THE NELSON TRUST

England & Wales · Charity number 1056672

Details

Status	Registered
Legal form	Charitable company
Company number	03211815
Registered	1996-07-09
Register	View on the Charity Commission register

Contact

Address	Port Lane Brimscombe Stroud Gloucestershire GL5 2QJ
Phone	01453885633
Email	office@nelsontrust.com
Website	www.nelsontrust.com

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Activities

Objects: THE CHARITY'S OBJECTS (“THE OBJECTS”) ARE:3.1.1 TO RELIEVE AND ASSIST IN THE RELIEF OF SICKNESS AND DISTRESS AMONGST PERSONS WHOHAVE, OR ARE RECOVERING FROM DRUG, ALCOHOL AND OTHER ADDICTIONS BY THE PROVISION OFTREATMENT, REHABILITATION PROGRAMMES AND ACCOMMODATION;3.1.2 TO PROVIDE EDUCATION AND INFORMATION SERVICES IN ORDER TO TRY TO PREVENT PERSONSBECOMING ADDICTED TO DRUG ALCOHOL OR OTHER SUBSTANCES;3.1.3 TO PROVIDE SUPPORT FOR THE FAMILIES OF PERSONS WHO ARE ADDICTED TO DRUG ALCOHOL ANDOTHER SUBSTANCES, INCLUDING ADVICE ASSISTANCE AND SUPPORT SERVICES FOR THE FAMILIESOF SUCH PERSONS; AND3.1.4 TO PROMOTE SOCIAL INCLUSION FOR THE PUBLIC BENEFIT BY PREVENTING PEOPLE (IN PARTICULARBUT NOT LIMITED TO WOMEN WHO ARE VULNERABLE) FROM BECOMING SOCIALLY EXCLUDED BYRELIEVING THE NEEDS OF SUCH PEOPLE WHO ARE SOCIALLY EXCLUDED AND ASSISTING THEMTO INTEGRATE INTO SOCIETY BY ALL MEANS THAT ARE CHARITABLE IN LAW.3.2 FOR THE PURPOSE OF THIS ARTICLE 3, “‘SOCIALLY EXCLUDED’” MEANS BEING EXCLUDED FROM SOCIETY,OR PARTS OF SOCIETY, AS A RESULT OF ONE OF MORE OF THE FOLLOWING FACTORS: SUBSTANCE ABUSE ORDEPENDENCY INCLUDING ALCOHOL AND DRUGS; DISCRIMINATION ON THE GROUNDS OF SEX, RACE,DISABILITY, ETHNIC ORIGIN, RELIGION, BELIEF, CREED, SEXUAL ORIENTATION OR GENDER RE-ASSIGNMENT;UNEMPLOYMENT; FINANCIAL HARDSHIP; POOR EDUCATIONAL OR SKILLS ATTAINMENT; RELATIONSHIP ANDFAMILY BREAKDOWN; POOR HOUSING (THAT IS HOUSING THAT DOES NOT MEET BASIC HABITABLESTANDARDS); CRIME (EITHER AS A VICTIM OF CRIME OR AS AN OFFENDER REHABILITATING INTO SOCIETY).3.3 FOR THE PURPOSE OF THIS ARTICLE 3, “VULNERABLE” MEANS WOMEN WHO HAVE BEEN (OR WHO ARE ATRISK OF BEING) SEXUALLY EXPLOITED OR PHYSICALLY, SEXUALLY, EMOTIONALLY OR PSYCHOLOGICALLYABUSED, OR WOMEN WHO HAVE EXPERIENCED (OR WHO ARE AT RISK OF EXPERIENCING)HOMELESSNESS, ILL HEALTH (MENTAL OR PHYSICAL) OR SUBSTANCE MISUSE PROBLEMS.

Activities: It provides residential treatment services, based in Gloucestershire, for people with substance dependencies, offering a wide programme of treatment, educational and training opportunities and resettlement. It also operates Women's Centres; Gloucester, Swindon, Bristol and Bridgwater and services in Wales and from HM Prison, to address the complex needs of women who are at high risk of offending.

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:** Children/young People, Other Defined Groups

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Geography

- Bath And North East Somerset
- Bristol City
- Gloucestershire
- Somerset
- South Gloucestershire
- Swindon
- Wiltshire
- Throughout Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£13,460,168	£11,274,695	£11,014,840	273
2024-03-31	£8,441,328	£8,628,372	£8,828,297	239
2023-03-31	£8,911,649	£8,033,649	£9,016,785	230
2022-03-31	£7,210,737	£6,061,932	£8,146,739	174
2021-03-31	£5,034,485	£4,467,710	£6,991,878	144

Trustees

Name	Role	Appointed
James Campbell Murray		2023-01-06
Jo Daubeney		2018-11-02
Julie Sharma		2024-07-19
Justin Sargent		2018-11-02
Kirsty Batten		2024-07-19
Martin Robert Parker		2026-04-17
Professor Dame Julie Elspeth Lydon DBE FLSW		2022-01-10
Rhona Macdonald		2016-10-01
Tina Michelle Gabb		2024-07-19

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THE NELSON TRUST

England & Wales - Charity number 1056672

Accounts

Company Number 03211815
Registered Charity Number 1056672

THE NELSON TRUST

(Limited by guarantee with no share capital)

REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2025

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THE NELSON TRUST
CHARITY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2025

PRESIDENT
Rt Revd Rachel Treweek, Bishop of Gloucester

VICE PRESIDENTS
The Hon. Hugh Tollemache
The Hon. Mrs Rosie Tollemache
Sue Mountstevens
Annie Maw CVO

TRUSTEES
Dame Julie Lydon DBE (Chair) (from 1 November 2024)
Dame Janet Trotter DBE, CVO (Chair) (until 1 November 2024)
Kirsty Batten (from 19 July 2024)
Catherine Connor (until 1 November 2024)
Jo Daubeney
Demelza Davies
Tina Gabb (from 19 July 2024)
Jason Kew (from 19 July 2024)
Rhona MacDonald
Naina Mandleker (until 3 September 2025)
James Murray
Justin Sargent
Julie Sharma (from 19 July 2024)
James Tabor QC (until 1 November 2024)
Claire Wynne Hughes (until 19 July 2024)

CHIEF EXECUTIVE OFFICER
John Trolan (until 30 June 2025)
Christina Line (from 1 July 2025)

COMPANY SECRETARY
Louise Temple

SENIOR LEADERSHIP TEAM
John Trolan – Chief Executive Officer (until 30 June 2025)
Christina Line – Chief Executive Officer (from 1 July 2025), Chief Operating Officer (until 30 June 2025)
Ranja Abbott – Director of Finance and Assurance
Kirsty Day – Director of Recovery Services
Niki Gould - Director of Women's Community Services
Louise Temple – Director of HR

REGISTERED AND PRINCIPAL OFFICE	Nelson House Brimscombe Hill Brimscombe Stroud Gloucestershire GL5 2QP	**PRINCIPAL BANKERS**	Lloyds Bank PLC 12 Rowcroft Stroud Gloucestershire GL5 3BD
SOLICITORS	Willans LLP 28 Imperial Square Cheltenham Gloucestershire GL50 1RH	**INDEPENDENT AUDITOR**	Sumer Auditco Limited Hermes House Fire Fly Avenue Swindon SN2 2GA
WEBSITE	www.nelsontrust.com		@TheNelsonTrust

Welcome to our 2025 Annual Report which reflects on our achievements over the past year whilst looking forward to our priorities for the coming year. I am proud and delighted to present my first Annual Report as Chair of Trustees of The Nelson Trust.

My role is to support the Trust in building on its strong foundations and enhancing its capabilities. As we continue to serve a growing number of clients, the charity has made notable strides in achieving its Strategic Objectives. This progress is crucial for sustaining the charity's activities and ensuring the ongoing delivery of its services. More details can be found in the Trustees' Report.

At the Nelson Trust we aspire to be the best at what we do. We exist to support people to overcome multiple disadvantages and deprivation including addiction, trauma and abuse, health and family issues and frequent contact with the Criminal Justice System. We believe that with the right support at the right time, anyone can change. We also recognise our capacity for organisational growth and improvement by leveraging our existing strengths and qualities. Our 2021-25 Strategy outlined our plan to expand our support to more people and enhance our effectiveness through delivering a whole system approach across local partnerships and multi-agency forums. By working together, we can break the intergenerational cycle of trauma, abuse, and disadvantage. Now, more than ever, we are needed, and the dedication and versatility of our staff and volunteers, along with the loyalty of our supporters, are truly inspiring.

We reflect on a challenging, yet transformative year, marked by resilience, growth whilst maintaining a steadfast commitment to supporting individuals affected by addiction, trauma, and social disadvantage. As the Trust celebrates its 40th anniversary, we look forward with renewed ambition to expand our impact and deepen our community partnerships.

The Trust has adeptly responded to the evolving landscape of social needs, which have been exacerbated by rising living costs and the complex challenges faced by our clients. This response has included enhancing trauma and gender-responsive services, investing in staff training and wellbeing and broadening our reach and service offerings, particularly in Wales by establishing two new Women's Centres.

We are proud that we achieved Gold standard Lived Experience Charter status, reflecting our strong commitment to supporting and valuing the voices of the incredible people with lived experience within the Trust.

We said goodbye and a huge thank you to John Trolan, the Trust's Chief Executive Officer, in June 2025 having led the Trust for over 10 years, and welcomed Christina Line, after an external and thorough selection process, to take us forward from July 2025. Christina embarked on her journey with The Nelson Trust as a key worker, and over the following ten years, she embraced various roles within the organisation, including the position of Chief Operating Officer in 2023, demonstrating her talent, leadership and dedication. Armed with extensive knowledge and passion, Christina is committed to making change possible for our communities across the South West of England and Wales. I look forward to working with her as she takes over the reins.

Under our new leadership, and looking to the future, we are proud to have been successful in a number of tenders to increase our reach across the rehabilitation community and our women's services recognising that these developments bring further opportunities for collaboration and partnership.

The immediate future presents a number of challenges and opportunities. We anticipate a challenging external environment ahead – the need for continued engagement with policy makers and public service providers and for effective fundraising and partnership working is a high priority to offset the risks due to potential changes in funding levels, policies and support for our charitable activities. At a time when we anticipate increased need for our services, the ability for us to continue to maintain high quality environments and staff teams for service delivery remains a key priority - securing service contracts, voluntary income, maintaining and building further effective partnerships stay critical aspects of our work. We remain confident that the Nelson Trust team is well-equipped to respond to these challenges – remaining resilient, creative and adaptable to provide new ways and income streams through which we can continue to provide support to vulnerable people.

The Trust has a highly capable and passionate Board of Trustees. I thank them and all the other volunteers associated with the charity, across the whole spectrum of our activities including front line service delivery, Hub community recovery activities, and fundraising. I acknowledge and extend my deepest gratitude to Dame Janet Trotter DBE, CVO who served as Chair from January 2018 until November 2024, to James Tabor QC and Catherine Connor who came to the end of their terms as Trustees in November 2024. In September 2025 Naina Mandleker stood down from the board after completing nine years of valuable service and support. Their contribution, strategic insights, exceptional service and dedication will be missed by the Board.

The departure of our Trustees and Chief Executive Officer is a time for both reflection and anticipation. We honour their accomplishments and welcome the opportunities ahead, inspired by the principles and values they have demonstrated. With gratitude and optimism, we look forward to continuing our journey of positively impacting the lives of those we serve.

As you read this report and the accompanying financial statements, I hope you will be encouraged by the Trust's dedication to providing top-quality services to our clients, who show remarkable courage in the face of trauma. The Board deeply appreciates all its staff for their unwavering commitment, compassion, and dedication and for the senior management team, who lead the organisation with creativity, passion and an appetite for innovation.

I extend my gratitude to our clients for continuously reinforcing our belief that long-term recovery leads to thriving lives. I also thank all our volunteers and supporters, including the organisations listed on page 7, whose significant or long-term donations, sponsorships, grants, pledges, time, resources, and partnerships have enabled us to achieve such positive outcomes with our clients. Your contributions have provided essential resources and made a lasting impact on the lives of individuals and families. Your involvement has enriched our programmes and fostered a sense of belonging for those we serve. Your belief in our vision has allowed us to expand our services and extend a helping hand to more individuals on their journey to recovery and rebuilding their lives. Collectively, you are the pillars of strength that enable us to transform lives and bring hope to those who need it most.

Dame Julie Lydon, Chair of the Board of Trustees **Date: 17 October 2025**

I feel honoured and proud to present my first Annual Report as Chief Executive Officer ("CEO") of The Nelson Trust, outlining our activities and achievements in the year ended 31 March 2025.

But first I want to thank my predecessor John Trolan whose tenure as CEO spanned the whole of this reporting period. We extend our heartfelt gratitude for his exceptional leadership and dedication over the past decade. His vision and passion have significantly shaped the Trust into the organisation it is today.

As we draw close to another transformative year at Nelson Trust, it's a privilege to pause, reflect, and share where we have been, whilst looking ahead with compassion and purpose.

We have witnessed a year shaped by challenge and change, yet defined by the remarkable strength and resilience of those we serve and the unyielding commitment of every member of our team.

The past twelve months have called upon us to adapt in ways both expected and unprecedented. The evolving landscape of social need—be it in health, housing, addiction, or justice—has demanded creativity, agility, and a renewed sense of purpose. At the heart of Nelson Trust's work is the unwavering belief that every individual has the capacity for change, with the right support and the right to a life free from harm, substance use and justice involvement.

Our services have continued to be a lifeline for thousands of women, men, and families affected by addiction, trauma, and multiple unmet needs. While the external environment has been marked by rising living costs and increased strain on public services, we have sought to provide not just support, but sanctuary—a place where hope is rekindled and people are loved back to life.

The pressures of the year have amplified demand across our residential and community services. More people need our help, often presenting with a multiplicity of intersecting challenges. Our teams have responded with compassion, skill, and an unwavering commitment to providing services through a trauma and gender responsive approach. The investment in staff training and wellbeing has ensured we meet complexity with professionalism, offering a holistic response that acknowledges the individual behind every story.

Our Women's Centres have expanded in reach, with a new Centre opened in Newport, and a mini centre in Carmarthenshire. Our Women's Centres have expanded in breadth, with new women's substance use services, the One Wales partnership, and Integrated Non-Custodial ("IN-CS") service.

