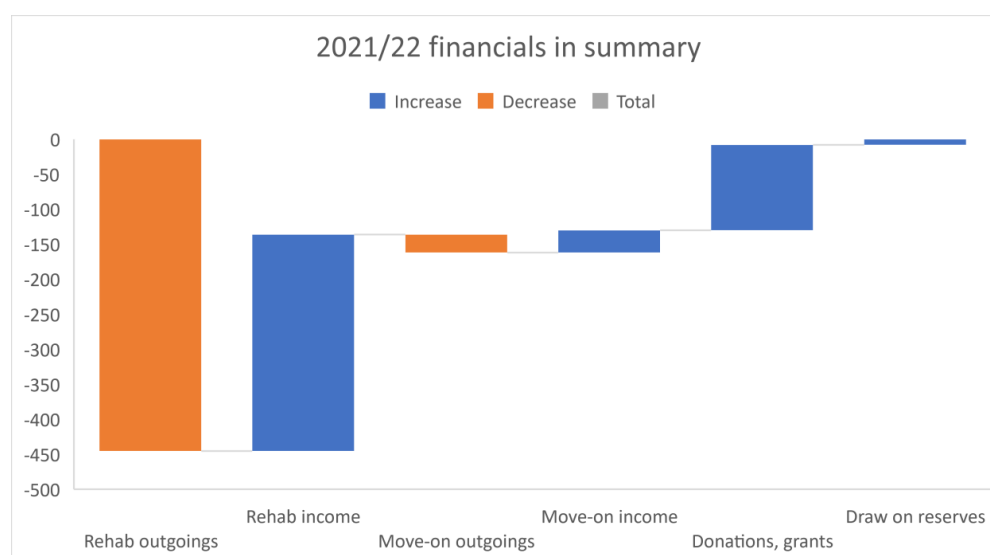
"I would not be alive had I not found Hebron House, the staff go the extra mile and I felt loved for the first time in my life"

"Hebron loves you until you can love yourself"

"I have never trusted anyone before, I had lost my children, my dignity and my family, I can see the future again now and have hope"

Over the year we continued to operate our move-on accommodation, preparing women to live and work independently. The Hebron Grads programme continued, using zoom and with our ex-residents meeting face to face.

Financially, we continued to operate in a world where Local Authorities, who fund the women who come to us, do not pay enough to cover the cost of a woman's time at Hebron House. The modest surplus from move-on accommodation, and the continuing generosity of individuals, churches and grant-making bodies makes up the difference.



This year, we have changed the order of the report. Part 1 covers what we've achieved in the context of the need. Part 2 explains how the Trustees approach governance. As ever, please provide any feedback and raise any questions with info@hbrontrust.org.uk.

HEBRON TRUST
(A Company Limited by Guarantee)

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HEBRON TRUST

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Trustees' Report

The Board presents its report and financial statements.

Part 1

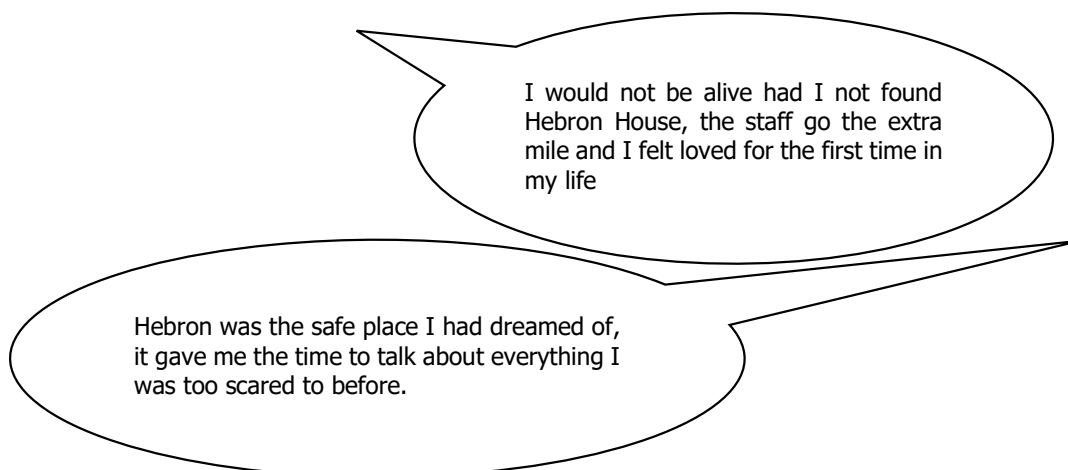
1 Our Vision

A Christian charity sustainably delivering first class and effective services for vulnerable people, particularly those recovering from addiction to alcohol or drugs, through long-term relationships and countless acts of kindness.

2 Why we do what we do

The need – a service user's perspective

How some current residents saw the need for the services Hebron Trust provides.



The need – society's perspective

It's encouraging that each year the annual report on Drug and Alcohol misuse and treatment provides more information on where and how misuse presents for treatment. The problem remains significant, society's Drug & Alcohol problem has not gone away. "There were 275,896 adults in contact with drug and alcohol services between April 2020 and March 2021. This is a small rise compared to the previous year (270,705). Opiate and crack use are also strongly linked to deprivation. We saw 56% of people in treatment for crack and/or opiates living in areas ranked in the 30% most deprived areas in England. ¹⁰

Society's answer – From Harm to Hope

The Government appointed Dr Ed Day as a Drug Recovery Champion for the UK in 2019. He issued an Annual Report in January 2021, with, at writing, no update in 2022. He spoke to many with lived experience, and noted "The concept of 'recovery' involves more than just control over substance use. It requires better mental and physical health, but just as importantly it involves the development of a meaningful life. Recovery is a process that often takes time to achieve and effort to maintain."¹¹

Dame Carol Black chaired an Independent Review¹² into Drugs in 2020 and 2021. She pulled no punches: "Previous Governments have de-prioritised these problems - from drugs entering

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the country right through to helping drug users access appropriate treatment and achieve recovery.”

On 6 December 2021, the Government published *From Harm to Hope: A 10-year drugs plan to cut crime and save lives* (FHtoH), and on 3 August 2022 this was supported by *Commissioning Quality Standard: alcohol and drug treatment and recovery guidance* aimed at Local Authorities. FHtoH makes funding, reducing supply and treatment commitments, including £780m “to rebuild drug treatment and recovery services”. At writing, the Commissioning Quality Standard (CQS) is the only visible result of this commitment.

Hebron’s response to From Harm to Hope

It is not easy to run effective residential rehab. As well as significant regulatory hoops aimed at ensuring safe experiences, the costs of operating such a facility are high.

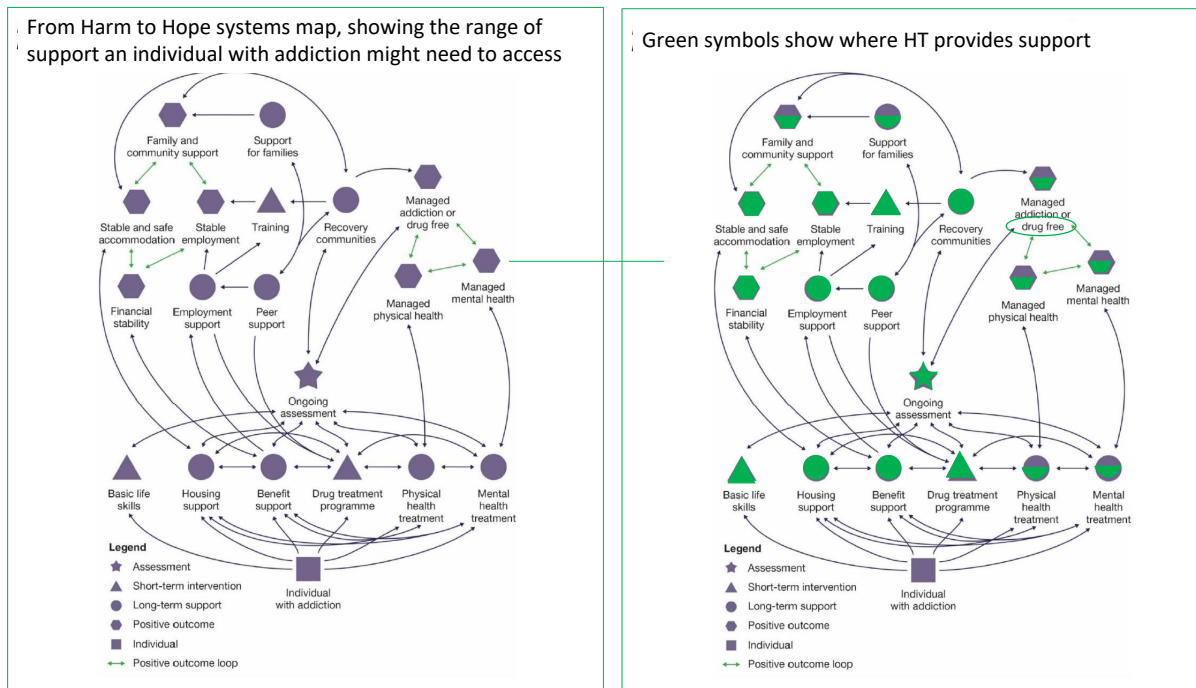
Hebron House is now one of only two all-female residential rehabs. In 2016 there were five. ASMTS also reports the decline in residential treatment “The number of people receiving treatment in inpatient and residential settings has continued to fall. In 2020 to 2021, there were 13,214 people in those settings, down from 15,161 in the previous year, a 13% drop. This year’s figure is 49% lower than 2014 to 2015 (25,847).”^{iv}

From Hebron’s perspective, the Government’s acceptance that workers in this field need a proper career path, and that more trained professionals are needed, are very welcome. We hope that the CQS drives results in this area as well as in supporting small, focused providers like Hebron Trust. From Harm to Hope correctly uses words like “rebuild” about commissioning and staffing, and we look forward to the results.