Our Residential rehab services have continued to provide specialised treatment with 3 women's only houses and 1 men's house.

Our organisation is strengthened by the voices of those who have experienced the issues we address. This year we achieved the Gold standard Lived experience Charter status, which recognises the Trust's ongoing commitment to supporting people with lived experience to professionally develop within the workplace.

Our recovery and aftercare services in partnership with Via continue to support individuals to develop recovery capital, education, training and employment opportunities. We have delivered several Lived Experience Recovery Organsiation Events across Gloucestershire, and have ambitions to further increase the visibility of recovery through recovery festivals and inclusive cities.

We have influenced systemic change, working in partnership with statutory agencies, and wider VCSE local organisations whilst advocating for fairer, more compassionate approaches to people.

The Nelson Trust has strengthened its voice in regional and national conversations, advocating for policy changes that recognise the social determinants of addiction and offending and that champion prevention as well as intervention.

The true measure of our year's work is found in the stories of transformation that emerge each day. From people who have rebuilt relationships with their families, discovered life beyond addiction, to those who have found their voice and sense of purpose—these are the stories that inspire us to do even more.

We are grateful to every individual who has trusted us to walk alongside them in their journey. Their courage in facing adversity and their willingness to engage in the hard work of recovery and healing is inspiring.

As we celebrate our 40th Anniversary this year we not only reminisce about the past, we will boldly step into the future. While many of the challenges we saw 40 years ago have changed shape, they haven't disappeared. Today, we face a society where trauma is still often misunderstood, and the most vulnerable continue to fall through the cracks.

The next 40 years at The Nelson Trust will be about doing more, reaching further, and shouting louder. We'll continue developing our services, building partnerships, and advocating for systems to treat people like human beings.

We'll innovate but we will stay true to the values that brought us here: Kindness, determination and an unshakable belief that with the right support, everyone has the possibility of change.

In short, our vision remains the same - but our ambition is bolder than ever.

Thank you to all of our supporters, for walking with us on this journey, and for seeing the value in every human being and for continuing to stand by us as we build a future of recovery, resilience, and hope.

As we anticipate the coming year, we do so with a blend of realism and optimism. The challenges facing our communities are real and growing, yet so too are the opportunities for innovation, partnership, and positive change.

In the year ahead, we will deepen our commitment to co-production and the meaningful involvement of people with lived experience, ensuring our services and strategies are shaped by those who know them best.

We are acutely aware that our ambitions can only be realised with a secure financial foundation. Over the next twelve months, we will diversify our income streams, develop new funding partnerships, and steward our resources wisely to ensure that Nelson Trust remains resilient, adaptable, and able to respond to emerging needs.

None of what we have achieved or seek to achieve would be possible without the extraordinary dedication of our staff, volunteers, trustees, patrons, partners, and supporters. Each has played a vital role in enabling The Nelson Trust to be a beacon of hope, playing a small part in helping people positively change their lives.

As we look to the future, our promise is to continue to listen, to learn, and to lead with compassion, integrity, and ambition.

As we step into this next chapter, we remain as committed as ever to transforming lives and making change possible.

Christina Line

Christina Line, Chief Executive Officer

October 2025

THE NELSON TRUST
LIST OF SUPPORTING ORGANISATIONS
FOR THE YEAR ENDED 31 MARCH 2025

We offer a sincere thank you to the members of our Gloucestershire Fundraising Committee, to our supporters, volunteers, trustees and colleagues for all the change you have made possible. We thank all those individuals, and the following organisations for their support and to those with whom we have worked in partnership during the year:

Active Gloucestershire
Albert Hunt Trust
Asda Foundation
Austin Bailey Foundation
Avon & Wiltshire Health Partnership
Azets Holdings Limited
Babylonstoren Wines
Barbury Shooting School
Barnwood Trust
Better Communities Business Network
Bristol City Council
Cardiff City Council
Centre for Justice Innovation
Charles Hayward Foundation
CHK Foundation
Community Investment Fund
Corinthian Wealth Management
Cotswold BMW Cheltenham
Enterprise Mobility
Fish Bros
Fluck Convalescent Fund
Glasspool Charitable Trust
Gloucester City Council
Gloucestershire Clinical Commissioning Group
Gloucestershire Gateway Trust
Gloucestershire Integrated Locality Partnership
Harrison Clark Rickerbys
JABBS Foundation
Lister Unified Communications
M V Hillhouse Trust
Mazars Charitable Trust
Meta Advisors
Millenium Stadium Charitable Trust
Minchinhampton Golf Club
Minety Lawn Tennis Club
Moore Allen and Innocent
Murrays Estate Agents
National Benevolent Charity
Nationwide Community Foundation
Nimble eLearning
Notgrove Trust
Oakdale Trust
Open Mental Health VCSE Partnership
Openwork Foundation
Pobl Trust
Police & Crime Commissioner–Avon & Somerset
Police & Crime Commissioner – Dyfed/Powys
Police & Crime Commissioner – Gloucestershire
Police & Crime Commissioner – Gwent
Police & Crime Commissioner – Wiltshire
Quartet Community Foundation
Renishaw plc
River Software Limited
Salisbury City Alms Houses
Salus Cyber Security
Somerset Activity and Sports Partnership
Somerset Community Foundation
Spirax Sarco Charitable Trust
Stroud District Council
Sumner Wilson Charitable Trust
Swindon Borough Council
Swire Charitable Trust
The Benefact Group
The Berkeley Estate
The Gloucestershire Society
The Hadley Trust
The Headley Trust
The John Armitage Charitable Trust
The Julia Rausing Trust
The National Lottery Community Fund
The Nisbet Trust
The Percy Bilton Charity
The Waterloo Foundation
The Worshipful Company of Pewterers
The Worshipful Company of Vintners
Truefitt & Hill
Vinotopia
Waddesdon Wines
Waverton Investments
Welsh Church Act Trust Fund
Westfield House Trust
Wiltshire Community Foundation
Wiltshire County Council
WSP Solicitors

The Trustees, who are also the directors for the purpose of company law, present their report and the financial statements of the charity for the year ended 31 March 2025.

CHARITY'S OBJECTIVES AND ACTIVITIES

The Trust's objects are:

1. to support those affected, both directly and indirectly, and those at risk of being affected by, substance addiction;
2. to provide education and information services in order to try and prevent persons becoming addicted to drugs, alcohol and other substances;
3. to provide support for the families of persons who are addicted to drugs, alcohol and other substances including advice assistance and support services for the families of such person; and
4. to promote social inclusion for the public benefit by preventing people (in particular, but not limited to women who are vulnerable) from becoming socially excluded by relieving the needs of such people who are socially excluded and assisting them to integrate into society by all means that are charitable in law.

Our services are available to the general public, including those who are either within the Criminal Justice System, or are at risk of being so.

Clients are only required to pay any contribution towards the support that they receive from us if they have the financial means to do so.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Trustees consider that they have acted in the public benefit.

VISION, MISSION & BELIEFS

In a constantly changing environment, it is more important than ever to retain a clear sense of our purposes and values which are as follows:

Our Vision:

- A world where both the causes and consequences of multiple disadvantages are understood, effectively tackled, and ultimately eliminated.

Our Mission:

- We will be a Centre of excellence bringing belief, hope and long-term recovery to lives affected by addiction and multiple disadvantage.

Our Beliefs:

- We believe that anyone can change and recover from addiction.
- We believe in recovery through abstinence.
- We believe that with the right support, understanding and empowerment, individuals can achieve their full potential.

This Report details our progress towards achieving our Vision over the last twelve months.

DESCRIPTION OF SERVICES AND OPERATING BACKGROUND

We are a charity which works with and beyond addiction to inspire change.

We are committed to working for the benefit of communities to prevent people from being socially excluded, to address the needs of people with substance misuse problems, those who are in recovery and those affected by addiction and its associated consequences.

We lead and innovate where the constellation of substance misuse, trauma, offending and abuse lead to severe and multiple deprivation which impacts on whole families often perpetuating problems from one generation to the next.

We will continue enthusiastically to champion our belief in the capacity for personal change and growth and to promote the values of recovery from addiction.

In the year ended 31 March 2025 we provided, at any one-time, residential treatment bedspaces for up to 44 clients; recovery housing and support opportunities for 18 clients; support for women from each of our Women's centres in Gloucester, Swindon, Somerset, Bristol, Carmarthen, Cardiff, Newport, Swansea and HMP Eastwood Park; and hub recovery centre activities in two hospitality venues, through education provision and within our maintenance activities.

The need for, and demands of, our services continue to increase year on year. We have witnessed a year shaped by challenge and change, yet defined by the remarkable strength and resilience of those we serve and the unyielding commitment of every member of our team. The past twelve months have called upon us to adapt in ways both expected and unprecedented. The evolving landscape of social need - be it in health, housing, addiction, or justice - has demanded creativity, agility, and a renewed sense of purpose. At the heart of Nelson Trust's work is the unwavering belief that every individual has the capacity for change, with the right support and the right to a life free from harm, substance use and justice involvement.

Ensuring the sustainability of our funding is key, given the complexity and diversity of our income streams. Our strategy focuses on maintaining a balanced portfolio of income sources including grants, donations, partnerships, contracts and social enterprise activities.

We are focussing on the long-term sustainability of our funding through strengthening partnerships with existing donors and exploring innovative financing options. We focus on enhancing our financial resilience in the current economic climate by improving our cost management practices and building robust reserve funds. These measures are designed to mitigate risks associated with funding volatility and to secure a stable financial foundation for our future growth (in terms of reach) and development, and mitigating the risk associated with reliance on single sources of income. These efforts are crucial in sustaining our mission and expanding our reach to serve our community better. Reserves are not just about financial stability; they also enable us to invest in strategic initiatives and innovation. By maintaining adequate reserves, we can seize opportunities for development, such as expanding services, investing in new technologies and launching new programmes.

Despite the challenging and often uncertain environment in which the charity operates, we have continued at pace to deliver our strategic objectives, and 2024/25 has been a successful year for the charity.

STRATEGIC REPORT, ACHIEVEMENTS AND PERFORMANCE

Strategic Aim

Our strategic aim is to extend the depth and breadth of our services, and to this end we created a 5-year Strategy in 2021.

Our Strategic Plan

Our 5-year Strategic Plan set five objectives for 2021-25 across all of our activities:

- **Quality** – We strive to offer services which truly respond to the needs of our clients. We value the expertise of lived experience to both co-produce and deliver innovative services. We will ensure that our services are safe, effective, caring, well-led and responsive to our client's needs.
- **People** – Our people make The Nelson Trust what it is. We will attract and retain the best people and enable each member of our team to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve and sustain a work/life balance, and feel engaged and stimulated in their work.

- **Sustainability** – We can only make a transformational change in people's lives if we can be confident in our ability to sustain services over the long term. Achieving operational and financial sustainability is therefore key to our strategy. This will come through extending our reach, diversifying income streams and improving internal efficiency to ensure that we are a modern and financially stable organisation.
- **Reach** – More people than ever need our services. Although growth is important, it is not the driving factor behind our ambition to extend our reach. We are focused on ensuring that as many people as possible can access the services they need, whether they are provided directly by The Nelson Trust, by other agencies, or in partnership. We will actively pursue partnership opportunities and innovative methods of delivery to achieve greater reach.
- **Innovation** – We will create tomorrow's best practice today.

We have taken the following action against these objectives during the year:

- We achieved Gold award for Lived Experience Charter, an NHS England Health and Justice initiative which demonstrates that our organisation has quality standards, best practices, and a commitment to improving the inclusive recruitment and retention practices of people with lived experience of criminal justice. The Lived Experience Charter breaks down barriers, challenges unconscious bias, and negative assumptions about the recruitment of people with lived experience and creates systemic change across organisations. This will require a cross-organisational approach to improving our current systems and processes for lived experience staff.
- We joined Social Value UK, the professional body for social value and impact management in order to assess, and measure, our social value;
- We continue to work to develop local whole system approaches ("WSA") across our geography, this includes developing relationships and collaboration with local partners and departments;
- We continue to drive forward tools such as the Women's Risk Needs Assessment ("WRNA"), with plans to replace existing assessments across our geographical areas to support keyworkers to prioritise interventions according to specific needs, improving the client journey and service quality;
- In April 2024, the Gloucestershire Drug and Alcohol Service came under the direction of Via, with The Nelson Trust commissioned to manage the Women's, Families, Aftercare and Volunteer Coordination components;
- We opened our refurbished women's centre in Bristol, and are successfully delivering more groups and services-since opening;
- We extended our services further into Wales, opening a women's centre in Newport, which later received a visit from HRH Prince William, and a mini hub in Carmarthen which was awarded Highly Commended at the Wales Safer Community Awards for our commitment to delivering support across rural Wales;
- We raised £30,000 in our Somerset Women's Centre for a vehicle, aiding outreach in rural communities and partnering with services like the Somerset-Wide Integrated Sexual Health Service;
- We secured money, via donations, to replace our SWOP van in Gloucestershire. As we further develop our services across Gloucestershire particularly with our new drug and alcohol contracts the van will support further accessibility and reach of our services;
- We secured funding to implement the Severe Weather Emergency Protocol in our Gloucester Women's Centre which is activated by the local authority. We provided a safe, warm space for women sleeping rough when temperatures dropped below freezing or severe weather warnings were issued;

- We continue to implement and enhance our digital systems and use of data capture through the use of AI, software, apps and platforms to aid growth, productivity and sustainability to improve quality, efficiencies, accuracy and assurance on governance – examples include implementing a digitalised Health and Safety and Compliance system to be used to monitor planned preventative maintenance and internal compliance – improving our overall Health and Safety across the Trust; investment in an integrated HR and payroll system; we reviewed our volunteer management system and recruitment process implementing a new recruitment system at the end of the year to improve efficiency and establishing a more robust and auditable recruitment process; increased automation of reporting and use of PowerBI; and introduced an online expenses application – each enhancement supports the modernisation of our systems and processes to enable growth, support ongoing sustainability and enabling the Trust to report more effectively;
- We shared our expertise through external training and so extended our social impact and national profile as field leaders;
- We were commissioned by the Jabbs Foundation to undertake a further review of the implementation of the Centre of Justice Innovation research recommendations of women's experiences of treatment across the West Midlands;
- We are working with Cardiff University to evaluate the experiences of women in Wales who have been imprisoned in England. Such research is critical to improve women's experiences and to recommend alternative responses such as community sentences and Women's Centre support;
- We partnered with Alcohol Change UK and co-produced 'The Feeding Recovery Handbook';
- We invested and increased our training, development and volunteering opportunities, and successfully completed another year of the workforce development programme, enhancing our existing work ensuring they align with key local needs;
- We improved upon the Opportunity Hubs offering, significantly increasing training and workshops available, and providing more volunteering opportunities whilst completing peer mentoring qualifications. Welcoming around 60 visitors a day, the Hub Academy offers 18 groups throughout the week, including Woodwork, Stained Glass, and Creative Writing. The Sober Parrot unveiled a newly refurbished menu, and is now open Wednesday to Saturday, and The Clean Plate was refurbished, opening to the public at weekends. Both venues are being used in the week by the recovery community for courses and group work;
- Our Hub catering team continue to cater for many internal and external events, as an example, they catered for Bishop Rachael Treweek's summer garden parties, were privileged to prepare and serve delicious food for The Archbishop of Canterbury as part of the Archbishop's Big Mission Weekend in Gloucestershire. Our events and catering offers meaningful volunteer opportunities for clients and wider staff, and demonstrates the high quality that we produce;
- In April 2025, we successfully introduced an equitable pay framework despite facing challenges such as changes in National Insurance Contributions and increases in the National Living Wage. This new framework aimed to ensure parity and equity across the organisation, maintaining a fair and transparent salary structure. Despite the financial pressures, the Trust remained committed to recognising and rewarding the hard work and dedication of its employees, ensuring that all roles and contributions were appropriately remunerated.