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3 How does Hebron Trust match up to the needs identified in *From Harm to Hope*?

The Government's report has a systems map of the support a person with addiction might need to access. The Trustees are confident the Trust offered support in almost all situations. Hebron doesn't offer support to, or believe in the appropriateness of, "managed addiction".



Hebron Trust intends to continue delivering its Mission. The Trustees thank all those who put faith in it: staff team, residents and their families, commissioners, grant-makers and individual donors. *Please check out the case study in section 4, showing why HT claims to provide all the support marked green.*

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4 A case study

A's story is based on the true story of a woman who came to Hebron House in 2021. We have mixed it with the experiences of other clients, so that A is not immediately identifiable.

Resident A came to Hebron House from being street homeless and was in and out of hostels for 10 years. Never having a permanent home was a contributing factor throughout her addiction, and all her family ties were broken. After four failed rehab attempts, she realised she needed to move away from a very toxic environment in her locality. She was funded by her Local Authority. They funded her for a period of 12 weeks, during which an application for further funding was denied. The good news was that she could access the bursary scheme at Hebron, which secured another 2 months funding.

She embraced the programme and learned new life skills such as cooking, keeping house and budgeting. Our team started work on rehousing her as soon as she arrived, and it became apparent that relocating to Norfolk was the best and probably the only option that could keep her safe.

A had relied on the benefit system but had not always been correct in applying and claiming them. Whilst at Hebron the correct benefits were claimed, her arrears were gradually cleared.

After about 6 weeks at Hebron, A was finally ready to listen to the 12-step message. For the first time she talked about the abuse and trauma that had kept her in active addiction.

Her physical health was poor on arrival. She had mobility issues. Today she is pursuing a career and aims to become a personal trainer.

As she embraced the programme her mental health improved and the old behaviours that she relied on to survive fell away.

She completed the programme 20 weeks after arriving. She moved into Chapel House. Almost straight away she started voluntary work in the education system, and this led to paid work, which she is still in today. She's also pursuing her dreams of becoming a personal trainer.

At Chapel House she had the support of our team, her house mates, and her peers. She joined our weekly zoom graduates' group and attended a local day programme with another charity. She has undertaken various training courses and embraces all opportunities that come her way.

She will soon be moving to the next stage of living alone and has also found a suitable and stable loving personal relationship.

5 Our Mission and strategy

Mission

Hebron Trust has these Objects set out in the company's memorandum of association:

- 1 The relief of persons who are in conditions of need hardship or distress or who are sick in particular to aid and assist persons suffering from addiction or compulsion to be freed from such addiction or compulsion particularly from drugs or alcohol, in particular but not exclusively by demonstrating active Christian faith (doctrinally stated by the Evangelical Alliance) through countless acts of kindness.
- 2 The advancement of education in particular research into the application of Christian principles and values and their relevance to every stratum of society whether for children or adults.

HEBRON TRUST

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Strategy and objectives

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing strategy and objectives and planning future activities. Such reviews take place at a biennial strategy away day and at each Trustees' meeting.

The Trust's main objective and principal activities are to provide resources for people suffering hardship and distress, particularly those suffering from addiction and compulsion in respect of drugs or alcohol.

The main objectives and activities for the year continued to focus on:

- providing high quality residential care for women with serious drug and alcohol problems in a way that promotes each woman's recovery;
- providing a resettlement service for women completing their stay at Hebron House and relocating those who wish to resettle into the Norwich community. During 2021/22, we co-operated with Norwich Central Baptist Church in this;
- supporting ex-residents who have settled in the Norwich community;
- supporting ex-residents who settle elsewhere.

Our residential service users come from across the UK and are usually funded by Social Services and Primary Care Trusts in the areas from which they come. A small proportion of service users are self-funded. The service is available only to women aged 18 and over irrespective of race, religion, faith and sexual orientation; our building imposes constraints on our ability to accommodate some kinds of disability, and we operate only in the English language.

Resettlement is a key part of our residential care programme provided to all residents and this aftercare support is funded primarily through charitable donations.

6 How our work delivers public benefit – and how we ensure it delivers our aims

The fundamental benefit to the public arises through each resident's recovery and continuing abstinence, as shown in Table 1.

In 2018 Public Health England estimated that every £1 spent on treating drug and alcohol addiction has a social return of £4 (drug treatment) and £3 (alcohol treatment) on costs to society^v. (Unfortunately, there has been no update to this work, and *From Harm to Hope* contains qualitative not quantitative statements).

Hebron Trust believes this to be a very prudent estimate. Our high success rate (measuring completion, continued post-residential support, sustainable abstinence and taking a full part in society) suggests a £15+ return for each £1 spent might be a low figure for our work: an estimate consistent with the PHE ten year figure of between £21 and £26.

This is partly because Hebron Trust's successful completion rate is above the national average and partly because Hebron Trust is a not-for-profit charitable operation, committed to the highest possible quality outcomes consistent with the funds it can generate. Our governance arrangements are designed to sustain this performance.

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Table 1: How HT delivers public benefit

	How delivered	How measured	Public benefit arising
Reducing 'chaotic lifestyle' typical of addiction	Programme develops decision making skills and reinforces home keeping and relationship-sustaining skills	• Individual Programme progress  • Individual's contribution to running of Hebron House community	• Reduction in costs of broken/chaotic homes support inc child placement and NHS costs
Developing the skills and techniques to support long term abstinence	Programme develops skills and techniques; support groups (including Alcoholics Anonymous and Narcotics Anonymous, and Hebron Trust support for Norwich ex-residents); zoom meetings throughout lockdown and since then	Individual long term Programme progress • Notoriously difficult to track after discharge – we try to keep in touch with all ex-residents • Easier with Norwich-based women, where membership of the support group is a good indicator 	As above plus: • Reduction in costs of addiction support • Reduction in petty crime to support addiction
Returning to society as an active participant	"Resettlement" – our aftercare service – helps find housing and employment and provides continuing support for ex-residents in the Norfolk and Norwich area. We continue to "be there" to support ex-residents irrespective of where they settle In partnership with NCBC, we operate Chapel House as follow-on accommodation for women who have left Hebron.^{vi}	• Number of women resettled  • Number continuing to participation in support groups at different periods after leaving HH  • Number prepared to lead / participate in programmes like HH as volunteers, Trustees or workers  • Number in paid employment  • Number in Chapel House (and therefore abstinent during their extended recovery) 	As above plus: • Economic contribution as women return to workforce • Improvement in the services that HT and similar organisations can offer as service user perspective is more clearly articulated

 indicates a metric regularly reported to the Trustees

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7 A note on the Covid-19 Pandemic

After a four month closure, our residents and team returned to Hebron House on 27 July 2020. Chapel House, our move on accommodation, was not affected.

Since then, Hebron House and Chapel House have been operating as normal, albeit with precautions. The increased personal hygiene we all learned in 2020 has become standard. Women have tested positive, but with isolation and good management, the spread has been minimised.

The Trustees monitor the risk landscape at each meeting and include the latest Covid-19 data in their review.

8 Achievements and Performance

The main activity of the Trust continued to be residential treatment and care for women with serious drug and alcohol problems. Hebron House accommodates up to 10 women.

The number of ex-Hebron residents settling in Norwich has now reached 53 (up from 47 in 2018). The support group for them continued throughout the reporting period. Ex-residents continued to help new residents on their recovery journey and influence the development of service user involvement groups in related agencies.

The unique approach to our programme of recovery at Hebron House has allowed us to remain an attractive option for referring agencies.

Our achievement of successful outcomes for our residents is evidenced by:

- our 80% completion rate, 80%, firmly in the top quartile for UK rehabs.
- our access to housing services and
- our service in aftercare which enables our clients to move successfully into education or voluntary or paid employment.

Key Performance Indicators

	2022 FY	2021 FY	2020 FY	2019 FY	2018 FY
Contract income (all services) £k	353	215	316	358	335
Average occupancy	7.6	7.4	7.5	7.3	7.3
% of residents completing	85%	83%	82%	80%	71%
Number of ex-residents in support group (aftercare metric)	86	75	72	70	68
Number of sessions held over zoom	52	50	36	n/a	n/a
Average occupancy of Chapel House (aftercare metric introduced 2019/20)	4	4	4	n/a	n/a

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The Hebron team

None of this would be possible without the employed team and the volunteers.

The Trustees gratefully acknowledge the contribution of everyone involved in the work the Trust does. We are encouraged and inspired by the way everyone goes beyond the normal to help our residents.

Early in 2021, the Trustees committed to paying everyone who works for HT at least the Living Wage Foundation's "Real Living Wage". At writing, this is £9.90/hour outside London; it is due to be updated in November^{vii}. The UK Government minimum wage from April 2022 is £9.50.

9 Bursary Scheme

The Trust has developed a Bursary Scheme to assist those who need the services HT offers and who have difficulty securing the necessary funding. The Trustees and Staff Team worked together to develop the rules of the Scheme and are grateful to all who contribute to fund the scheme.

10 Volunteers

We continue to benefit from the excellent support of committed volunteers in a wide variety of roles including administration, support to the therapeutic care team, and as members of the Board of Management.

We continued to enjoy the results of David's skill and commitment. He's our volunteer gardener.

Volunteers contribute in several different ways. These include providing general evening support, weekend outings, DIY, leisure and recreation, sports (including sailing), art group, fitness group, music group, transport to external meetings, help with lunch preparation, appointments, optional exploring spirituality workshops, providing speakers for recovery groups, NA and AA, help with web site design.

The average number of volunteers, including the Board, is 15. In 2019-20 this was 14, so we have sustained this over the pandemic.

The Trustees thank each volunteer for their contribution.

11 Plans for the coming year

We will continue to provide residential care for women and continue to support those who have left us to live in Norwich. Chapel House will cease to be available, and we will replace this with "Church House" as a key part of our work with women choosing to stay in Norwich when they leave Hebron. We will continue to work on building links with women returning from other rehabs to live in Norwich.

We will continue to develop our remote therapy approach. We believe we can develop marketable processes and assets based on our experience during lockdown. As Public Health England, Government, Clinical Commissioning Groups and Local Authorities continue to evolve service delivery models, we will build innovative ways of helping women recover from addiction, and work with a variety of partners to do this.

Although the Trust has overcome previous financial challenges, the commissioners of our services face greater demands. Greater general life expectancy, a rising population driving higher demand, more expensive treatments, and political pressure for "quicker fixes" all undermine the willingness to fund residential care irrespective of its greater effectiveness.

The Trustees will actively discharge their responsibility to ensure the business remains a going concern through diligent and regular cash flow reviews and stringent cost control.

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12 Financial Review

The climate continues to be difficult for the Residential Rehabilitation sector, and providers continued to go out of business.

The trading environment continues to be difficult due to

- the level of substance abuse in society and amongst women increased again. Although "legal highs" tailed off, "county lines" continued to spread;
- budgets available to place women (and men) in rehab fell;
- the costs of compliance and service delivery increased (although we received grants towards the costs of PPE).
- The perceived policy of residential rehabs being used for women with multiple problems (e.g. eating disorders) in addition to drug and/or alcohol dependency. This causes extra work and associated costs

Reserves Policy

The Trust's cash position was adequate throughout the year. Unrestricted funds fell marginally in the year but the Trust benefitted from a significant increase in restricted funds, notably from grants to fund an upgrade of the cellar at Hebron House

Although the Board continues to aim for a free reserves level of 3 months' direct charitable expenditure, continued operations through lockdown, and the current trading environment have reduced reserves. During Lockdown, however, the Trust secured a number of grants and enjoyed the kindness of several significant donors.

At the end of March 2022 our free reserves were 2.8 months' direct charitable expenditure.

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Part 2

13 Structure, Governance and Management

Governing Document

Hebron Trust is a charitable company limited by guarantee, registered as a charity and incorporated in 1993, primarily to provide care and treatment to people who have life threatening drug or alcohol dependency. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and Appointment of Board of Management

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Management. Under the requirements of the Memorandum and Articles of Association, at the Annual General Meeting, one third of the members of the Board who have been longest in office since their last election shall retire from office. Retiring members are eligible for re-election.

Every two years, the Board carries out a strategic review and planning exercise, which includes an audit of the skills mix of the Board. This knowledge/skills matrix has been used to inform our Trustee recruitment and maintain an appropriate spectrum of Trustee skills and specialist expertise.

Hebron Trust is founded upon and operates from a Christian ethos. All the trustees are Christians who come from a variety of backgrounds and church traditions and see their involvement as a practical expression of their faith. The Trust does not promote or represent any one church or denomination and works with people irrespective of their backgrounds or beliefs. Non-Christians are welcome as Trustees.

Trustee Identification, Induction and Training

The Board is always open to further recruitment to broaden its skills and diversity. The Board is conscious of the risk of Trustee staleness and of the value of fresh thinking. The Trust's governing documents set no limit on the number of Trustees.

The Board and the Chief Executive identify potential new recruits, who are approached personally. The candidate learns more about the work of the Trust through an initial discussion, usually with a Trustee or the Chief Executive, and a tour of Hebron House.

Prospective Trustees are provided with a pack of the following documents:

- Memorandum and Articles of Association
- Latest Audited Accounts and Management Accounts
- Copies of recent Board Meeting Minutes
- Charity Commission's guide 'The Essential Trustee'
- Charity Commission's guide 'Responsibilities of Charity Trustees: A Summary'
- Hebron Trust Information Packs, which include a Trustee Code of Conduct and the Trust's Bribery and Corruption policy

Candidates are invited to attend Board meetings to meet the other Trustees and help familiarise themselves more with the work and culture of the Trust as the basis for an informed decision.

Each Trustee signs documents confirming their understanding of their responsibilities and their agreement to abide by the Code of Conduct.

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Trustees are encouraged to attend local Trustee training provided by Voluntary Norfolk and other organisations.

Payment to Trustees

The Trustees received no payment of any sort during the year.

Payments made to Trustees	2022 FY	2021 FY
Expenses	£0	£0
Other payments	£0	£0

Management

The Trustees met nine times as the Management Committee, with the senior managers joining the discussion, and once as a Trustee-only gathering.

Emma Pawsey is CEO of Hebron Trust. Emma leads the staff team, and has regular 1:1 meetings with the chair. She is supported by two Deputy Managers, Alex and Sophie. These three take it in turns to join the Management Committee.

14 Risk Management

Every Management Committee opens with a report on Health and Safety incidents, Safeguarding, and Complaints and/or Compliments.

The major risks to which the charity is exposed, as identified by the trustees, are reviewed at each Board meeting. Systems and processes, with appropriate review intervals, are in place to manage those risks. The Board maintains a risk register; this is reviewed and updated at each Management Committee meeting in an annual rolling programme.

Internal control risks are minimised by the implementation of procedures for authorisation of financial transactions. Procedures are in place to ensure compliance with health and safety of staff, volunteers, residents and visitors to the House.

The continuing implementation of the relevant set of Essential Care Standards under the jurisdiction of the Care Quality Commission (CQC) and the adoption of QuADS (Quality in Alcohol and Drug Services) underpin the approach to quality for operational aspects of the charity. Statutory agencies and valutive systems help us ensure that we stay focussed on providing high quality services and utilise our resources efficiently.

15 Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by both national and local policy. At a national level, drug treatment is guided by Public Health England.

Hebron House is registered to provide accommodation for persons who require substance misuse treatment with the Care Quality Commission (CQC), our Regulator. We work collaboratively with our local CQC inspectors to ensure that we comply with or exceed the Essential Care Standards.

We work with Norwich Central Baptist Church, which owns Chapel House, to provide move-on accommodation for women completing the HH programme. In the summer of 2021 a new formal partnership agreement was negotiated between HT, NCBC and NCBC's agents Allgood & Davie. Chapel House will no longer be available from 4Q2022. Church House (a mixed motive partnership with Norwich Charitable Trusts) came on stream 1 September 2022, with the same purpose.

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Nancy Oldfield Trust provided much appreciated sailing opportunities for the residents, in partnership with the John Jarrold Trust.

Go Ape Thetford Forest and the team there have provided adventure days for the residents and awaydays for the staff team.

16 Responsibilities of the Board of Management

Company Law requires the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those statements, the Board of Management should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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

Members of the Board of Management

Members of the Board of Management, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant information of which the company's auditors are unaware; and
- as the directors of the company we have taken all reasonable steps to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

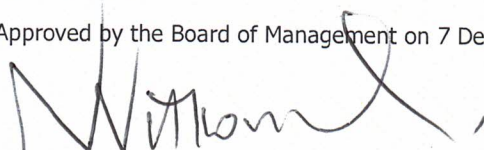
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17 Independent Examiners

This report has 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 2015) and in accordance with the small companies' regime within part 15 of the Companies Act 2006.