In summary, we continue to *Reach* more people who need our help through the delivery and development of *high quality* services; we continue to develop our strongest assets – our *people*. We continue to focus on organisational *sustainability* building localised partnerships, enhancing our mixed funding model. The WRNA which spans all of our strategic themes will be critical in gaining by-in both locally and nationally and solidifying Women's Centre's position in being best placed to address women's offending and unmet multiple needs. Finally, we continue to *Innovate*, developing and piloting new approaches such as One Wales, the opportunity hubs and enhanced casework models.

Plans for future periods - What do we intend to do next?

- With a new Chair of Trustees and CEO in position, we will refresh our strategy to enable us to effectively drive business planning. Whilst we anticipate that there will not be any major changes to the overarching organisational strategic themes, a refresh will support a balanced refocus of organisational priorities and adaptability to changing circumstances. Since the formulation of the strategy four years ago, the internal and external environment has undergone significant changes. A refreshed strategy will enable us to respond to these changes, align and harmonise our priorities, and maximise our social value in a challenging and competitive context;
- The teams continue to work tirelessly to secure funding to enhance our service provision and reach more women and their children. Examples of funding to deliver services from 1 April 2025 include integrated Non-Custodial Services delivered across Avon, Somerset and Wiltshire in partnership with AWP (delivery will include Liaison and Diversion, Reconnect and Young Girls (Wiltshire only)); Integrated Non-Custodial Services delivered across Gloucestershire in partnership with Gloucestershire NHS Foundation Trust (delivery will include Liaison and Diversion and young girls); and Drug and Alcohol Services delivered across Bristol and BaNES in partnership with Turning Point;
- Open further women's centres in Wales to increase our reach and accessibility of services: a women's centre in Rhondda Cynon Taf will be opened in the financial year 2025/26;
- Further develop residential, processes systems and staffing to ensure we remain at the forefront of innovative approaches to residential addiction treatment and recovery;
- Continue to develop partnerships, to share expertise, best practice knowledge and develop quality services;
- Continue to champion systems change, co-commissioning approaches, and leadership locally to bring partners and systems together. For example, our Director of Recovery Services chaired the Women's Treatment Working Group - a collaborative initiative aimed at improving the treatment and support for women in drug and alcohol recovery - for a year; and we continue to work with the OPCC in Wiltshire to co-chair the Female Justice Support Board;
- Further embed the WRNA across our women's centres, and introduce the WRNA to our services in Wales;
- Further embed ourselves in local support network systems, delivering services under our WSA;
- Further enhance our offer within the residential substance misuse sector, as a provider of end to end support for those seeking support with addictions: developing our relationship with Via to establish a pioneering women-only detoxification centre, combining Via's extensive experience in inpatient detoxification with The Nelson Trust's insights ensuring that women's experiences are central to the design and development of this innovative centre;
- Build upon our existing offer to clients, ensuring we further develop the Opportunity Hubs as a reputable source of volunteering, education, training and employment opportunities. Expand and diversify the utilisation of each Hub building as a versatile, multi-use space for community partners, our clients and our services;
- Develop stronger links with academic agencies subjecting our services to independent research and evaluation which creates better outcomes for our clients – As an example, we will be working with Jabbs and the University of Birmingham to undertake workstream 3 of the effective Women Centre programme. Workstream 3 is the 'enhanced casework model' whereby we will test the theory that 'lower caseloads max 12 women delivering the women Centre model will increase outcomes and further reduce recidivism'. The study will be undertaken in Swindon and Gloucestershire;
- Refine our short- and long-term Estates strategy to ensure our Estates are fit for the future;
- Redevelop our women's centre in Swindon in 2025, overseen by the Board Estate's Committee, funded through a combination of our existing reserves and targeted fundraising efforts;
- Hold the first Gloucestershire Recovery Festival in Autumn 2025;
- Implement and enhance digital systems further, as appropriate, including CRM's for Women's Community Services and Recovery Services.

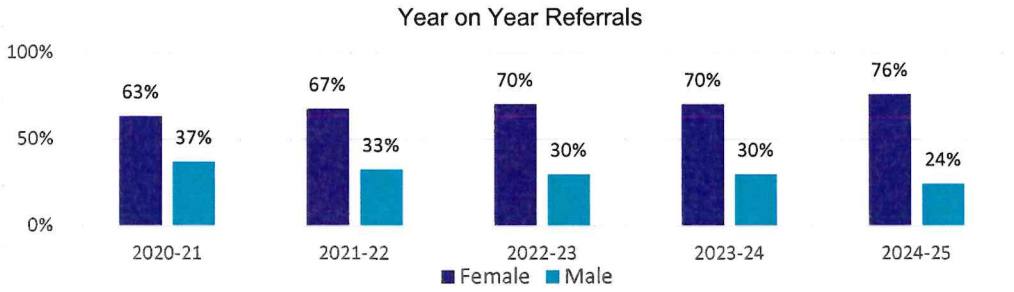
Impact

We set out below information on our impact, achievements, and activity, in the past year, together with client feedback.

A copy of our unaudited annual review of January to December 2024, is available on our website (Annual-Review-2024.pdf (nelsontrust.com)). The review encapsulates a year of remarkable achievements and unwavering dedication by The Nelson Trust, showcasing the transformative impact of our programmes. The Nelson Trust's holistic approach, including community services, residential support, and innovative programs like the Hub Academy, has transformed countless lives. Our success is a testament to the tireless efforts of our staff, volunteers, and the generous support from donors and the public. This review is a powerful reminder of the impact that compassion, dedication, and community can have in creating a brighter future for those in need. You will find inspiring success stories, updates on our strategic initiatives, and a comprehensive overview of the milestones achieved throughout the year.

Recovery Services

Our residential treatment programme is one of the longest established abstinence-based services in the UK. Since 1985 we have provided trauma-informed residential rehabilitation to clients across fifty nationwide referral pathways. Our referrals have been increasing year on year. During the financial year we had 298 referrals, 76% of which were for our women-only houses and 24% to our men-only residential rehabilitation support.

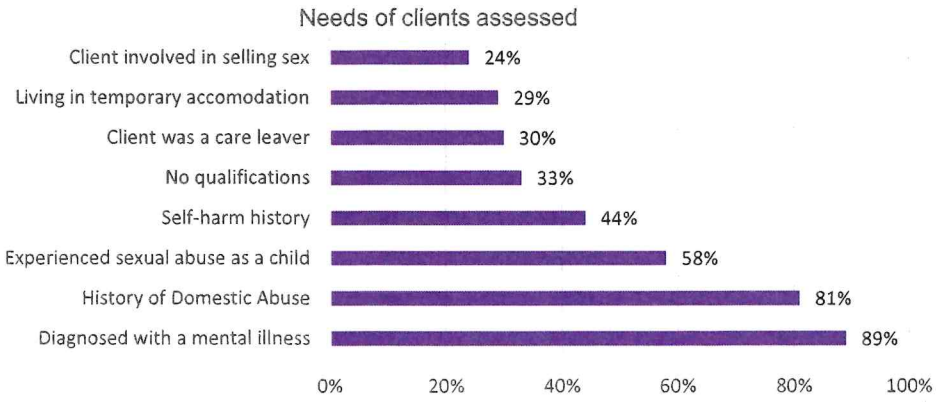


Our residential programme's success in helping our clients recover from addiction and alcohol abuse has provided it with a national reputation for excellence and innovation. Our service delivery model is based on the Recovery Capital model delivered through a trauma informed approach. This approach was co-designed with Professor David Best and a cohort of residents during the Covid-19 pandemic.

A key feature of our recovery services offer is the delivery of a range of effective interventions across the range of recovery capital domains: Social, relational, community, personal and emotional. From day one of entry into our residential service, through to complete independence from services and employment, The Nelson Trust offers support.

Our clinical infrastructure enables us to work effectively with complex needs and co-morbidities, and we support clients across all areas of need, except detox.

In 2024-25 we assessed 244 clients, the most common unmet needs our clients present with are shown in the table below.



We welcomed 73% of people we assessed. As a result, we ended the financial year with a 90.7% and 90.3% bed occupancy in our residential and resettlement houses respectively.

An example of feedback shared by a client on their experience of our residential service:

> *"The Nelson Trust has helped me save my life. I'm over 11 months clean and sober. My life is full of blessings now and I couldn't have got to this point without the help and love I received from each and every member of staff from the day I walked in. I'm living in a dry house with Nelson and still have the support from them. I highly recommend them and want to thank everyone who has supported me through the beginning of my recovery journey"*

During the year, a total of 169 clients were admitted into our residential rehabilitation houses. Our dedicated resettlement houses welcomed 35 clients who received support as they transitioned into the community.

In April, the Gloucestershire Drug and Alcohol Service came under the direction of Via, with The Nelson Trust commissioned to manage the Women's, Families, Aftercare, and Volunteer Coordination components. Over the past year, the Women's Recovery Practitioners provided specialist support to over 101 women with multiple unmet needs. The Family Focus Team, who support families to recover from the impact of substance use, has supported over 55 families and 115 children; and the Recovery and Aftercare Programme, supporting men and women across Gloucestershire, helping clients to build on their recovery capital by offering structured aftercare interventions. In 2024, the programme received a total of 160 referrals, with over 30 clients completing the course, and over 50 still actively engaging.

Residents within our recovery housing undertake 4 days of meaningful activity to ensure a meaningful connection with community activities to further develop recovery capital. In 2024/5 our volunteers donated 1,328 hours of their time at our Hub Academy, 396 hours to our fundraising and events, and 965 hours at our Common Ground Community Garden.

At the Hub Academy, our ETE centre, training and workshops offered saw a significant increase. Now welcoming around 60 visitors a day, the Hub Academy offers 18 groups throughout the week, including Woodwork, Stained Glass and Creative Writing.

During the year, we had 36 clients complete their Level 2 qualification in Peer Mentoring training enabling them to volunteer their time to support peers in 1-2-1 sessions and group facilitation. Staff, peer mentors and volunteer tutors delivered 2,184 group interventions and activities, including:

- Mental Health interventions: art therapy, group therapy, dog therapy, music therapy, drama therapy.
- Psychosocial interventions: Helping Men Recover, Griffin Group, Parents in Recovery, Pattern Changing Group, Step Work for Women, Emotional Management Group.
- Recovery capital interventions: Peer evaluations, Volunteering, Client Council, Community meeting, Relapse Prevention, House meeting, Assignment, Faith based activities.
- Complementary therapy interventions: Acupuncture, Nature Walks, Yoga, Mindfulness.
- Education, Training & Employment activities: Woodwork, Stained Glass, Pottery, Creative Writing, Literacy and IT sessions.
- Leisure, Cultural and Religious activities: Yoga, gym, away days, Faith-based activities, baking competitions, Rounders, etc.

Clients also accessed over 1,600 weekly 1-2-1 meetings with recovery workers attended over 853 individual counselling sessions, on average each client attended 6 sessions during their treatment journey.

We also run two recovery cafes in Gloucester and Cheltenham, offering employability skills to those wishing to access or return to the hospitality industry. The cafes offer an opportunity to build social connections with both the general public and others with lived experience. Both cafes offer multiple mutual aid meetings and our sub-commissioned aftercare service is run from both sites.

Clients being supported through recovery services also access a regular calendar of social events run by-and-for people with lived experience. The Clean Plate hosted a number of Lived experience Recovery Organisation (LERO) Social Activities events for the Recovery Community during the year, with over 400 attendances by the wider recovery community and clients from our Women's Community Services, Aftercare, Residential Services and Recovery Housing. From quiz nights and bingo to silent disco's, sauna

and cold water therapy, we have seen growing attendance and positive feedback. Feedback from clients attending the events was positive, with remarks such as:

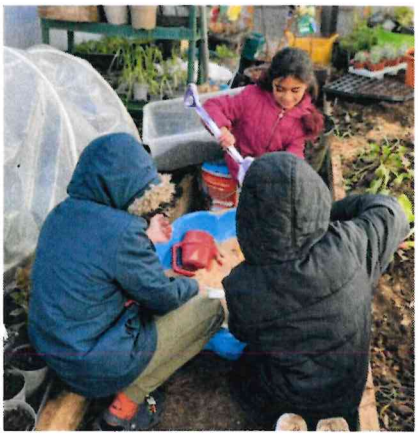
> *"I found the events at the clean plate really good fun event for my recovery and to meet up with likeminded people and companions I hope they continue I think there really worth it And it helped my confidence to be an in groups of people I don't know and it was like a little community I really do appreciate it and I can't wait for the next one".*

> *"I have found the events really helpful in my recovery to meet new people in a safe place and have fun without having to use substances, I am looking forward to the next on this month".*

Building on this success, we have a full calendar of events proposed for 2025/26 and are collaborating with our partners to plan Gloucestershire's first Recovery Festival in September 2025, aiming to celebrate recovery, provide a platform for sharing inspiring stories, and foster a sense of community among those on their recovery journey.