18 Approval

Approved by the Board of Management on 7 December 2022 and signed on its behalf by:



Nikolas Vitkovitch, Chairman

19 Footnotes

ⁱⁱ *National statistics: Adult substance misuse treatment statistics 2020 to 2021* [ASMTS] [report](#) published 25 November 2021

ⁱⁱ [UK government Recovery Champion – annual report \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

ⁱⁱⁱ [Independent review of drugs by Professor Dame Carol Black - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

^{iv} *National statistics: Adult substance misuse treatment statistics 2020 to 2021* [ASMTS] [report](#) published 25 November 2021

^v *Public Health England* "Alcohol and drug prevention, treatment and recovery: why invest?" 12 Feb 2018)

^{vi} Chapel House will no longer be available from 4Q2022. Church House (a mixed motive partnership with Norwich Charitable Trusts) came on stream 1 September 2022, with the same purpose.

^{vii} [What is the real Living Wage? | Living Wage Foundation](#) accessed 7 September 2022

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Independent Examiner's Report to the Trustees of Hebron Trust ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and Basis of Report

As the Trustees of the Company (and 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 ('the 2006 Act').

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

Independent Examiner's Statement

Since the Company'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 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 2006 Act; 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 2006 Act 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.

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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:

Dated:

Alice Lynch BSc ACA DChA

MA Partners LLP

7 The Close
Norwich
Norfolk
NR1 4DJ

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**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations, legacies and grants	3	135,990	71,806	207,796	288,849
Charitable activities	4	-	353,559	353,559	216,175
Total income		135,990	425,365	561,355	505,024
Expenditure on:					
Raising funds	5	-	27,765	27,765	32,850
Charitable activities	6	26,592	422,189	448,781	375,914
Total expenditure		26,592	449,954	476,546	408,764
Net income/(expenditure)		109,398	(24,589)	84,809	96,260
Transfers between funds	13	(22,728)	22,728	-	-
Net movement in funds		86,670	(1,861)	84,809	96,260
Reconciliation of funds:					
Total funds brought forward		93,188	861,877	955,065	858,805
Net movement in funds		86,670	(1,861)	84,809	96,260
Total funds carried forward	13	179,858	860,016	1,039,874	955,065

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 33 form part of these financial statements.

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REGISTERED NUMBER: 02802742

BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	10	754,051	759,826
		754,051	759,826
Current assets			
Debtors	11	72,455	32,460
Cash at bank and in hand		231,483	189,930
		303,938	222,390
Creditors: amounts falling due within one year	12	(18,115)	(27,151)
Net current assets		285,823	195,239
Total assets less current liabilities		1,039,874	955,065
Total net assets		1,039,874	955,065
Charity funds			
Restricted funds	13	179,858	93,188
Unrestricted funds	13	860,016	861,877
Total funds		1,039,874	955,065

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Nikolas Vladimir Vitkovitch
Trustee

Date: 7 December 2022

The notes on pages 22 to 33 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The company is a company limited by guarantee registered in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the registered office is Hebron House, 10-12 Stanley Avenue, Thorpe Hamlet, Norwich, NR7 0BE.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Hebron Trust 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.

2.2 Going concern

The Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. It is very likely that new or different operational requirements will appear over the coming 12 months as a result of COVID-19 but these changes are not anticipated to threaten the Trust as a going concern. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 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 on raising funds includes all expenditure incurred by the Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%
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2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.9 Financial instruments

The Company 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.

2.10 Pensions

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

HEBRON TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.11 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 Company 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 are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Donations	23,000	19,932	42,932	94,317
Grants	112,990	46,710	159,700	143,655
Government grants	-	5,164	5,164	50,877
Total 2022	135,990	71,806	207,796	288,849
<i>Total 2021</i>	<i>113,500</i>	<i>175,349</i>	<i>288,849</i>	

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Contract income	353,319	353,319	215,435
Miscellaneous income	240	240	740
Total 2022	<u>353,559</u>	<u>353,559</u>	<u>216,175</u>

5. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Consultancy & Advertising	12,290	12,290	15,337
Fundraising trading expenses - wages and salaries	15,475	15,475	17,513
Total 2022	<u>27,765</u>	<u>27,765</u>	<u>32,850</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

6. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Residential, rehabilitation and resettlement	415,279	33,502	448,781	375,914
<i>Total 2021</i>	336,336	39,578	375,914	

Analysis of direct costs

	Total funds 2022 £	Total funds 2021 £
Staff costs	295,492	262,310
Housekeeping	21,362	14,795
Insurance	17,041	11,588
Light and heat	9,282	6,198
Professional fees	17,565	9,161
Rent and rates	7,362	10,024
Resident costs	2,497	2,235
Subscriptions	664	683
Sundry costs	5,338	3,955
Training	14,799	6,052
Travel	3,642	1,660
Bad debt	-	(5,718)
Depreciation	5,775	5,453
Equipment and repairs	14,460	7,940
	415,279	336,336

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Staff costs	22,848	27,006
Bank charges	1,211	1,207
Telephone	4,496	164
Office costs	1,458	7,059
Governance costs	3,489	4,142
	33,502	39,578

7. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £1,680 (2021 - £1,560).

8. Staff costs

	2022 £	<i>2021 £</i>
Wages and salaries	320,996	296,864
Contribution to defined contribution pension schemes	12,819	9,965
	333,815	306,829

The average number of persons employed by the Company during the year was as follows:

	2022	<i>2021</i>
Charitable activities	16	16

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

Total remuneration for key management personnel during the year, including employer's national insurance contributions and employer's pension contributions totalled **£44,111** (2021: £41,391).

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £NIL).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2021	750,000	35,060	785,060
At 31 March 2022	750,000	35,060	785,060
Depreciation			
At 1 April 2021	-	25,234	25,234
Charge for the year	-	5,775	5,775
At 31 March 2022	-	31,009	31,009
Net book value			
At 31 March 2022	750,000	4,051	754,051
At 31 March 2021	750,000	9,826	759,826

In February 2013 (subsequently amplified) a partner of a firm of large local estate agents, with 10 years experience, considered a figure of £750,000 was reasonable as an open market valuation of the freehold property in its present condition. The Trustees consider that this valuation has not changed significantly and is still appropriate.

The residual value of the building at the end of its useful life, taken as 50 years hence, is not expected to be substantially less than the value reflected in the accounts at the year end. Therefore depreciation, taken as 2% of any such reduction, has not been provided for this year as it would not be material.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

11. Debtors

	2022 £	<i>2021</i> £
Due within one year		
Trade debtors	62,313	22,920
Other debtors	34	161
Prepayments and accrued income	10,108	9,379
	<u>72,455</u>	<u>32,460</u>

12. Creditors: Amounts falling due within one year

	2022 £	<i>2021</i> £
Trade creditors	3,947	-
Other creditors	1,867	259
Accruals and deferred income	12,301	26,892
	<u>18,115</u>	<u>27,151</u>

	2022 £	<i>2021</i> £
Deferred income at 1 April 2021	18,626	18,000
Resources deferred during the year	2,301	17,125
Amounts released from previous periods	(18,626)	(16,499)
	<u>2,301</u>	<u>18,626</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

13. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
Designated funds					
Chapel House Dilapidations Fund	-	-	-	1,050	1,050
General funds					
Other unrestricted funds	342,521	425,365	(449,954)	21,678	339,610
Revaluation reserve	519,356	-	-	-	519,356
	861,877	425,365	(449,954)	21,678	858,966
Total Unrestricted funds	861,877	425,365	(449,954)	22,728	860,016
Restricted funds					
Bursary	80,500	23,000	-	(22,728)	80,772
Resettlement	484	43,800	(25,608)	-	18,676
Cellar Upgrade	12,000	59,190	(780)	-	70,410
PPE Equipment	204	-	(204)	-	-
Improving Women's Social and Community Inclusion	-	10,000	-	-	10,000
	93,188	135,990	(26,592)	(22,728)	179,858
Total of funds	955,065	561,355	(476,546)	-	1,039,874

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
Unrestricted funds					
Other unrestricted funds	291,141	391,524	(356,644)	16,500	342,521
Revaluation reserve	519,356	-	-	-	519,356
	<u>810,497</u>	<u>391,524</u>	<u>(356,644)</u>	<u>16,500</u>	<u>861,877</u>
Restricted funds					
Aftercare	23,308	20,000	(43,308)	-	-
Bursary	18,000	79,000	-	(16,500)	80,500
Resettlement	5,000	500	(5,016)	-	484
Chapel House furniture	2,000	-	(2,000)	-	-
Cellar Upgrade	-	12,000	-	-	12,000
PPE Equipment	-	2,000	(1,796)	-	204
	<u>48,308</u>	<u>113,500</u>	<u>(52,120)</u>	<u>(16,500)</u>	<u>93,188</u>
Total of funds	<u>858,805</u>	<u>113,500</u>	<u>(408,764)</u>	<u>-</u>	<u>955,065</u>

Aftercare - Aftercare refers to work carried out after a resident leaves Hebron House

Bursary - allows us to admit worthy cases for rehabilitation to Hebron House when they were unable to get local authority placements or private funding elsewhere.

Resettlement workers - work specifically with the women who have completed their stay at Hebron House and are now back "in the community". Help given will include finding accommodation, sorting out rent, debt, bills and other monetary problems, offering support, finding work etc.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

14. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	-	-	-	1,050	1,050
General funds	861,877	425,365	(449,954)	21,678	858,966
Restricted funds	93,188	135,990	(26,592)	(22,728)	179,858
	<u>955,065</u>	<u>561,355</u>	<u>(476,546)</u>	<u>-</u>	<u>1,039,874</u>

Summary of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
General funds	810,497	391,524	(356,644)	16,500	861,877
Restricted funds	48,308	113,500	(52,120)	(16,500)	93,188
	<u>858,805</u>	<u>505,024</u>	<u>(408,764)</u>	<u>-</u>	<u>955,065</u>

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	754,051	754,051
Current assets	179,858	124,080	303,938
Creditors due within one year	-	(18,115)	(18,115)
Total	<u>179,858</u>	<u>860,016</u>	<u>1,039,874</u>

HEBRON TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	-	759,826	759,826
Current assets	93,188	129,202	222,390
Creditors due within one year	-	(27,151)	(27,151)
Total	93,188	861,877	955,065

16. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The pension cost charge represents contributions payable by the charity to the fund and amounted to **£12,819** (2021: £9,965).

Contributions of **£nil** (2021: £nil) were payable to the fund at the balance sheet date and are included in creditors.

17. Related party transactions

During the year donations made to the charity by Trustees and their close family members totalled **£4,695** (2021: £2,150).

HEBRON TRUST

England & Wales - Charity number 1020095

Accounts

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

HEBRON TRUST
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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2021**

Trustees	Nikolas Vladimir Vitkovitch, Chairperson Hilary Mavis Jarrett, Deputy Chairperson Stephen Charles Whitby, Treasurer Dorothy Susan Potter Harold Norman Lippett Reverend Patrick Glen Jordan (resigned 25 May 2021) Nigel Mark Chapman Kerry Anne Brighouse (appointed 30 November 2020)
Company registered number	02802742
Charity registered number	1020095
Registered office	10-12 Stanley Avenue Thorpe Hamlet Norwich Norfolk NR7 0BE
Company secretary	Hilary Mavis Jarrett
Accountants	MA Partners LLP 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Natwest Bank PLC 45-51 London Street Norwich Norfolk NR2 1HX Lloyds TSB Bank PLC 16 Gentlemen's Walk Norwich Norfolk NR2 1LZ
Solicitors	Howes Percival The Guildyard 51 Colegate Norwich Norfolk NR3 1DD

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Medical Adviser	Dr R P Hampsheir Thorpewood Surgery Woodside Road Norwich Norfolk NR7 9QL
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HEBRON TRUST
(A Company Limited by Guarantee)

1 Vision, Strategy, Purposes and Aims

Vision

Women, once dominated by their addictions, now enjoying independence and unconditional support in a society where the systemic problems which contribute to addiction are addressed.

Mission

Hebron Trust has these Objects set out in the company's memorandum of association:

- 1 The relief of persons who are in conditions of need hardship or distress or who are sick in particular to aid and assist persons suffering from addiction or compulsion to be freed from such addiction or compulsion particularly from drugs or alcohol, in particular but not exclusively by demonstrating active Christian faith (doctrinally stated by the Evangelical Alliance) through countless acts of kindness.
- 2 The advancement of education in particular research into the application of Christian principles and values and their relevance to every stratum of society whether for children or adults.

Strategy and objectives

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing strategy and objectives and planning future activities. Such reviews take place at a biennial strategy away day and at each Trustees' meeting.

The Trust's main objective and principal activities are to provide resources for people suffering hardship and distress, particularly those suffering from addiction and compulsion in respect of drugs or alcohol.

The main objectives and activities for the year continued to focus on:

- providing high quality residential care for women with serious drug and alcohol problems in a way that promotes each woman's recovery;
- providing a resettlement service for women completing their stay at Hebron House and relocating those who wish to resettle into the Norwich community. Notably, we co-operate with Norwich Central Baptist Church in this;
- supporting ex-residents who have settled in the Norwich community;
- supporting ex-residents who settle elsewhere.

Our residential service users come from across the UK and are usually funded by Social Services and Primary Care Trusts in the areas from which they come. A small proportion of service users are self-funded. The service is available only to women aged 18 and over irrespective of race, religion, faith and sexual orientation; our building imposes constraints on our ability to accommodate some kinds of disability, and we operate only in the English language.

Resettlement is a key part of our residential care programme provided to all residents and this aftercare support is funded primarily through charitable donations.

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2 Risk Management in practice - The Covid-19 Pandemic

The Trustees closed Hebron House on 27 March 2020 and residents returned after Lockdown 1 in late July 2020. Last year's report covered the Trustees' response to the first six months of the pandemic, the way decisions were taken and implemented, and the reaction of our residents, staff team, and customers.

This section of the 2021 report covers the Trust's response to the pandemic between mid-September 2020 and mid-September 2021.

Hebron House has operated continuously as a residential therapeutic community since the first residents returned on 27 July 2020. The Roadmap the management team developed before reopening has formed the foundation of our risk management since then. There have been occasions when a member of staff has tested positive for Covid-19, and it is a tribute to the soundness of the Roadmap and the way it was implemented that none of the residents or other members of the staff team contracted Covid.

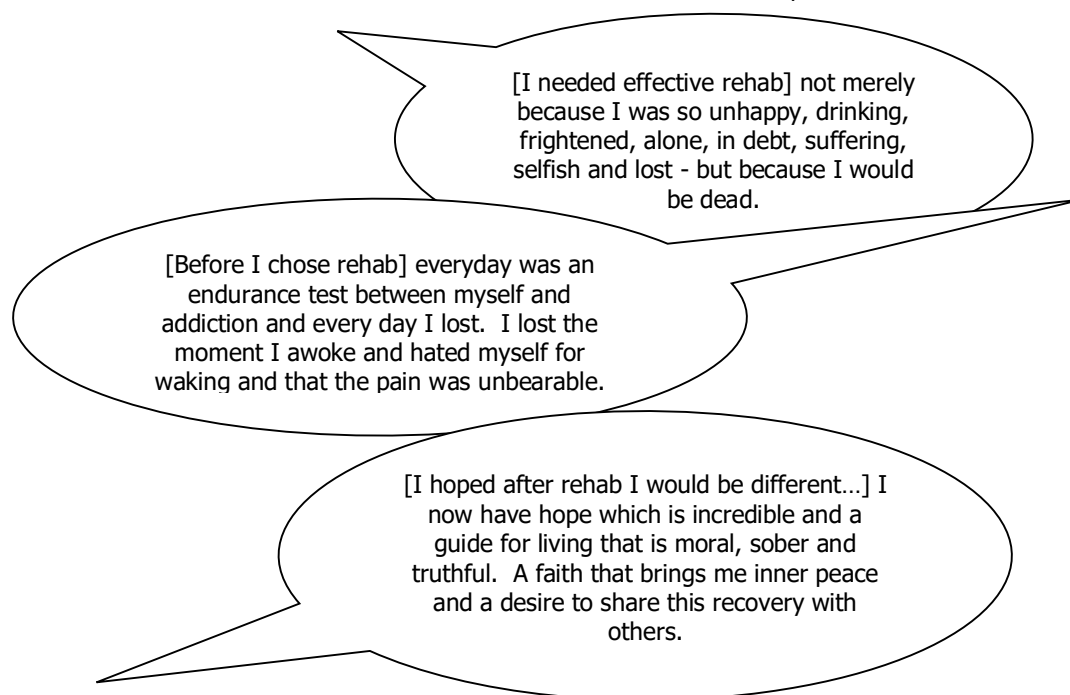
Our risk management practices have to date been equally effective at Chapel House, our move-on accommodation. The women living there are independent, and have followed our guidance as well as the government and CQC's, and avoided infection.

The Trustees monitor the risk landscape at each meeting, and include the latest Covid-19 data in their review.

3 Why we do what we do

The need – a service user’s perspective

How some current residents saw the need for the services Hebron Trust provides



The need - the substance misuse context

The data in this section is based on the Home Office Drugs Misuse report .¹ Covid-19 has delayed publication of the annual substance misuse data. At writing, no overall figures are available for 2020-2021 (These are published after September). Please see our 2018/19 report for a fuller discussion of the prevalence and damage of alcohol abuse among women.

Home Office estimates are that one in eleven adults² (3.2 million people, 9.4%) used an illegal drug in 2019-20, unchanged from 2018-19. The proportion of these using class A drugs (a third) has remained statistically similar over the past few years.

Amongst 16-24 year olds, the proportion is 21% (2019-20: 20.3%; 2018-19: 19.8%), which is approximately 1.3 million people. Of these, a third used class A drugs.