Volunteers

Peer mentors, tutors, gardeners and other volunteers contributed over 2,500 volunteer hours to the running of the Hub Academy activities and our Common Ground Community Garden in Gloucester in partnership with Gloucestershire Community Foundation.



At the start of 2024, our Common Ground Community Garden was just mud and bricks. But with 520 hours of volunteers' time, we created a pocket oasis that was officially opened for the community to enjoy. Our garden is more than just a place to grow fresh produce; it's a hub for bringing people together, fostering a sense of belonging, and nurturing a deep connection with nature. The garden is accessible and inclusive of the local community, volunteers, groups interested in hiring the space, and open to everyone using or working for The Nelson Trust. Alongside our free weekly activities, we host free workshops and other events throughout the year for everyone to enjoy. We have had over 500 visitors to the garden since its opening in 2023.

In our Women's centres, we offer unpaid work placements in a safe gender specific space. Volunteers at the Nelson Trust Women's Centre play a vital role in supporting women facing complex challenges, including trauma, substance misuse, homelessness, and involvement in the criminal justice system. By fostering trust, providing both practical and emotional assistance, and empowering women through various activities and skills training, volunteers help individuals regain confidence and create pathways towards independence. Their contributions not only meet the immediate needs of vulnerable women but also help reduce reoffending, improve public health, and break the cycle of disadvantage in the wider community.

Volunteering at the Centre also allows individuals to develop valuable skills, gain a deeper understanding of social issues, and find a strong sense of purpose. The diverse experiences and innovative ideas that volunteers bring help the Centre extend its reach and maintain its flexibility and sustainability. Through their commitment, volunteers enhance the Centre's services, inspire social change, promote women's rights, and contribute to building a caring and resilient community.

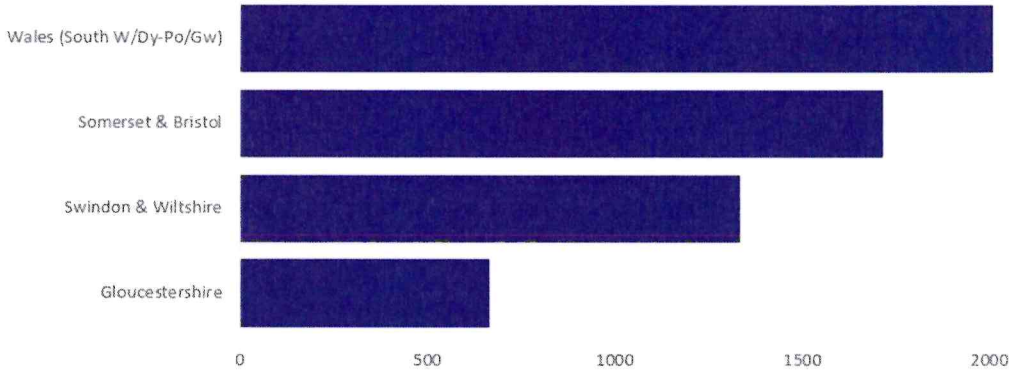
Volunteers facilitate creative workshops such as art therapy and mindfulness sessions, which provide safe spaces for self-expression and emotional healing. They also offer practical support, such as assisting with housing applications or accompanying women to medical appointments, acting as advocates in complex situations. By leading peer support groups, volunteers help women connect, share experiences, and build confidence. Additionally, practical skill-building in areas like budgeting, cooking, and CV writing equips women with the tools needed to achieve independence.

Women's Community Services

By working in collaboration with multiple organisations and contributing within multiple forums, we ensure the women we support have their voices and experiences heard to shape future services.

During the financial year we had over 4,100 new referrals to our Women's Community Services

We worked with over 5,700 women across our Women's Community Services in Gloucestershire, Wiltshire, Somerset, Bristol, and Wales.



We delivered over 27,000 1-2-1 and group interventions, 9,010 outreach sessions and 986 multidisciplinary meetings working alongside women to holistically address a wide range of unmet needs.

We continue to work to develop local whole system approaches across our geography, this includes developing relationships and collaboration with local partners and departments. The Whole System Approach ("WSA") is a holistic methodology that recognises the interconnected nature of the challenges faced by women in the justice system and seeks to address their diverse needs in a coordinated and compassionate manner. By fostering collaboration between statutory agencies, voluntary organisations, and community resources, this approach ensures that women supported by The Nelson Trust receive personalised, wrap-around care that considers their physical health, mental wellbeing, housing, relationships, and safety. Such integrated support not only reduces the risk of reoffending but also empowers women to build resilience, regain control of their lives, and re-engage with society on their own terms. For The Nelson Trust, adopting the WSA means creating a supportive environment where women can access the right interventions at the right time, ultimately enabling real and lasting positive change for them and their families. We are committed to developing relationships and collaboration with local partners and departments.

Our commitment to improving the lives of women involved in the criminal justice system is evident through the introduction of the Women's Risk Needs Assessment ("WRNA"). We recognise that many women who come into contact with the justice system have experienced significant trauma, including abuse, substance use, and mental health challenges. Making tailored, trauma-responsive support essential to support women to move away from the justice system and thrive within their communities.

WRNA is an internationally validated, gender-responsive and trauma-informed assessment tool. It predicts the risk of re-offending and provides a consistent evidence base of the effectiveness of our work with women with complex needs. In 2024, 427 women have been assessed with the WRNA. This initiative started in 2020 through our collaboration with the University of Birmingham, the JABBS Foundation and other Women's Centres from across England. The WRNA serves two important purposes. Firstly, it immediately benefits women as Centres use it with new clients to tailor support to their specific needs. Secondly, it

generates comprehensive evidence needed to substantiate the effectiveness of Women's Centres in holistically addressing the needs of justice involved women and women facing multiple disadvantage, which can inform effective and efficient policy decisions. Research from the University of Birmingham has shown that specialist, gender-informed interventions can be up to 42% more effective than generic approaches in reducing reoffending. Community-based support through women's centres is not only more effective than prison, but also more cost-efficient for the public and helps keep families together.

On 1 April 2024, our new One Wales Women's and Young Adult's Service was rolled out across Wales, thanks to significant investment made by HMPPS, the South Wales and Gwent Police and Crime Commissioners and Welsh Government. Our One Wales partnership service is an innovative partnership of local and specialist organisations. This new service, delivering sustainable improvements to the outcomes and experiences of women and young adults throughout their justice journey in Wales, is a key example of how a whole system approach can be delivered in practice. Our whole system approach meets women and young people at all stages, including those who may be at risk of entering the system, offering suitable bespoke packages of support and interventions. During the first year, the service received 2,605 referrals including 501 to the young adults service and 2,104 to our women's service.

The Nelson Trust first started working in Wales in 2020, opening the Cardiff Women's Centre. In 2023, we opened the Swansea Women's Centre.

In 2024 HRH Prince William visited our newly opened centre in Newport, which provides a safe space for women to access one to one support, group interventions and activities. The centre offers an onsite creche, washing and cooking facilities, co-location of specialist agencies and services and a large dining area for lunch clubs and events.

We also opened a mini hub in Carmarthen offering services across rural Wales. The Hub offers muti-agency, gender responsive space, providing holistic support to women in Dyfed-Powys with multiple vulnerabilities and complex needs, in partnership and collaboration with third sector and statutory services. This initiative, partially funded by Police and Crime Commissioner PCC Dafydd Llywelyn, forms part of a broader effort to provide gender-specific support in the Dyfed-Powys area. The Carmarthen Women's Centre will serve as a dedicated resource for women experiencing issues such as domestic abuse, addiction, homelessness, and mental health struggles.

Police and Crime Commissioner Dafydd Llywelyn attended the opening ceremony and praised the work of the Nelson Trust. "*We are proud to provide funding support for this vital initiative, ensuring that women in our area have access to the services they need is a key priority. This new centre will make a real difference in the lives of many women in our community.*"

We will continue to deliver and enhance our services for women on probation orders and further develop our services in HMP Eastwood Park to include women on remand as well as ensure continuity of care and support from prison through to the community. Our service to support women on remand in HMP Eastwood Park went live 1 September 2024. Too many women are being remanded and approximately a quarter of women in prison are there on remand. This is despite the fact that the vast majority are assessed as posing only low to medium risk of serious harm to the public, and the majority of women committing low level, non-violent offences. Some women in contact with the criminal justice system who are considered to be in 'mental health crisis' are being remanded to prison for their 'own protection' or 'as a place of safety'. Many women who are remanded in custody do not go on to get a custodial sentence and yet their lives can be destroyed as a consequence of being separated from their communities and families during their time on remand. This service is crucial to ensure that women's situations are not exacerbated further and that women's centered support is offered. We are working closely with the HMP EWP pre-release team to ensure effective and timely referrals.

In May 2024 we secured funding from Swindon Borough Council to deliver a Family Support Service, receiving referrals for 75 women which also includes 170 children. Out of the 170 children, 55 of them are open to Statutory services at Child Protection Level and we are engaging in professional meetings such as ICPC, Core Groups and Pre-proceedings.

Somerset Women's Centre secured continuation funding for the National Lottery funded Change programme, supporting women with complex needs. The addition of peer mentoring has been successful, with groups now active at the centre. The Pause programme, now called Rise, was taken in-house, easing eligibility restrictions to support more women at risk of pregnancies ending in care involvement. Volunteering has flourished, with 2 volunteer receptionists and 2 group facilitators. They raised £30,000 for a vehicle, aiding outreach in rural communities and partnering with services like SWISH. Also, their student counsellor and EMDR offering have expanded our reach to more women.

We secured funding to implement the Severe Weather Emergency Protocol in our Gloucester Women's Centre which is activated by the local authority. We provided a safe, warm space for women sleeping rough when temperatures dropped below freezing or severe weather warnings were issued over the winter months. Over the course of 28 nights, we were able to offer women a hot meal, a warm shower, and a bed in a safe, women-only space. Our dedicated team worked throughout the nights to ensure every woman was supported.

Our lunch clubs have a huge impact on the wellbeing of our women and social dining is a vital part of their journey. We partnered with Alcohol Change UK and co-produced a 'Feeding Recovery Handbook'. This highlights the value of communal spaces, nutritional/emotional value of eating collectively and having access to lunch and breakfast provision with freshly prepared food. The initiative was funded by Welsh Government, led by Alcohol Change UK. The Nelson Trust contributed towards the research gathered, along with Barod, and as a result a 40 page handbook was prepared on the findings to provide overview of shared learning from our lunch clubs, women accessing a daily meal, preparing and sharing meals, and their experiences.

Art therapy has many functions - being restorative, developmental, educative, resourcing, and supportive and can provide a therapeutic intervention as a way to communicate and explore thoughts and feelings that can sometimes be difficult to talk about. We offer art therapy in many forms across our range of services, and we seek funding to run groups across our Women's centres to bring together women who might have never met and share their experiences and support each other. Through these sessions, participants build strong relationships and a sense of belonging. Art therapy provides a safe space for emotional expression and healing, reaching beyond sessions into lives and interactions within the community.

Our centres have had the opportunity to exhibit their artwork over the year at many locations: one example was the Gloucestershire Gateway Trust Community Gallery who presented Photography by The Nelson Trust Health and Arts Groups. The group were encouraged to focus on wellbeing, promote active lifestyles and reconnect with the local community and one another. The gallery shared a selection of the group's favourite shots taken in and around Gloucester.

At another centre, one client voiced how art therapy makes a difference:

"Art therapy has profoundly helped me manage my anxiety and has enhanced my overall well-being. The skills and insights I've gained have not only improved my mental health but have also positively impacted my relationships and daily interactions. This healing has extended into my home life, benefitting my family as I bring the practices and stability I've developed through this therapy into my everyday life. Art therapy offers ongoing support that cultivates resilience, emotional expression, and mental health stability over time. For those of us who may not have easy access to other mental health resources, art therapy is a crucial lifeline. It is a life-changing service that empowers people like me to lead healthier, happier lives and create a more positive impact in our communities."

Another example, the Art Psychotherapy group in Cardiff ran over a 24-week period in 2024/25 . The women were offered a safe space to explore their own creativity, reflect, and make connections between past and present experiences and with one another. The women were provided a confidential, non-judgmental, safe space to share these experiences, also offering a space where they voiced feeling less isolated. The group explored their personal difficulties, whilst supporting their understanding of their strengths and potential whilst also developing confidence, motivation, and creativity. It offered a safe space to share personal narratives, stimulating dialogue and opportunities in exploring dialectic themes

encompassing safety, protection, relationships and trust, identity, vulnerability, control, and resilience and relationships. Our therapist was also able to offer women on the CJS pathway in Cardiff an opportunity to apply for the Koestler Awards for arts in criminal justice. One client won 3 awards for her artwork and Cardiff Women's Centre has now been recognised as a Koestler Award Winning Establishment.

In 2024, we won awards recognising our outstanding work in the community with women, solidifying our title as a Centre of Excellence. During the summer, our Gloucester Women's Centre was a finalist in the Circle 2 Success Community Award, receiving a Highly Commendable recognition. At the end of the year, our newly opened mini women's centre in Dyfed Powys was awarded Highly Commended at the Wales Safer Community Awards for our commitment to delivering support across rural Wales. Additionally, we took home gold at the Careers Matter Lived Experience Charter as recognition of our commitment to supporting individuals with lived experience in building their careers.

Our ability to consistently achieve excellent outcomes for our clients, and alongside this, meeting the requirements of our funders, underpins the Trust's ongoing success. The Trust is committed to delivering high-quality, trauma-informed care that addresses complex issues such as addiction, mental health, and domestic abuse. Our holistic approach not only transforms the lives of the people we support but also ensures we fulfill the expectations of our funders. Our commitment to excellence and accountability has enabled us to expand our services and reach across our regions, thereby enhancing our impact and securing continued support from our stakeholders.

Fundraising and events

Our fundraising events programme were an outstanding success, thanks to over 750 incredible supporters, generating income of over £110,000. We are especially grateful to our sponsors of our events, as well as the Gloucestershire Fundraising Committee, our employees, volunteers, and supporters who make these events possible.