Cannabis remains the most common drug used. The report states "There were no changes in last-year drug use for the majority of individual drug types including cannabis, ecstasy, powder cocaine, new psychoactive substances and nitrous oxide." There was less use of amphetamines and the frequent use of cocaine powder fell.

The ONS report makes few references to the impact of the pandemic on drug misuse. It observes a correlation between nightclub visits and drug use, particularly powder cocaine and

¹ [Drug Misuse in England and Wales: year ending March 2020, published by ONS on 9 December 2020](#)

² People aged 16 to 59

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ecstasy in the year to March 2020, but the reporting period includes no data for the impact of the extended closure of nightclubs on drug use.

Male adults (9.8%) remain twice as likely to use any illegal drug as women adults (6.3%); there are more users in urban than rural areas; those in privately rented accommodation are more frequent users than social renters or homeowners.

The ONS is clear that drug use was higher amongst those who consume alcohol more frequently, and amongst the lowest income families, where cannabis tends to be used; powder cocaine usage is highest amongst households with incomes over £52,000.

Unhappy people use drugs or using drugs makes people unhappy: a third of those who did not agree that "things done in your life are worthwhile" reported drug use.

Because it isn't illegal to drink alcohol, the data around alcohol abuse is less visible. Norwich's Matthew Project suggested in September 2020 that the pandemic was driving increased problem drinking.

How our work delivers public benefit – and how we ensure it delivers our aims

The fundamental benefit to the public arises through each resident's recovery and continuing abstinence, as shown in Table 1.

In 2018 Public Health England estimated that every £1 spent on treating drug and alcohol addiction has a social return of £4 (drug treatment) and £3 (alcohol treatment) on costs to society³.

Hebron Trust believes this to be a very prudent estimate. Our high success rate (measuring completion, continued post-residential support, sustainable abstinence and taking a full part in society) suggests a £15+ return for each £1 spent might be a low figure for our work: an estimate consistent with the PHE ten year figure of between £21 and £26.

This is partly because Hebron Trust's successful completion rate is significantly above the national average and partly because Hebron Trust is a not-for-profit charitable operation, committed to the highest possible quality outcomes consistent with the funds it can generate. Our governance arrangements are designed to sustain this performance.

Completion Rates

Public Health England classes successful completion as

- no longer requiring structured treatment
- abstinent
- not dependent on other substances

Hebron extends this to include

- involvement in HT's post-residential support and/or involved in a 12-step group
- taking a full part in society (volunteering or paid employment, for example)

HT's opiate successful completion rate for 2018-19 was 56%; the 2017-18 England rate was 26%.

The 2017-18 England rate for alcohol only treatment was 61%.

PHE's consolidated successful completion rates for 2017-18 was 48%. HT's is 80% for 2018-19.

England figures from PHE "Alcohol and drug treatment for adults: statistics summary 2017 to 2018" published 1 Nov 2018

³ *Public Health England* "Alcohol and drug prevention, treatment and recovery: why invest?" 12 Feb 2018)

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Table 1: How HT delivers public benefit

	How delivered	How measured	Public benefit arising
Reducing 'chaotic lifestyle' typical of addiction	Programme develops decision making skills and reinforces home keeping and relationship-sustaining skills	• Individual Programme progress  • Individual's contribution to running of Hebron House community	• Reduction in costs of broken/chaotic homes support inc child placement and NHS costs
Developing the skills and techniques to support long term abstinence	Programme develops skills and techniques; support groups (including Alcoholics Anonymous and Narcotics Anonymous, and Hebron Trust support for Norwich ex-residents); zoom meetings throughout lockdown and since then	Individual long term Programme progress • Notoriously difficult to track after discharge – we try to keep in touch with all ex-residents • Easier with Norwich-based women, where membership of the support group is a good indicator 	As above plus: • Reduction in costs of addiction support • Reduction in petty crime to support addiction
Returning to society as an active participant	"Resettlement" – our aftercare service – helps find housing and employment and provides continuing support for ex-residents in the Norfolk and Norwich area. We continue to "be there" to support ex-residents irrespective of where they settle In partnership with NCBC, we operate Chapel House as follow-on accommodation for women who have left Hebron.	• Number of women resettled  • Number continuing to participation in support groups at different periods after leaving HH  • Number prepared to lead / participate in programmes like HH as volunteers, Trustees or workers  • Number in paid employment  • Number in Chapel House (and therefore abstinent during their extended recovery) 	As above plus: • Economic contribution as women return to workforce • Improvement in the services that HT and similar organisations can offer as service user perspective is more clearly articulated

 indicates a metric regularly reported to the Trustees

HEBRON TRUST

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4 Structure, Governance and Management

Governing Document

Hebron Trust is a charitable company limited by guarantee, registered as a charity and incorporated in 1993, primarily to provide care and treatment to people who have life threatening drug or alcohol dependency. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and Appointment of Board of Management

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Management. Under the requirements of the Memorandum and Articles of Association, at the Annual General Meeting, one third of the members of the Board who have been longest in office since their last election shall retire from office. Retiring members are eligible for re-election.

Every two years, the Board carries out a strategic review and planning exercise, which includes an audit of the skills mix of the Board. This knowledge/skills matrix has been used to inform our Trustee recruitment and maintain an appropriate spectrum of Trustee skills and specialist expertise.

Hebron Trust is founded upon and operates from a Christian ethos. All the trustees are Christians who come from a variety of backgrounds and church traditions and see their involvement as a practical expression of their faith. The Trust does not promote or represent any one church or denomination and works with people irrespective of their backgrounds or beliefs. Non-Christians are welcome as Trustees.

Trustee Identification, Induction and Training

The Board is always open to further recruitment to broaden its skills and diversity. The Board is conscious of the risk of Trustee staleness and of the value of fresh thinking. The Trust's governing documents set no limit on the number of Trustees.

The Board and the Chief Executive identify potential new recruits, who are approached personally. The candidate learns more about the work of the Trust through an initial discussion, usually with a Trustee or the Chief Executive, and a tour of Hebron House.

Prospective Trustees are provided with a pack of the following documents:

- Memorandum and Articles of Association
- Latest Audited Accounts and Management Accounts
- Copies of recent Board Meeting Minutes
- Charity Commission's guide 'The Essential Trustee'
- Charity Commission's guide 'Responsibilities of Charity Trustees: A Summary'
- Hebron Trust Information Packs, which include a Trustee Code of Conduct and the Trust's Bribery and Corruption policy

Candidates are invited to attend Board meetings to meet the other Trustees and help familiarise themselves more with the work and culture of the Trust as the basis for an informed decision.

Each Trustee signs documents confirming their understanding of their responsibilities and their agreement to abide by the Code of Conduct.

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Trustees are encouraged to attend local Trustee training provided by Voluntary Norfolk and other organisations.

Payment to Trustees

The Trustees received no payment of any sort during the year.

Payments made to Trustees	2021 FY	2020 FY
Expenses	£0	£0
Other payments	£0	£0

Management

The Trustees met seven times as the Management Committee, with the senior managers joining the discussion, and once as a Trustee-only Board.

Emma Pawsey is CEO of Hebron Trust. Emma leads the staff team, and has regular 1:1 meetings with the chairman. She is supported by two Deputy Managers, Alex and Sophie. These three take it in turns to join the Management Committee.

5 Risk Management

Every Management Committee opens with a report on Health and Safety incidents, Safeguarding, and Complaints and/or Compliments.

The major risks to which the charity is exposed, as identified by the trustees, are reviewed at each Board meeting. Systems and processes, with appropriate review intervals, are in place to manage those risks. The Board maintains a risk register; this is reviewed and updated at each Management Committee meeting in an annual rolling programme.

Internal control risks are minimised by the implementation of procedures for authorisation of financial transactions. Procedures are in place to ensure compliance with health and safety of staff, volunteers, residents and visitors to the House.

The continuing implementation of the relevant set of Essential Care Standards under the jurisdiction of the Care Quality Commission (CQC) and the adoption of QuADS (Quality in Alcohol and Drug Services) underpin the approach to quality for operational aspects of the charity. Statutory agencies and valutive systems help us ensure that we stay focussed on providing high quality services and utilise our resources efficiently.

6 Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by both national and local policy. At a national level, drug treatment is guided by Public Health England.

Hebron House is registered to provide accommodation for persons who require substance misuse treatment with the Care Quality Commission (CQC), our Regulator. We work collaboratively with our local CQC inspectors to ensure that we comply with or exceed the Essential Care Standards.

We work with Norwich Central Baptist Church, which owns Chapel House, to provide move-on accommodation for women completing the HH programme. In the summer of 2021 a new formal partnership agreement was negotiated between HT, NCBC and NCBC's agents Allgood & Davie.

Before the pandemic, Nancy Oldfield Trust provided much appreciated sailing opportunities for the residents, in partnership with the John Jarrold Trust.

HEBRON TRUST (A Company Limited by Guarantee)

Go Ape Thetford Forest and the team there have provided adventure days for the residents and awaydays for the staff team.

7 Achievements and Performance

The main activity of the Trust continued to be residential treatment and care for women with serious drug and alcohol problems. Hebron House accommodates up to 10 women.

The number of ex-Hebron residents settling in Norwich has now reached 53 (up from 47 in 2018). The support group for them continued throughout the reporting period. Ex-residents continue to help new residents on their recovery journey and influence the development of service user involvement groups in related agencies.

The unique approach to our programme of recovery at Hebron House has allowed us to remain an attractive option for referring agencies.

Our achievement of successful outcomes for our residents is evidenced by:

- our 80% completion rate, 80%, firmly in the top quartile for UK rehabs.
- our access to housing services and
- our service in aftercare which enables our clients to move successfully into education or voluntary or paid employment.

Key Performance Indicators

	2021 FY	2020 FY	2019 FY	2018 FY
Contract income (all services)	215,435	315,627	357,780	335,188
Average occupancy	4.7 *	7.5	7.3	7.3
% of residents completing	83%	82%	80%	71%
Number of ex-residents in support group (aftercare metric)	75	72	70	68
Number of sessions held over zoom	50	36	n/a	n/a
Average occupancy of Chapel House (aftercare metric introduced 2019/20)	4	4		

- The house was closed between 25th March and 20th July and re-opened with reduced capacity levels for the remainder of the year. After adjusting for the time of complete closure the average occupancy was 6.7

The Hebron team

None of this would be possible without the employed team and the volunteers.

The Trustees gratefully acknowledge the contribution of everyone involved in the work the Trust does. We are encouraged and inspired by the way everyone goes beyond the normal to help our residents.

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Early in 2021, the Trustees committed to paying everyone who works for HT at least the Living Wage Foundation's "Real Living Wage". At writing, this is £9.50/hour outside London⁴. The UK Government minimum wage at writing is £8.91.

8 Bursary Scheme

The Trust has developed a Bursary Scheme to assist those who need the services HT offers and who have difficulty securing the necessary funding. The Trustees and Staff Team worked together to develop the rules of the Scheme, and are grateful to all who contribute to fund the scheme.

In the period September 2018 to September 2019, the Scheme assisted three women. In the twelve months to September 2020, which included over four months of lockdown, three women benefited from the Scheme.

9 Volunteers

We continue to benefit from the excellent support of committed volunteers in a wide variety of roles including administration, support to the therapeutic care team, and as members of the Board of Management.

We continued to enjoy the results of David's skill and commitment. He's our volunteer gardener.

The average number of volunteers, including the Board, is 15 In 2019-20 this was 14.

The Trustees thank each volunteer for their contribution.

Volunteers contribute in a number of different ways. These include providing general evening support, weekend outings, DIY, leisure and recreation, sports (including sailing), art group, fitness group, music group, transport to external meetings, help with lunch preparation, appointments, optional exploring spirituality workshops, providing speakers for recovery groups, NA and AA, help with web site design.

10 Financial Review

The climate continues to be difficult for the Residential Rehabilitation sector, and providers continued to go out of business.

The trading environment remained the same until lockdown (and looks likely to resume after):

- the level of substance abuse in society and amongst women increased again. Although "legal highs" tailed off, "county lines" continued to spread;
- budgets available to place women (and men) in rehab fell;
- the costs of compliance and service delivery increased (although we received grants towards the costs of PPE).

Reserves Policy

The Trust's cash position was adequate throughout the year. Despite closure of the House having severe effects on the charitable activity income the Trust secured a number of grants and enjoyed the kindness of several significant donors. In addition the Trust was able to offset certain staff costs by claiming under the Coronavirus Job Retention Scheme (Furlough). The Trustees have always aspired to hold free reserves equivalent to 3 month's costs. At the end of March 2021 our free reserves were 2.8 months' charitable expenditure.

⁴ [What is the real Living Wage? | Living Wage Foundation](#) accessed 18 September 2021

HEBRON TRUST
(A Company Limited by Guarantee)

11 Plans for the coming year

We will continue to provide residential care for women, and continue to support those who have left us to live in Norwich. Chapel House will continue to be a key part of our work with women choosing to stay in Norwich when they leave Hebron. We will continue to work on building links with women returning from other rehabs to live in Norwich.

We will continue to develop our remote therapy approach. We believe we can develop marketable processes and assets based on our experience during lockdown. As Public Health England, Government, Clinical Commissioning Groups and Local Authorities continue to evolve service delivery models, we will build innovative ways of helping women recover from addiction, and work with a variety of partners to do this.

Although the Trust has overcome previous financial challenges, the commissioners of our services face greater demands. Greater general life expectancy, a rising population driving higher demand, more expensive treatments, and political pressure for "quicker fixes" all undermine the willingness to fund residential care irrespective of its greater effectiveness.

The Trustees will actively discharge their responsibility to ensure the business remains a going concern through diligent and regular cash flow reviews and stringent cost control.

Hebron Trust will:

- a) continue its commitment to paying The Living Wage Foundation's Living Wage. Assess the benefits of becoming an accredited Living Wage employer and proceed if appropriate;
- b) explore further cost reductions where possible;
- c) extend the overdraft facility with NatWest (which hasn't been used since October 2017's short term £8k);
- d) continue to develop and operate our bursary scheme, particularly those for complex diagnosis cases;
- e) secure a detox capability. This could be achieved through co-operation with another provider;
- f) explore how we might exploit our Intellectual Property and capabilities in non-residential rehab opportunities. We will build on our lockdown experiences to do this;
- g) publicise the work of the Trust amongst the local Christian community. A social media campaign was rolled-out in pilot form in late 2019. Lockdown prevented this development, and it will be resumed this year. Some similar rehabs receive more significant financial support from local church networks than does HT: this is something we aim to redress;
- h) reduce its environmental impact. In 2021-22 we will be considering all HT's sourcing activity with these dimensions:
 - need and availability of alternatives
 - packaging, end of use / disposal: volume; recyclability, environmental impact of disposal
 - water and carbon used in getting the product to HT and disposing of it.
- i) Develop a plan for becoming Carbon Neutral by 2030. This will include a focus for each year, like Transport, Energy, Sourcing (2021-22).

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12 Responsibilities of the Board of Management

Company Law requires the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those statements, the Board of Management should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis.

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

Members of the Board of Management

Members of the Board of Management, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant information of which the company's auditors are unaware; and
- as the directors of the company we have taken all reasonable steps to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

13 Independent Examiners

This report has 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 2015) and in accordance with the small companies' regime within part 15 of the Companies Act 2006.

14 Approval

Approved by the Board of Management and signed on its behalf by:



Nikolas Vitkovitch, Chairman

Date: 3 November 2021

HEBRON TRUST
(A Company Limited by Guarantee)

Independent Examiner's Report to the Trustees of Hebron Trust ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

Responsibilities and Basis of Report

As the Trustees of the Company (and 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 ('the 2006 Act').

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

Independent Examiner's Statement

Since the Company'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 Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I 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 2006 Act; 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 2006 Act 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.

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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:



Dated: 25 November 2021

Alice Lynch BSc ACA DChA

MA Partners LLP
7 The Close
Norwich
Norfolk
NR1 4DJ

HEBRON TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Income from:					
Donations, legacies and grants	3	113,500	175,349	288,849	<i>136,229</i>
Charitable activities	4	-	216,175	216,175	<i>315,753</i>
Total income		113,500	391,524	505,024	<i>451,982</i>
Expenditure on:					
Raising funds	5	-	32,850	32,850	<i>18,339</i>
Charitable activities		52,120	323,794	375,914	<i>434,763</i>
Total expenditure		52,120	356,644	408,764	<i>453,102</i>
Net income/(expenditure)		61,380	34,880	96,260	<i>(1,120)</i>
Transfers between funds	13	(16,500)	16,500	-	<i>-</i>
Net movement in funds		44,880	51,380	96,260	<i>(1,120)</i>
Reconciliation of funds:					
Total funds brought forward		48,308	810,497	858,805	<i>859,925</i>
Net movement in funds		44,880	51,380	96,260	<i>(1,120)</i>
Total funds carried forward		93,188	861,877	955,065	<i>858,805</i>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 18 to 30 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	10	759,826	759,584
		<u>759,826</u>	<u>759,584</u>
Current assets			
Debtors	11	32,460	39,826
Cash at bank and in hand		189,930	86,524
		<u>222,390</u>	<u>126,350</u>
Creditors: amounts falling due within one year	12	(27,151)	(27,129)
Net current assets		195,239	99,221
Total assets less current liabilities		<u>955,065</u>	<u>858,805</u>
Total net assets		<u><u>955,065</u></u>	<u><u>858,805</u></u>
Charity funds			
Restricted funds	13	93,188	48,308
Unrestricted funds	13	861,877	810,497
Total funds		<u><u>955,065</u></u>	<u><u>858,805</u></u>

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2021

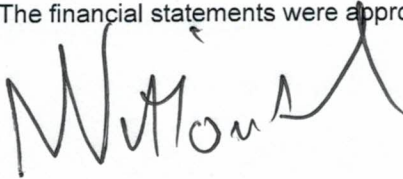
The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Nikolas Vladimir Vitkovitch
Trustee

Date: 3 November 2021

The notes on pages 18 to 30 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1. General information

The company is a company limited by guarantee registered in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the registered office is Hebron House, 10-12 Stanley Avenue, Thorpe Hamlet, Norwich, NR7 0BE.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Hebron Trust 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.