Support at events through expanded relationships help us to deliver greater impact and outcomes for those we serve, as well as adding value to local services.

Impact upon the lives of clients

The people accessing our services have always been at the centre of our mission and will always inform the delivery and development of our services. Their unique perspectives, experiences, and voices shape the core of what we do. In the past year, we have continued to prioritise and enhance our commitment to empowering and supporting the individuals we support.

The support delivered by the Nelson Trust makes a significant difference to lives of those whom we support, as expressed in their feedback. We are continuing to develop the way that we measure the impact of our range of activities for our clients.

In 2024, *Hope*, an inspiring film by John Miller was produced, which showcases the impact of kindness, and features staff members from The Nelson Trust discussing their own recovery journeys. One story has been extracted and you can watch it here: https://youtu.be/cAl0gE9l-zk

As part of our 40th anniversary celebrations in 2025, we're proud to share a collection of quotes from our social media campaign, *40 Stories for 40 Years*. These powerful reflections come from individuals who have been supported by The Nelson Trust through our women's centres, residential treatment houses, and recovery and aftercare services. Each story offers a glimpse into their personal journeys and the impact of our work over the years. **Their names have been changed to protect their identity.*

You can read the full stories on Instagram, Facebook, and LinkedIn by searching @TheNelsonTrust, or visit our website Our Community | The Nelson Trust.

The centre has been a god send to me. Not only are the staff lovely but I have met women from all walks of life. I was once in the doldrums and couldn't see a way up, but with help from the centre I am an awful lot further on in life than I was before and for that I will be eternally grateful to the key workers I have had.
- Marie*
I'll never forget my keyworker saying she would hold my hope for me until I could start to see it for myself.
- Cassie*
I'd like to say thank you to The Nelson Trust because if I didn't kept to The Nelson Trust, I wouldn't be here today. I wouldn't survive, to survive many more happy years to be here for my children.
- Kim*
The staff are just out of this world. There's not one single person that doesn't try to help you in their own way. It's very individual care and, it's not being dramatic, I actually owe my life to Nelson.
- Sara*
I reached out to the Women's Centre at a full-grown point of crisis after hearing about The Nelson Trust through a friend. I've been so lucky to benefit from some of the groups, therapies and support I found here.
Lucy*
I've got so much gratitude because I'm just completely a different person to what I am, what I was before I came here. And I just want to say thank you to The Nelson Trust for saving me and making me the person I am today.
- Anna*
The Nelson Trust has helped me immensely throughout my time coming here. With the help of them, I've changed my whole life around, and myself for the better. I am clean off drugs, I have a lovely flat, my beautiful youngest son with me and I am now employed by The Nelson Trust, something that I've always aimed for and wanted.
- Michelle*
The Nelson Trust just gives you that this is the world, you can be a part of it.
- Kelly*
The Nelson Trust didn't just rehabilitate me - they gave me a reason to live... We are clean. We are brave. We are strong women with voices that are finally being heard.
- Rachel*
My experience of The Nelson Trust is that it's magic. The staff that work here, they're just beautiful women. They show you that there's a new a new way of life out there for you.
- Nicky*
I didn't care if I died before I came to The Nelson Trust. Now I care deeply about my life. It's safe here, it's safe, I've never felt safe before.
- Norma*
I feel that without services like the women's centre, my recovery wouldn't have been possible. I had no other safe place to turn to, and now it's only fair that I give back to other women and hold my hand out and say 'I know the way out'.

We have included a selection of case studies and client voices, below, which sets out the impact upon some of our clients who have benefitted from our services. We have changed their names for confidentiality:

Emily's story

Emily was referred to The Nelson Trust Women's Centre in Cardiff to access support across a variety of needs. Emily had been in an extremely abusive and violent relationship and was pregnant with her first child. Social Services had become involved due to the domestic abuse and Emily realised that she needed to flee the relationship for the safety of her and her child. Following a stay in a refuge Emily needed support to access more suitable accommodation and she asked for support with addressing her cannabis use, as she was informed that continued use could result in her baby being removed from her care. Emily had been using cannabis in attempt to cope with the trauma she had experienced and she struggled managing the triggers linked to her past experiences.

We set about finding accommodation and Emily successfully moved into a home appropriate for her and her baby and received a grant to furnish the property and prepare for the baby. Unfortunately, following the birth of her child, the baby was placed into foster care. Despite this setback, Emily remained determined to advocate for herself and her daughter. She attended all sessions at The Nelson Trust and demonstrated a high level of engagement with support, during which I communicated her progress to her social worker. Remarkably, Emily successfully ceased her cannabis use and underwent regular drug testing, with all results returning negative for illicit substances, including cannabis. She consistently attended monitored visits with her daughter, adhering to all guidelines and regulations related to these visits.

Emily participated in a 12-week 'Pattern Changing' domestic abuse program, attending weekly sessions and engaging effectively. She reported increased awareness of warning signs of abuse and felt significantly more empowered after completing the course.

During this time, she received confirmation that she could regain custody of her daughter, a testament to her hard work and remarkable progress. In the final session of the Pattern Changing program, the foster caregivers returned her daughter to Emily at the Women's Centre. This was a very happy and emotional time in the Women's Centre for all women accessing the Women's Centre and the members of staff, including Emily, as they were able to reunite without the presence of social workers.

Emily continues to engage and has expressed her deep gratitude for the support provided by Nelson Trust, noting that the assistance she received has had a profoundly positive impact on her life. Emily continues to bring her daughter into the Women's Centre, using the facilities that we provide for Emily and her daughter, attending Mother and Baby groups and she continues to build her confidence daily. Emily has made the Nelson Trust proud of the hard work and dedication that she has put in to change her life around and access the support that she needed. Emily has been a credit to work with and we appreciate all the hard work that she has put in with us to ensure a better, safe and happy life for her and her daughter.

Jenny's story

"If I didn't get help from The Nelson Trust I could've ended up anywhere or I could've ended up back in a relationship with my ex-boyfriend and taking the abuse for the rest of my life."

I was involved in a violent relationship for about five years.

He wasn't like that when I first got with him, he was lovely. By the end the easiest option for me was to help him do the things he was doing rather than have my daughter witness the violence.

If I wasn't in that relationship I wouldn't have been involved in supplying Class A drugs.

I tried moving house to get away. I stayed at my mum's, and he kicked her door off. The police got called on many occasions about the domestic violence, it felt like they just wanted to get drugs charge rather than a domestic violence charge.

I got arrested. He didn't get arrested. I pleaded guilty to get away from him. It was a big decision for me, to know that I was going to leave my daughter with my mum, it was a choice of either staying in that relationship or going to prison. So, I decided it was better to lose two years of my life and be away from my daughter than stay in a violent relationship that made me want to kill myself nearly every day.

Until I got to prison none of my family knew what had been going on in my life. He pulled me away from nearly all my friends, so I was vulnerable, I had no one to talk to.

In the first couple of months in prison he was trying to contact me. Then I started speaking to the worker from The Nelson Trust and I explained what I had been through. Every single week she came to talk to me, to see how I was feeling and check that I was OK. Just having somebody there to depend on, to know they weren't going to lie to me, they weren't going to fob me off with stories. They were actually there to help me.

When it was time for me to be released, she put me in contact with the Women's Centre. I already had a job while I was in prison. I bought myself a car while inside because I knew when I came home my daughter was starting

secondary school. I had a job, so the final plans of me leaving prison was where my daughter and I were going to stay.

I went to my mum's, where my daughter was living while I was in prison, but we had to share a bed as my mum's house is really small. I needed space after being in prison so long. The Nelson Trust offered me a home.

If I didn't get help from The Nelson Trust I could've ended up anywhere or I could've ended up back in a relationship with my ex-boyfriend and taking the abuse for the rest of my life."

Katie's story

" It's about transforming people into... the people that they would like to be rather than the people that had to come through addiction and trauma like myself."

So I came to The Nelson Trust almost a year ago actually, and I came straight from the prison service. I knew that when I was in prison, I really needed some help and support to try and put my life back together.

I was particularly broken, you know, all my relationships were damaged and I was really wounded. There's been a lot of trauma over the years, and I think I'd just learnt to bury it really deeply.

What The Nelson Trust has helped me to do is to acknowledge some of the things that I've been through in my life and to be able to work with it and nurture those bits of me that are needing to be healed.

You know, I've made some great relationships and connections in The Nelson Trust. I now live in supported housing and I go back and I volunteer in the residential services.

I love watching other women come in that I'm, you know, that I'm sure I'm able to share a little bit of my experience with them. And I've watched them grow and I've watched them change. And, you know, I've watched a lot of women stay clean and live happy, fulfilled lives with their children and their families.

And that's what it's all about. It's about transforming people into, you know, the people that they would like to be rather than the people that had to come through addiction and trauma like myself."

Ben's story

"Now I've got choices, I've got hope. I can actually visualise a really nice future for myself. I can go and do anything and go anywhere and I'm not chained to the substance."

Two and a half years ago I didn't want to wake up. I knew there was a better life, but I didn't know how to get it. I was painfully shy as a child and had a lot of social anxiety. I'm also dyslexic and at school I was told I was stupid. I started taking drugs and drinking at age 12 to cope. At 17 I started taking heroin, which seemed to help me at first but by the time you realise it's not helping, you're stuck. I used heroin for 18 years – half my life. I'd tried to get clean in the past using different drugs like methadone. I'd been to residential rehab before but only lasted two weeks. The last residential rehab never really addressed any of the issues behind my using. I was clean for four months but mentally I was in a worse place than when I went in.

Before I came to The Nelson Trust, there were a couple of years where I was just using and working. About two and a half years ago I'd just had enough and decided I'd rather be dead than go on like this. I tried to end my life. I was (thankfully) unsuccessful but I was then back in the same cycle of trying to get clean.

The problem is, when you work, you can't get funding for treatment. Thankfully for me, my dad offered to pay but I really worry about people who don't have anyone to help them. If I had to say the one thing I think made the most difference at The Nelson Trust – it was the staff. At Nelson, you know how much they care about how well you do. That makes a massive difference.

At the same time, the staff weren't hunting you down to participate. I found this better because it put a bit of emphasis on me being responsible for myself. When it came time to leave treatment, I didn't want to go straight back into work, so I volunteered at The Hub Maintains for a while. It got me back in a pattern of working every day... Someone said to me when I first came into treatment – you can do whatever you want – and I laughed. I couldn't believe it. But I do believe that now. Now I've got choices, I've got hope. I can actually visualise a really nice future for myself, and I have options and the ability to do whatever I want. It's lovely, it's freedom effectively. That I can go and do anything and go anywhere and I'm not chained to the substance."

Trevor's story

"Now I'm happy, healthy, clean and honest. I'm willing to do things. Being clean, I can now make my own choices. The Nelson Trust has given me my life back."

I came to The Nelson Trust from prison. Before I came, my life was a wreck. I would describe myself as horrible, violent and nasty. I had an abusive childhood. From a young age until I came into rehab, I'd never been clean from drugs. During addiction I didn't care about myself.

When I arrived, I wanted to turn around and leave straight away. It was very daunting and I didn't trust anyone. I lost my closest family members and I wanted to die too. It took me a good few months to start to trust the staff but they kept persevering with me. My recovery worker while I was in detox suggested The Nelson Trust because it would help me deal with my traumas. I found the counselling and EDMR fantastic. Before I came here, I wouldn't have recognised I needed help or asked for it, I would have just carried on doing what I was doing.

I've met so many good people here who've helped me through this programme. If it weren't for the people in here, I wouldn't have gotten through it. There's been so many times I felt like walking out of this place when times got hard.

It's been an eventful journey. I wouldn't like to do it again. It's taught me a lot about myself and what I was like back in addiction. I wouldn't want to put myself through that again. Now I'm happy, healthy, clean and honest. I'm willing to do things. Being clean, I can now make my own choices. The Nelson Trust has given me my life back."

FINANCIAL REVIEW

Annual Movement in Funds

The Trust's Total Funds increased by £2.2m in the year ended 31 March 2025 (2024: decrease of £0.2m):

- An increase in total Unrestricted Funds of £2.0m (2024: increase £0.6m) – as we build up our designated funds and property portfolio;
- An increase of £0.2m in Restricted Funds (2024: decrease £0.8m), arising from new funds received towards property improvements, and funding received from Trusts and Foundations, but also reflecting our expenditure of funds to deliver services from funds received in earlier years.

Further information on the charity's Restricted Funds is contained in Note 24 to the accounts.

Income and Expenditure - Unrestricted

The Board recognises the need to operate with unrestricted income in excess of expenditure. The operating environment of the hospitality elements of our Opportunity Hubs continues to be challenging, and short-term investment of unrestricted funds in those activities is likely to still be required.

Investments and Cash Balances

In view of the ongoing uncertainty of the economic outlook, the Trust holds all its cash funds on current and short-term deposit accounts with its bankers, and using short-term deposits through a CAF Charity Deposit Platform account.

The CAF Charity Deposit platform gives charities the opportunity to earn more interest income and reduce risk through diversification by providing secure online access to market-leading and exclusive deposit rates from an extensive panel of banks and building societies. The charity only deposits into approved banks and building societies covered by the Financial Services Compensation Scheme.

Cash at bank and in hand amounted to £3.8m as at 31 March 2025 (2024: £3.4m).

- Cash balances relating to unrestricted funds £2.8m (2024: £1.7m)
- Cash balances relating to Restricted Funds £1.0m (2024: £1.7m)

The Trust also holds units in the COIF Charity Funds "Charities Property Fund Income Units" in respect of its Permanent Endowment Fund, as set out in Note 24.

Reserves and Reserves Policy

While our reserves are considered adequate, they alone are not sufficient to sustain the comprehensive and impactful services we offer. The Nelson Trust is committed to delivering high-quality, trauma-informed care that addresses complex issues such as addiction, mental health, and domestic abuse. These services require continuous investment in skilled staff, innovative programmes, and essential resources. In addition to our operational needs, we face significant challenges in maintaining and updating our estate, which necessitates substantial capital funding. This includes the renovation of existing facilities and the development of new infrastructure to better serve our clients. Revenue funding is equally critical, as it supports the day-to-day operations that keep our services running smoothly.