2.2 Going concern

The Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. It is very likely that new or different operational requirements will appear over the coming 12 months as a result of COVID-19 but these changes are not anticipated to threaten the Trust as a going concern. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 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. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.4 Expenditure (continued)

Expenditure on raising funds includes all expenditure incurred by the Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%
-----------------------	---	-----

2.6 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.7 Cash at bank and in hand

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

2.8 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

2.9 Financial instruments

The Company 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.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

2. Accounting policies (continued)

2.10 Pensions

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

2.11 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 Company and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Donations	79,500	14,817	94,317	<i>34,790</i>
Grants	34,000	109,655	143,655	<i>99,419</i>
Government grants	-	50,877	50,877	<i>2,020</i>
Total 2021	113,500	175,349	288,849	<i>136,229</i>
<i>Total 2020</i>	<i>93,919</i>	<i>42,310</i>	<i>136,229</i>	

HEBRON TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Contract income	215,435	215,435	315,627
Miscellaneous income	740	740	126
Total 2021	<u>216,175</u>	<u>216,175</u>	<u>315,753</u>

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

5. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Consultancy & Advertising	15,337	15,337	15,387
Fundraising trading expenses - wages and salaries	17,513	17,513	2,952
Total 2021	<u>32,850</u>	<u>32,850</u>	<u>18,339</u>

6. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Residential, rehabilitation and resettlement	<u>336,336</u>	<u>39,578</u>	<u>375,914</u>	<u>434,763</u>
<i>Total 2020</i>	<u>400,633</u>	<u>34,130</u>	<u>434,763</u>	

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2021 £	<i>Total funds 2020 £</i>
Staff costs	262,310	264,366
Housekeeping	14,795	23,654
Insurance	11,588	17,918
Light and heat	6,198	10,372
Professional fees	9,161	18,121
Rent and rates	10,024	9,203
Resident costs	2,235	4,248
Staff bursary payment	-	7,025
Subscriptions	683	284
Sundry costs	3,955	6,161
Training	6,052	5,001
Travel	1,660	9,841
Bad debt	(5,718)	8,386
Depreciation	5,453	4,682
Equipment and repairs	7,940	11,371
	336,336	400,633

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2021 £	<i>Total funds 2020 £</i>
Staff costs	27,006	12,755
Bank charges	1,207	1,345
Telephone	164	1,658
Office costs	7,059	11,473
Governance costs	4,142	6,899
	39,578	34,130

7. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £1,560 (2020 - £1,500).

8. Staff costs

	2021 £	<i>2020 £</i>
Wages and salaries	296,864	273,214
Contribution to defined contribution pension schemes	9,965	6,859
	306,829	280,073

The average number of persons employed by the Company during the year was as follows:

	2021 No.	<i>2020 No.</i>
Charitable activities	16	18

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

Total remuneration for key management personnel during the year, including employer's national insurance contributions and employer's pension contributions totalled £41,391 (2020 - £39,691).

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2020	750,000	29,365	779,365
Additions	-	5,695	5,695
At 31 March 2021	<u>750,000</u>	<u>35,060</u>	<u>785,060</u>
Depreciation			
At 1 April 2020	-	19,781	19,781
Charge for the year	-	5,453	5,453
At 31 March 2021	<u>-</u>	<u>25,234</u>	<u>25,234</u>
Net book value			
At 31 March 2021	<u><u>750,000</u></u>	<u><u>9,826</u></u>	<u><u>759,826</u></u>
At 31 March 2020	<u><u>750,000</u></u>	<u><u>9,584</u></u>	<u><u>759,584</u></u>

In February 2013 (subsequently amplified) a partner of a firm of large local estate agents, with 10 years experience, considered a figure of £750,000 was reasonable as an open market valuation of the freehold property in its present condition. The Trustees consider that this valuation has not changed significantly and is still appropriate.

The residual value of the building at the end of its useful life, taken as 50 years hence, is not expected to be substantially less than the value reflected in the accounts at the year end. Therefore depreciation, taken as 2% of any such reduction, has not been provided for this year as it would not be material.

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

11. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	22,920	24,188
Other debtors	161	4,686
Prepayments and accrued income	9,379	10,952
	32,460	39,826

12. Creditors: Amounts falling due within one year

	2021 £	2020 £
Other creditors	259	795
Accruals and deferred income	26,892	26,334
	27,151	27,129

	2021 £	2020 £
Deferred income at 1 April 2020	18,000	3,744
Resources deferred during the year	17,125	18,000
Amounts released from previous periods	(16,499)	(3,744)
	18,626	18,000

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

13. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
Other unrestricted funds	291,141	391,524	(356,644)	16,500	342,521
Revaluation reserve	519,356	-	-	-	519,356
	<u>810,497</u>	<u>391,524</u>	<u>(356,644)</u>	<u>16,500</u>	<u>861,877</u>
Restricted funds					
Aftercare	23,308	20,000	(43,308)	-	-
Bursary	18,000	79,000	-	(16,500)	80,500
Resettlement	5,000	500	(5,016)	-	484
Chapel House furniture	2,000	-	(2,000)	-	-
Cellar Upgrade	-	12,000	-	-	12,000
PPE Equipment	-	2,000	(1,796)	-	204
	<u>48,308</u>	<u>113,500</u>	<u>(52,120)</u>	<u>(16,500)</u>	<u>93,188</u>
Total of funds	<u><u>858,805</u></u>	<u><u>505,024</u></u>	<u><u>(408,764)</u></u>	<u><u>-</u></u>	<u><u>955,065</u></u>

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Balance at 31 March 2020 £</i>
Unrestricted funds				
Other unrestricted funds	324,344	358,064	(391,267)	291,141
Revaluation reserve	519,356	-	-	519,356
	<u>843,700</u>	<u>358,064</u>	<u>(391,267)</u>	<u>810,497</u>
Restricted funds				
Aftercare	-	64,667	(41,359)	23,308
Bursary	-	18,000	-	18,000
Resettlement	-	5,000	-	5,000
Bathroom	6,078	-	(6,078)	-
DVD	696	-	(696)	-
Flooring	3,864	-	(3,864)	-
Furniture and decoration	2,835	-	(2,835)	-
Washer and dryers	140	-	(140)	-
Windows	612	-	(612)	-
Wellbeing	2,000	-	(2,000)	-
Norfolk Community Foundation	-	4,252	(4,252)	-
Chapel House furniture	-	2,000	-	2,000
	<u>16,225</u>	<u>93,919</u>	<u>(61,836)</u>	<u>48,308</u>
Total of funds	<u><u>859,925</u></u>	<u><u>93,919</u></u>	<u><u>(453,103)</u></u>	<u><u>858,805</u></u>

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

13. Statement of funds (continued)

Aftercare - Aftercare refers to work carried out after a resident leaves Hebron House

Bursary - allows us to admit worthy cases for rehabilitation to Hebron House when they were unable to get local authority placements or private funding elsewhere.

Resettlement workers - work specifically with the women who have completed their stay at Hebron House and are now back "in the community". Help given will include finding accommodation, sorting out rent, debt, bills and other monetary problems, offering support, finding work etc.

Flooring - replacement of flooring.

Summerhouse - This fund is for the cost of erecting a small summerhouse in the garden of Hebron House.

Windows - To replace and repair windows in Hebron House.

Wellbeing - To provide workshops and train Hebron staff to deliver them, including relationships, mindfulness, group therapy and self-esteem.

Chapel House furniture - replace furniture at Chapel House.

14. Summary of funds

Summary of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
General funds	810,497	391,524	(356,644)	16,500	861,877
Restricted funds	48,308	113,500	(52,120)	(16,500)	93,188
	<u>858,805</u>	<u>505,024</u>	<u>(408,764)</u>	<u>-</u>	<u>955,065</u>

Summary of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
General funds	843,700	358,064	(391,267)	810,497
Restricted funds	16,225	93,919	(61,836)	48,308
	<u>859,925</u>	<u>451,983</u>	<u>(453,103)</u>	<u>858,805</u>

HEBRON TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	759,826	759,826
Current assets	93,188	129,202	222,390
Creditors due within one year	-	(27,151)	(27,151)
Total	93,188	861,877	955,065

Analysis of net assets between funds - prior year

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	759,584	759,584
Current assets	48,308	78,042	126,350
Creditors due within one year	-	(27,129)	(27,129)
Total	48,308	810,497	858,805

16. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund and amounted to £9,965 (2020 - £6,859). Contributions of £nil (2020 - £988) were payable to the fund at the balance sheet date and are included in creditors.

17. Related party transactions

During the year donations made to the charity by Trustees and their close family members totalled £2,150.