Support from Trusts and Foundations, philanthropists, core funding and fundraising are vital to bridging the gap between our reserves and the actual financial requirements of our projects. By contributing to our

funding, you enable us to invest in long-term initiatives, ensuring sustainability and expansion of our reach, enhancing our programmes, and ultimately transforming more lives. Your support ensures that we can continue to meet the needs of our clients, achieve the excellent outcomes that underpin our success, and make a lasting impact on the communities we serve.

Other debtors of £2.4m (2024: £0.5m) represents Funds pledged but not yet received which will be used to deliver our services and invest into our Estates in the coming year. Our strategic approach to maintain a healthy level of donations pledged ensures we have the necessary resources to support our operations and initiatives in the coming years, enhances our financial resilience and also enables us to continue to deliver high-quality services to our clients, thereby securing our long-term success.

The term "reserves" (in accordance with the Charities SORP (FRS 102) definition) is used to describe income funds that are freely available to help the Trust meet its objectives.

Unrestricted General Funds ("Free Reserves") are represented by the "Total Funds" under our control less "Restricted Funds" and "Designated Funds".

As at 31 March 2025:

- our Free Reserves stood at £1.7m (2024: £0.8m) as we build up our property portfolio and support innovative initiatives in the coming months;
- our Total Funds stood at £11.0m (2024: £8.9m):
  - Permanent Endowment Funds being £38k (2024: £38k);
  - Restricted Funds being £3.4m (2024: £3.3m);
  - Designated Fund * – Fixed Asset of £4.7m (2024: £3.7m);
  - Designated Fund ** – future property investment, maintenance, and strategic development £1.2m (2023: £1.0m); and
  - Unrestricted General Funds ("free reserves") of £1.7m (2024: £0.8m).

Designated Funds are those unrestricted funds that have been set aside by the Trustees for specific purposes. The Trustees are mindful of the need to review and assess the reserves policy of the charity.

* During the year, restrictions on two properties were satisfied and therefore were transferred between restricted and designated funds.

** In April 2022, the Trustees formally approved a designated fund for future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities. During the year, and prior year, designated funds were released to support building projects and the purchase of our building in Swindon, further projects are anticipated in late 2024/25 and beyond. During the year ended March 2025, the Trustees formally designated a further £148,751 towards the Swindon centre refurbishment. Movements in the funds can be found in more detail in Note 24 to the accounts.

Over recent years the Trust has received a substantial amount of restricted grants to fund service delivery on multi-year projects. Delivery on these projects is in progress. The unspent balance of this funding is held within Restricted Funds. In future years there will be costs on these projects, for which no income will be recognised in future financial statements.

The Board of Trustees reviewed the Reserves Policy in response to the Trust's main risks, the general operating environment and current funding streams. The Nelson Trust aims to hold sufficient resources to enable the Trust to:

- support the investment in sustainable services and to support clients;
- manage short and long-term risks to which the Trust is exposed;
- finance future capital expenditure and future plans; and
- to meet its financial, legal and moral obligations to its clients, employees and volunteers and to all relevant authorities.

The Trustees are aware of the need to maintain sufficient free reserves to enable the Trust to support the investment in sustainable services and to support clients. The Policy will be reviewed every two years, alongside regular reviews of the risks facing the Trust, to ensure that appropriate Unrestricted Free Reserves exist or can be generated.

The Finance, Performance and Risk Committee is responsible for regularly reviewing the general financial performance of the Trust, its current and forecast Reserves and Cash positions, monitoring income and expenditure against budget forecasts within the context of known risks and the annual and medium-term financial plan. The committee reports to the Board at every meeting and will alert the Board to any concerns that it has in respect of these, together with any recommended actions arising from those concerns.

This policy is subject to regular review as the scale of the Trust's operations change.

The Board of Trustees review the level of free reserves at each Board Meeting, and are satisfied with their level as at 31 March 2025; bearing in mind that, in addition to the free reserves and cash balance, the charity is also able to borrow funds against its property asset base.

The balance sheet includes freehold and long leasehold properties at a net book value of £4.70m as at 31 March 2025 (2024: £4.75m), and secured borrowings of £121k (2024: £134k). These figures indicate the Trust's asset strength and its ability to obtain additional cash funds, if needed.

STRUCTURE, GOVERNANCE & MANAGEMENT

The Nelson Trust is constituted as a company limited by guarantee (registered in England and Wales), incorporated on 13 June 1996 and is governed by its Memorandum and Articles of Association.

The company is a registered charity and acts entirely as a non-profit-making organisation. The registered company number is 03211815. The registered charity number is 1056672. There are no subsidiary undertakings.

Structure and decision-making process

The Governing Body of The Nelson Trust is the Board of Trustees. This currently comprises ten members and meets at least four times a year for Board meetings, one of which includes an "away" day for strategic planning. Trustees can be appointed or re-appointed at a general meeting or by the Trustees subject to the conditions set out in the Articles of Association. Typically, Trustees are appointed for a three-year term of office and, if eligible, may offer themselves for re-election up to a maximum of 3 terms of three years.

The Trustees are a body of volunteers drawn from a wide range of relevant areas of expertise. New Trustees are appointed, as required, by the Board with reference to these areas of relevant experience. On appointment, new Trustees are given an induction programme to familiarise themselves with the work of The Trust and their role and responsibilities, and are introduced to Charity Commission guidance. This programme includes meeting with existing Trustees and spending time with the Chief Executive Officer, Senior Managers and departmental team leaders. The Trustees are encouraged to attend relevant training courses, and these are regularly brought to their attention.

Committees including Trustees and relevant senior managers meet to review specific issues such as estates strategy, finance, performance and risk, people, culture and remuneration, and fundraising with reports to the full Board as required.

The Trustees as a Board have the decision-making authority in the following areas:

- Approval of the Strategic Plan;
- Approval of Business Plans;
- Approval of Annual Budgets;
- Appointment of key executive staff; and
- Authority for the Trust to enter into significant transactions involving the:
  - Acquisition and disposal of property;
  - Entering into loan or other borrowing agreements;
  - Entering into significant contracts to deliver services;
  - Application for capital and significant revenue grants committing the Trust to buy property or provide services.

A scheme of delegation is in place and day to day responsibility for the provision of the services rest with the Chief Executive Officer, along with the Senior Leadership Team ("SLT"). The Chief Executive Officer is

responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The SLT have responsibility for the day to day operational management of the Trust, individual supervision of the staff teams and also ensuring that the team continue to develop their skills and working practices in line with good practice.

The SLT meets at least once per month, depending on the business need, and carries operational responsibilities. The members of the SLT attend all Board meetings.

The remuneration of the Chief Executive Officer is considered by the Remuneration Committee and is determined by the Trustees, with reference to comparable positions in non-profit organisations of a similar size and complexity. The salaries of other members of the SLT are determined by the Chief Executive Officer with reference to the Remuneration Committee.

Risk management

The Board of Trustees is committed to protecting the safety and wellbeing of its staff, clients, volunteers, visitors, the Trust's assets and reputation.

The Trust faces many risks which could prevent it from achieving its objectives. Risk is considered in its widest context and includes not only adverse events but also missed opportunities. Risk management is therefore an integral part of the decision-making process adopted by the Board and the SLT in order to ensure the Trust meets its aims and objectives.

In assessing our risks, it is important to acknowledge and address the inherent risks that may impact our charity's objectives. The nature of our contracts and grants and their short lifespan, regulatory changes and geopolitical instability could pose significant challenges to our financial stability and operational continuity. We recognise that these risks are dynamic, evolve over time and become more or less imminent, which requires us to remain agile in our risk management approach. Addressing our risk demands a strategic approach, vigilant monitoring and proactive mitigation measures, ensuring robust risk management frameworks are in place to safeguard our assets, uphold regulatory compliance, preserve integrity and trust.

The Board of Trustees delegates responsibility to the SLT and other staff for establishing systems, controls and procedures to eliminate or control significant risks. The Finance, Performance and Risk Committee (FPRC) is tasked with reviewing these procedures to ensure that the interests of the Board are protected. Issues relating to corporate governance remain the responsibility of the Board of Trustees and are overseen by the Company Secretary.

A central risk register, which is populated with input from all areas of the Trust, is maintained, updated and reviewed regularly. The top risks are highlighted to the Board of Trustees. Risk management and the risk register are an agenda item at each FPRC and SLT meetings.

The main strategic risks identified and the mitigating responses to manage these risks include:

Category	Strategic Risk identified	Actions to address risk
Operational	**Main provider of services with sub-contract arrangements/New contract Mobilisation**: • Inadequate mobilisation and project management plans, with a disconnect between method statements and delivery • Insufficient skills and resources dedicated to the service and failure to effectively manage new projects/service expansion • Requirement to manage the supply chain, ensuring performance and financial targets are met	The Trust develop comprehensive implementation plans and quality assurance processes with standardised template and project management tools, collaborating with our partners throughout the process; Dedicated implementation and projects leads; Regular meetings and contract reviews are held with partners and commissioners; legal and specialist advice is sought; requirement to continually improve upon practice and act on lessons learn.
Operational	**Fundraising and Business Development income generation falls, risking project and staff retention, expertise, resources and reputation.**	The Trust have: robust Fundraising and Business development planning including structures that support effective prospective research, funding pipelines, measure outputs including success/ROI/attrition rates, with Board oversight; moved towards a co-commissioned model for services delivery and diversifying funding portfolio to enable mixture of high, medium and low risk options; financial resilience, sustainability and performance are key agenda items.

Risk management (continued)

Category	Risk identified	Actions to address risk
External	**Government policy and Funding cuts** stemming from: • Economic pressures • New Government administration • Political shifts resulting in public funding cuts • Role/use of the voluntary sector instead of commercial businesses • Councils s144 (bankruptcy) risks increasing	The Trust maintains regular contact with key and potential funders and partnerships; continues to build and strengthen relationships with commissioners; ensures continued improvement and value for money of tender proposals; monitors proposed legal and regulatory changes, with assistance from external experts as required; reports on impact and monitors statistics and KPIs. We focus on high quality service delivery under our existing contracts and demonstrate value for money. We employ strong senior managers who are responsible for contracts' operational and financial performance, and ensure any performance issues are identified and addressed promptly.
External / Financial	**Key clients/contracts:** Dependency on income sources - specifically a significant loss of contribution, such as the loss of a major contract, or failure of a significant customer	The Trust continues to build on its reputation in the market for providing high-quality services and value for money; engages regularly with major customers, funders, local and central government to influence the provision of services needed; develops new services aligned to its mission and policy frameworks; collaborates with statutory and voluntary service providers to develop best-practice partnerships; monitors and reviews the duration of funding streams and actively acting to mitigate and replace funding streams; robust budgeting process; reports on impact and monitors statistics and KPIs. Reserves resilience is tested and monitored by the FPRC and the Board.
Legal & compliance	**Failure to meet legislative and regulatory requirements** *Including CQC, Health & Safety, Employment legislation, HMRC requirements, Pension regulations*	The Trust have many measures and controls in place to ensure compliance and safety, including having trained and supported personnel, effective recruitment and supervision, robust safeguarding and lone working practices, regular health and safety policy reviews, and frequent checks and schedules. The team possesses in-house tax knowledge and seeks external advice when necessary. Insurance against claims is in place, and operational controls ensure compliance with fundraising practices. Additionally, regular risk assessments are conducted, maintenance issues are addressed promptly, and frequent meetings with the CQC inspector are held. Mock inspections, internal and external audits, and regular legal and compliance training are also part of our comprehensive approach. The Estates committee regularly meet and discuss strategy, risks and operational issues to ensure our Estates are fit for the sustainable future.
Legal & compliance	**Failure to keep our clients, staff and volunteers safe**	There is inherent risk within this risk by the nature of our working, particularly front line workers and volunteers within our Community services. There is a strong culture of operational controls through procedures which are made available through the NetConsent software platform; a robust approach to compliance with those procedures including Safeguarding, Lone Working and Health and Safety Legislation; effective recruitment, staff training and supervision.
Operational	**People And Culture (including Health and Safety)**: the risk arises from our ability to attract, develop, retain and manage sufficient employees with necessary skills which could affect our ability to deliver high quality services for current and future contracts	We have several strategies in place, including strong recruitment and onboarding processes, regular line management meetings, personal development plans, staff awareness of both financial and non-financial benefits, salary benchmarking, National Living Wage certified. We have comprehensive support for the wellbeing of our colleagues, and perform regular engagement surveys monitor sickness and attrition, and we established a People and Culture Committee with Board representation and employees across the Trust.

Internal controls

The Trustees confirm that internal control procedures are in place to provide reasonable, but not absolute, assurance against material misstatement or loss. These procedures include:

- a comprehensive system of business planning and annual budgets, which are approved by the Trustees,
- quarterly financial performance reporting including monitoring of performance against budget,
- monitoring of operational performance against targets, including Trustees taking an active interest in operational delivery and seeking feedback directly from the charity's staff; and
- Trustees reviewing controls through discussion with management.

Fundraising Statement

Donors to The Nelson Trust can be assured that the charity complies with the Regulatory Standards for Fundraising.

The charity is registered with the Fundraising Regulator and is committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

This statement covers the requirements that charities must follow as set out in the Charities Act 2016.

It cost over £11m to provide our charitable activities in 2024/25 (2023/24: £8.4m). We raised over £460k through fundraising events, activities and donations.

Further information on our income is included in the notes to the financial statements.

In our 40th anniversary year we have increased the number of events to celebrate having the privilege of walking alongside thousands of men and women on their journey to long-term recovery, offering not just support, but hope, dignity, and a sense of belonging.

Our Fundraising activities include a calendar of well attended and high-profile events, individual donations, major gifts, and grants. A small Fundraising team is employed by The Nelson Trust, and we are fortunate to benefit from the work of Volunteer Fundraising Committees. The charity does not use external fundraisers.

The Trust will only contact people who have expressed their specific consent to receiving communications from us, and will not contact those who have withdrawn their consent. We are ISO27001 accredited, and, as part of other processes to ensure that we keep data secure, quarterly internal audits are undertaken; within the scope of these is our compliance with the General Data Protection Regulations. As part of the compliance audits, we ensure that we act in accordance with people's consent.

The Trust's policy sets out that donations from vulnerable persons will not be accepted.

No complaints have been received about fundraising activity during the year and all fundraising activities have met the Fundraising Regulator's standards throughout the year.

Going concern

The Trustees have considered the going concern position of the charity, particularly having regard to the strength of the charity's asset base and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The Trustees are mindful of the current uncertainty regarding future levels of Government spending as a result of recent financial announcements and anticipation of future trends.

Currently, it is not possible to predict the impact of any such reductions upon The Nelson Trust's future income, however the charity's income from both Local and Central Government sources is diverse in terms of both the commissioning departments and geographical locations.

RELATIONSHIPS WITH CONNECTED PARTIES

The charity has had no financial transactions with connected parties with the exception of those transactions disclosed in note 28.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution.

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

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

AUDITORS

The auditors, Sumer Auditco Limited, will be proposed for re-appointment at the forthcoming Board of Trustees Meeting.

The Trustees' Report was approved by the Board of Trustees, as the company directors and signed on the Board's behalf by:

Dame Julie Lydon
Chair of the Board of Trustees

The Nelson Trust

Date: 17 October 2025

Report of the Independent Auditor's to the Members of The Nelson Trust

Opinion

We have audited the financial statements of The Nelson Trust (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).
In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the provision of residential and community-based addiction treatment, we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission, health and safety, food safety, employment law, Companies Act 2006 and Charity Law, and we considered the extent to which non-compliance might have a material effect on the financial statements of the charity. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Statement of Recommended Practice and Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, management override, and management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation policy, valuation of debtors and accounting for multi year grants. Audit procedures performed by the audit engagement team included:

- discussions with management and Trustees, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- understanding and review of management's internal controls designed to prevent and detect irregularities, and fraud;
- review of the minutes of the Trustees meetings;
- designing audit procedures to incorporate unpredictability;
- performing analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud;
- review of the financial statements disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of the Trustees and third-party advisors about actual and potential litigation and claims;
- testing transactions entered into outside of the normal course of the charity's business;
- identifying and testing journal entries, in particular any journal entries with fraud characteristics;
- reviewing accounting estimates for management bias; and
- designing audit procedures over the timing of grant income.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and the transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Independent Auditor's Report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Westwood (Senior Statutory Auditor)
for and on behalf of Sumer Auditco Limited
Statutory Auditor
Chartered Accountants
Hermes House
Fire Fly Avenue
Swindon
Wiltshire
SN2 2GA

Date: 17 October 2025

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

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	2025 Total funds £	2024 Total funds £
Income and Endowments from:						
Voluntary sources						
Donations and legacies	3	232,735	227,500	-	460,235	261,734
Charitable activities	4					
Residential Services		1,880,072	5,000	-	1,885,072	1,728,449
Women's Community Services		7,306,730	2,791,073	-	10,097,803	5,767,232
Hub Community Recovery		711,149	10,000	-	721,149	469,606
Other trading activities	5	210,765	-	-	210,765	125,590
Bank interest received		83,052	2,092	-	85,144	88,717
Total income and endowments		10,424,503	3,035,665	-	13,460,168	8,441,328
Expenditure on:						
Raising funds	6	205,121	-	-	205,121	200,063
Charitable activities	7					
Residential Services		1,871,606	-	-	1,871,606	1,929,570
Women's Community Services		6,972,207	1,392,078	-	8,364,285	5,876,893
Hub Community Recovery		833,148	-	-	833,148	621,846
Total expenditure		10,092,082	1,182,078	-	11,274,160	8,628,372
Net (losses)/gains on investments		-	-	535	535	(1,444)
Net income/(expenditure)	9	**542,421**	**1,643,587**	**535**	**2,186,543**	**(188,488)**
Transfers between funds		1,481,692	(1,481,692)	-	-	-
Net movement in funds		**2,024,113**	**161,895**	**535**	**2,186,543**	**(188,488)**
Total funds brought forward		5,507,922	3,282,452	37,923	8,828,297	9,016,785
Total funds carried forward	24	**7,532,035**	**3,444,347**	**38,458**	**11,014,840**	**8,828,297**

The notes form part of these financial statements

THE NELSON TRUST (COMPANY NO. 03211815)
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
FIXED ASSETS			
Tangible assets	14	4,925,726	5,028,350
Investments	15	38,458	37,923
		4,964,184	5,066,273
CURRENT ASSETS			
Stocks	16	-	1,211
Debtors	17	3,869,920	1,736,501
Cash at bank and in hand		3,858,979	3,416,026
		7,728,899	5,153,738
CREDITORS			
Amounts falling due within one year	18	(1,570,946)	(1,270,921)
NET CURRENT ASSETS		6,157,953	3,882,817
TOTAL ASSETS LESS CURRENT LIABILITIES		11,122,137	8,949,090
CREDITORS			
Amounts falling due after more than one year	19	(107,297)	(120,793)
NET ASSETS		**11,014,840**	**8,828,297**
FUNDS	24		
Unrestricted funds:			
General fund		1,721,100	756,893
Designated Fund – Future property investment, future spend on maintaining the condition of owned properties and strategic development of the charity		1,156,051	1,007,300
Designated Fund - Fixed Assets Funds		4,654,884	3,743,729
		7,532,035	5,507,922
Restricted funds		3,444,347	3,282,452
Endowment funds		38,458	37,923
TOTAL FUNDS		**11,014,840**	**8,828,297**

The financial statements were approved by the Board of Trustees and authorised for issue on 17 October 2025 and were signed on its behalf by:

J Lydon - Trustee JE Lydon

The notes form part of these financial statements

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	560,738	77,307
Interest paid		(6,664)	(11,175)
Net cash provided by operating activities		554,074	66,132
Cash flows from investing activities			
Purchase of tangible fixed assets		(186,366)	(878,966)
Disposal proceeds from sale of fixed assets		3,003	-
Net cash used in investing activities		370,711	(812,834)
Cash flows from financing activities			
Loan repayments in year		(12,902)	(12,343)
Bank interest and investment income		85,144	88,717
Net cash used in financing activities		72,242	76,374
Change in cash and cash equivalents in the year		442,953	(736,460)
Cash and cash equivalents at the start of the year		3,416,026	4,152,486
Cash and cash equivalents at the end of the year		**3,858,979**	**3,416,026**

The notes form part of these financial statements

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	2,186,543	(188,488)
Adjustments for:		
Depreciation charges	287,321	205,349
Profit on disposal of fixed assets	(1,334)	-
(Gain)/loss on investments	(535)	1,444
Interest paid	6,664	11,175
Bank interest and investment income	(85,144)	(88,717)
Decrease in stock	1,211	-
(Increase)/decrease in debtors	(2,133,419)	184,269
Increase/(decrease) in creditors	299,431	(647,725)
Net cash provided by operations	560,738	77,307

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 2024 £	Cash flow £	At 31 March 2025 £
Net cash			
Cash at bank and in hand	3,416,026	442,953	3,858,979
	3,416,026	442,953	3,858,979
Debt			
Debts falling due within 1 year	(12,901)	(594)	(13,495)
Debts falling due after 1 year	(120,793)	13,496	(107,297)
	(133,694)	12,902	(120,792)
Total	3,282,332	455,854	3,738,186

1. CHARITY INFORMATION

The Nelson Trust is incorporated in the United Kingdom as a company limited by guarantee with Companies House (registered number 03211815) and has no share capital. The liability of the charity's members is set out in note 2 below. The Nelson Trust is also registered with the Charity Commission (registered number 1056672). The address of its registered office is Nelson House, Brimscombe Hill, Brimscombe, Stroud, Gloucestershire, GL5 2QP.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Going concern basis of accounting

The Trustees assess whether the use of going concern in preparing the financial statements is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern. In making this assessment, the Trustees have reviewed the balance sheet, the likely future cash flows of the charity and have considered the funds available at this point in time.

Liability of the members of the charity

The members of the charity undertake to contribute such amount as may be required, up to £10 from each member to the charity's assets in the event that the charity is wound up.

Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where material judgements and estimates have been made include:

- Useful economic lives of tangible fixed assets - Annual depreciation charges for the tangible fixed assets are sensitive to changes in their estimated useful economic lives and residual values. Useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.
- Impairment of debtors - The charity makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile and historical experience.
- Income recognition of multi-year grants of restricted funds - The full value of multi-year grants of restricted funds have been included in the year in which they are awarded where there are no substantive criteria which the charity believes prevents it from having entitlement to the funds, where receipt is deemed to be probable and where the amounts receivable can be clearly measured.

2. ACCOUNTING POLICIES - continued

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Donations are recognised when received unless amounts receivable can be determined with reasonable accuracy.

Income within our Hub Community Recovery activities is recognised when it falls due.

Income from grants (including government grants), where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Charitable activities include all costs directly relating to the objectives of the charity including costs involved in supporting that work. Specifically:

- Residential Services costs include the staff, premises and infrastructure costs for our residential treatment and resettlement properties. Client specific costs such as provision of food and the cost of delivering education, training and employment programmes are also included.
- Women's Community Services costs include the staff, premises and infrastructure costs for our women's centres in Gloucester, Swindon, Somerset, Bristol and Cardiff and Swansea.
- Hub Community Recovery costs include the staff, catering supplies, premises and infrastructure costs for the Clean Plate in Gloucester, the Hub Maintains and the Hub Academy in Stroud, and the Sober Parrot in Cheltenham.

Irrecoverable VAT is charged as a cost against the activity to which the associated expenditure relates.

Tangible fixed assets

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

Freehold property and long leasehold property	- 2% - 33% on straight line basis
Improvements to property	- 2% - 33% on straight line basis
Furniture, fittings and equipment	- 25% on straight line basis
Motor vehicles	- 25% on straight line basis
Computer equipment	- 33% on straight line basis

2. ACCOUNTING POLICIES - continued

Investments
Investments are stated at market value at the balance sheet date. The Statement of Financial Activities (SOFA) includes the net gains and losses arising on revaluations and disposals throughout the year.

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

Cash and cash equivalents
Cash is represented by cash in hand and bank deposits accessible within 90 days, held at UK financial institutions.

Creditors
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

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. Bank loans are measured at amortised cost. Investments are valued at market value as at the balance sheet date.

Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the term of the lease.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

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

Permanent endowment funds are an investment in an investment fund which transferred to the charity in 2016. Only the income, not the capital, of this donation can be spent.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charity admits employees to a defined contribution scheme. Contributions to that scheme are charged to the statement of financial activities as they become payable in accordance with the rules of the schemes. The charity does not operate a defined benefit scheme.

Where an employee's salary is funded by Restricted Funds, that funding also covers the pension contribution for that employee.

3. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations towards the establishment of our women's centre in Bristol	-	68,748
Donations towards the refurbishment of the Swindon Women's Centre	227,500	-
Donations - other	232,735	192,986
	460,235	261,743

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2025	2024
		£	£
Residential services	Residential Services	1,885,072	1,728,449
Women's Community services	Women's Community Services	10,097,803	5,767,232
Hub Community recovery, including capital grants	Hub Community Recovery	721,149	469,606
		12,704,024	7,965,287

5. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Property income	27,713	7,500
Fundraising events	183,052	118,090
	210,765	125,590

6. RAISING FUNDS COSTS

Raising donations and legacies

	2025	2024
	£	£
Staff costs	131,407	118,740
Direct costs	56,765	64,722
Depreciation	439	1,296
Support costs (see note 7)	16,510	15,305
	205,121	200,063

7. CHARITABLE ACTIVITIES COSTS

	Other direct costs	Direct staff costs	Total direct costs	Support costs (see note 8)	**2025 Total**	2024 Total
	£	£	£	£	**£**	£
Residential Services	529,509	1,309,077	1,838,586	33,020	**1,871,606**	1,929,570
Women's Community Services	2,105,941	5,994,183	8,100,124	264,161	**8,364,285**	5,876,893
Hub Community Recovery	290,542	526,096	816,638	16,510	**833,148**	621,846
	2,925,992	7,829,356	10,755,348	313,691	**11,069,039**	8,428,309

Costs are allocated to operating activities by reference to factors reflecting the underlying activity levels for financial, central management, HR, IT and business development costs.

8. SUPPORT COSTS

Analysis of support costs

	2025	2024
	£	£
IT and office costs	243,458	205,523
Legal and professional costs including audit cost, recruitment and training	36,030	40,124
Other costs, including marketing and website costs, membership of sector bodies and regulatory costs	40,361	44,110
Financing costs	10,352	16,350
	330,201	306,107

Governance costs included within the above total £32,342 (2024: £47,519).

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Auditors' remuneration	21,120	17,000
Depreciation - owned assets	287,321	205,349
Operating lease rentals - plant and machinery	10,958	13,542
Operating lease rentals - land and buildings	145,921	125,771
Bank loan interest payable	6,664	11,175
Bank interest and investment income received	(85,144)	(88,717)

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses
There was a payment of £146 (2024 £Nil) in respect of trustees' expenses for the year ended 31 March 2025.

11. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	6,430,780	5,345,519
Social security costs	555,502	437,250
Other pension costs	366,427	318,805
	7,352,709	6,101,574

Included within wages and salaries were redundancy costs of £9,116 and termination costs of £18,667 (2024: redundancy costs £8,000). These amounts relate to agreements made with employees to end employment contracts, none of which was outstanding at the year end.

The average monthly number of employees during the year was as follows:

	2025	2024
Residential & Women's Community Services	215	198
Support, including fundraising	42	29
Hub Community Recovery	16	12
	273	239

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
£60,001 - £70,000	2	1
£70,001 - £80,000	1	1

In the year contributions of £34,980 (2024: £34,980) were made in respect of the highest-paid employee into a personal defined contribution pension arrangement.

The average number of full-time equivalent employees ("FTE") analysed by function was:

	2025	2024
Residential and Women's Community Services	187	167
Support, including fundraising and business development	38	26
Hub Community Recovery	12	9
	237	202

Key management personnel
The remuneration of the key management personnel (including gross pay, employers' national insurance and employers pension contributions) was £462,763 (2024: £426,299).

Key management personnel are listed on page 1 of these financial statements and comprised an average of 5.7 full time equivalent employees in the year (2024: 5.7 FTE).

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds £
Income and Endowments from:				
Donations and legacies	234,734	27,000	-	261,734
Charitable activities				
Residential Services	1,723,254	5,195	-	1,728,449
Women's Community Services	4,833,300	933,932	-	5,767,232
Hub Community Recovery	452,606	17,000	-	469,606
Other trading activities	125,590	-	-	125,590
Bank Interest Received	88,717	-	-	88,717
Total income and endowments	7,458,201	983,127	-	8,441,328
Expenditure on				
Raising funds	200,063	-	-	200,063
Charitable activities:				
Residential Services	1,929,570	-	-	1,929,570
Women's Community Services	4,132,511	1,744,382	-	5,876,893
Hub Community Recovery	590,309	31,557	-	621,846
Total expenditure	6,853,453	1,775,839	-	8,628,372
Net gains on investments	-	-	(1,444)	(1,444)
Net income/(expenditure)	605,748	(792,792)	(1,444)	(188,488)
Reconciliation of funds				
Total funds brought forward	4,902,174	4,075,244	39,367	9,016,785
Total funds carried forward	5,507,922	3,282,452	37,923	8,828,297

13. GOVERNMENT GRANTS

Included within income are Government grants totalling £1,809,716 (2024: £2,151,781) comprising:

	2025	2024
	£	£
Police and Crime Commissioners (Gloucestershire, Wiltshire & Avon & Somerset)	337,398	413,454
Local Government grants	495,926	501,401
National Health Service grants	976,392	959,430
Ministry of Justice	-	277,496
	1,809,716	2,151,781

The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset, South Wales and Gloucestershire Clinical Commissioning Group, have provided grants to deliver support services to women with multiple and complex needs. This group of clients includes street sex-working women and women who find it difficult to engage with statutory services because of rural isolation.

The Police and Crime Commissioner in Avon & Somerset has provided a grant to assess a Whole System Approach to delivering support services to women with multiple and complex needs.

The Police and Crime Commissioner for Gwent has provided a capital grant for the development of a women's centre in Swansea and the Police and Crime Commissioner for Dyfed/Powys has provided a capital grant for the development of women's services in Carmarthen

Somerset County Council has provided grants to deliver support services to women with multiple and complex needs. Swindon Borough Council has provided a grant to provide a sheltered accommodation in Swindon for women who have suffered domestic abuse.

The Gloucestershire Clinical Commissioning Group and Avon and Wiltshire Mental Health Partnership have provided grants to deliver support services to women who are encountering Perinatal and Infant mental health problems.

In both 2024/25 and 2023/24 the Ministry of Justice have provided a grant to fund core costs to enable us to sustain, improve and further develop existing quality support to women in contact with or at risk of encountering the criminal justice system.

There are no unfulfilled conditions or other contingencies attaching to these grants and the charity has not directly benefited from any other forms of government assistance.

14. TANGIBLE FIXED ASSETS

	Freehold property and long leasehold property £	Improvements to property £	Furniture, fittings and equipment £
COST			
At 1 April 2024	4,346,560	1,386,845	405,440
Additions	-	99,651	38,823
Disposals	-	(3,003)	-
At 31 March 2025	4,346,560	1,483,493	444,263
DEPRECIATION			
At 1 April 2024	651,804	333,379	309,265
Charge for year	82,763	66,701	36,900
Disposals	-	(1,334)	-
At 31 March 2025	734,567	398,746	346,165
NET BOOK VALUE			
At 31 March 2025	3,611,993	1,084,747	98,098
At 31 March 2024	3,694,756	1,053,466	96,175

	Motor vehicles £	Computer equipment £	**Totals £**
COST			
At 1 April 2024	46,072	549,513	**6,734,430**
Additions	21,272	26,620	**186,366**
Disposals	-	-	**(3,003)**
At 31 March 2025	67,344	576,133	**6,917,793**
DEPRECIATION			
At 1 April 2024	46,072	365,560	**1,706,080**
Charge for year	4,432	96,525	**287,321**
Disposals	-	-	**(1,334)**
At 31 March 2025	50,504	462,085	**1,992,067**
NET BOOK VALUE			
At 31 March 2025	16,840	114,048	**4,925,726**
At 31 March 2024	-	183,953	**5,028,350**

Included in cost of land and buildings is freehold land of £297,925 (2024: £297,925) which is not depreciated.

15. FIXED ASSET INVESTMENTS

	£
MARKET VALUE	
At 1 April 2024	37,923
Revaluations	535
At 31 March 2025	38,458
NET BOOK VALUE	
At 31 March 2025	38,458
At 31 March 2024	37,923

There were no investment assets outside the UK.

Investments are 36,637.49 units invested in the COIF Charities Property Fund (2024: 36,637.49).

At 31 March 2025 unit bid price was 104.97 pence (2024: 103.51 pence). The fund has been revalued to reflect this increase.

The investments are the assets that underlie the Permanent Endowment Fund.

16. STOCKS

	2025	2024
	£	£
Goods held for Resale - Food and Non-Alcoholic Beverages	-	1,211

17. DEBTORS

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	951,014	891,572
Other debtors	1,588,790	460,549
Prepayments and accrued income	505,152	384,380
	3,044,956	1,736,501
Amounts falling due after more than one year:		
Other debtors	824,964	-
Aggregate amounts	3,869,920	1,736,501

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Bank loans and overdrafts (see note 20)	13,495	12,901
Trade creditors	149,942	88,598
Social security and other taxes	260,311	106,772
Other creditors	116,106	111,043
Accruals and deferred income	1,031,092	951,607
	1,570,946	1,270,921

Deferred income represents income received in advance of project delivery and totals £821,721 as at 31 March 2025 (2024: £735,084).

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£	£
Bank loans (see note 20)	107,297	120,793

20. LOANS

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Bank loans	13,495	12,901
Amounts falling between one and two years:		
Bank loans - 1-2 years	14,105	13,495
Amounts falling due between two and five years:		
Bank loans - 2-5 years	46,337	44,296
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 years by instalment	46,855	63,002

21. SECURED DEBTS

The following secured debts are included within creditors:

	2025	2024
	£	£
Bank loans	120,792	133,694

During the year there was one bank loan (2024: one).

The loan is repayable with interest paid at a fixed rate. At 31 March 2025, the balance of the loan was £120,792 (2024: £133,694). The loan bears interest at 4.54% and is repayable by November 2032.

As at 31 March 2025 the loan was secured on 1 Brunswick Square, Gloucester.

22. LEASING AGREEMENTS

At 31 March, the charity had the following total minimum lease payments under operating leases:

	Equipment		Land and Buildings	
	2025	2024	2025	2024
	£	£	£	£
Within one year	7,030	10,958	161,506	140,521
Between one to five years	7,203	15,801	115,132	235,318
In more than five years	-	-	-	-

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment fund	**Total funds**
	£	£	£	**£**
As at 31 March 2025:				
Fixed assets	4,775,676	150,050	-	**4,925,726**
Investments	-	-	38,458	**38,458**
Current assets	4,434,602	3,294,297	-	**7,728,899**
Current liabilities	(1,570,946)	-	-	**(1,570,946)**
Long term liabilities	(107,297)	-	-	**(107,297)**
	7,532,035	3,444,347	38,458	**11,014,840**
As at 31 March 2024:				
Fixed assets	3,877,423	1,150,927	-	**5,028,350**
Investments	-	-	37,923	**37,923**
Current assets	3,022,213	2,131,525	-	**5,153,738**
Current liabilities	(1,270,921)	-	-	**(1,270,921)**
Long term liabilities	(120,793)	-	-	**(120,793)**
	5,507,922	3,282,452	37,923	**8,828,297**

24. MOVEMENT IN FUNDS

	At 1 April 2024	Net movement In funds	At 31 March 2025
	£	£	£
Unrestricted funds			
General fund	756,893	964,207	1,721,100
Designated Fund – future property investment, maintenance and strategic development	1,007,300	148,751	1,156,051
Designated Fund - Fixed Assets Funds	3,743,729	911,155	4,654,884
	5,507,922	**2,024,113**	**7,532,035**
Restricted funds			
Women's Community Services	1,291,123	1,403,961	2,695,084
Funding for the purchase and start up of our women's centre in Bridgewater	153,473	(3,423)	150,050
Funding to finance refurbishment of our women's centre in Swindon	-	227,500	227,500
Funding for the development of services and the establishment of a women's centre in Bristol	631,084	(403,978)	227,106
Capital funding for the delivery of our Hub Community Recovery activities	1,017,239	(999,008)	18,231
Residential services	7,500	5,000	12,500
Funding for the set up of our women's centre in Cardiff	168,533	(54,657)	113,876
Core cost funding	13,500	(13,500)	-
	3,282,452	**161,895**	**3,444,347**
Endowment funds			
Fund to finance training and hardship support to those in the criminal justice system	**37,923**	**535**	**38,458**
TOTAL FUNDS	**8,828,297**	**2,186,543**	**11,014,840**

24. MOVEMENT IN FUNDS - continued

The movement in funds in the year ended 31 March 2025 were as follows:

	Incoming resources £	Resources expended £	Gain/Loss and transfers £	Movement in funds £
Unrestricted funds				
General fund	10,424,503	(9,882,082)	421,786	964,207
Designated Fund – future property investment, maintenance and strategic development	-	-	148,751	148,751
Designated Fund - Fixed Assets Funds	-	-	911,155	911,155
	10,424,503	(9,882,082)	1,481,692	2,024,113
Restricted funds				
Women's Community Services	2,793,165	(1,182,625)	(206,579)	1,403,961
Funding for the purchase and start up of our women's centre in Bridgewater	-	(3,423)	-	(3,423)
Funding to finance refurbishment of our women's centre in Swindon	227,500	-	-	227,500
Funding for the development of services and the establishment of a women's centre in Bristol	-	(126,319)	(277,659)	(403,978)
Capital funding for the delivery of our Hub Community Recovery activities	10,000	(11,554)	(997,454)	(999,008)
Residential services	5,000	-	-	5,000
Funding for the set up of our women's centre in Cardiff	-	(54,657)	-	(54,657)
Core cost funding	-	(13,500)	-	(13,500)
	3,035,665	(1,392,078)	(1,481,692)	161,895
Endowment funds				
Fund to finance training and hardship support to those in the criminal justice system.	-	-	535	535
TOTAL FUNDS	13,460,168	(11,274,160)	535	2,186,543

24. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1 April 2023	Net movement In funds	At 31 March 2024
	£	£	£
Unrestricted funds			
General fund	843,428	(86,535)	756,893
Designated Fund – future property investment, maintenance and strategic development	1,059,460	(52,160)	1,007,300
Designated Fund - Fixed Assets Funds	2,999,286	744,443	3,743,729
	4,902,174	**605,748**	**5,507,922**
Restricted funds			
Women's Community Services	1,742,588	(451,465)	1,291,123
Funding for the purchase and start up of our women's centre in Bridgewater	157,030	(3,557)	153,473
Funding for the development of services and the establishment of a women's centre in Bristol	873,200	(242,116)	631,084
Capital funding for the delivery of our Hub Community Recovery activities	1,042,235	(24,996)	1,017,239
Residential services	10,000	(2,500)	7,500
Funding for the set up of our women's centre in Cardiff	223,191	(54,658)	168,533
Core cost funding	27,000	(13,500)	13,500
	4,075,244	**(792,792)**	**3,282,452**
Endowment funds			
Fund to finance training and hardship support to those in the criminal justice system	**39,367**	**(1,444)**	**37,923**
TOTAL FUNDS	**8,146,739**	**(188,488)**	**8,828,297**

24. MOVEMENT IN FUNDS - continued

The movement in funds in the year ended 31 March 2024 was as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	7,458,201	(6,852,453)	(692,283)	(86,535)
Designated Fund – future property investment, maintenance and strategic development	-	-	(52,160)	(52,160)
Designated Fund - Fixed Assets Funds	-	-	744,443	744,443
	7,458,201	(6,852,453)	-	605,748
Restricted funds				
Women's Community Services	865,184	(1,316,649)	-	(451,465)
Funding for the purchase and start up of our women's centre in Bridgewater	-	(3,557)	-	(3,557)
Funding for the development of services and the establishment of a women's centre in Bristol	68,748	(310,864)	-	(242,116)
Capital funding for the delivery of our Hub Community Recovery activities	17,000	(41,996)	-	(24,996)
Residential services	5,195	(7,695)	-	(2,500)
Funding for the set up of our women's centre in Cardiff	-	(54,658)	-	(54,658)
Core cost funding	27,000	(40,500)	-	(13,500)
	983,127	(1,775,919)	-	(792,792)
Endowment funds				
Fund to finance training and hardship support to those in the criminal justice system.	-	-	(1,444)	(1,444)
TOTAL FUNDS	8,441,328	(8,628,372)	(1,444)	(188,488)

Permanent Endowment Fund

The purpose of the fund is to make small grants to individuals within the criminal justice system to offer relief from poverty, to help provide assistance with education and other charitable purposes. The charity maintains the capital of the fund and make grants from the investment income of the fund.

The income that we receive from the fund, and the grants that we make are accounted for within restricted funds.

24. MOVEMENT IN FUNDS - continued

Restricted funds

Significant movements in individual funds during the year were:

	At 1 April 2024 £	Incoming resources £	Resources expended £	At 31 March 2025 £
Establishment of Bridgwater women's centre	153,473	-	(3,423)	150,050
Development of our services to provide support to the women of Bristol and the establishment of our women's centre in Bristol	631,084	-	(403,978)	227,106
Establishment of Cardiff women's centre – funded by Welsh Government	168,533	-	(54,657)	113,876
Hinkley Point C Community Fund	71,953	-	(49,238)	22,715
National Lottery Community Fund -RC South West Region - "Empowering Change Somerset"	66,883	498,000	(142,090)	422,793
National Lottery Community Fund - RC South West Region -"Sex Worker Outreach Project"	72,376	-	(54,027)	18,349
Funding for the redevelopment of the Swindon women's centre	-	587,500	-	587,500
Gloucestershire mentoring programme - funded by CHK Foundation	7,910	40,000	(47,910)	-
Jabbs – WRNA and Enhanced Case Management		1,169,439		1,169,439
Julia Rausing Trust – Family Support	-	375,000	(52,083)	322,917
Core cost funding	300,000	-	(300,000)	-
Capital Funding to enable the delivery of our Hub Community Recovery activities	997,454	-	(997,454)	-

The following work was performed during the year from grants and donations either received or receivable:

Women's Community Services

- Bristol Community Health CIC to enable us to develop our services to provide support to the women of Bristol and establish a women's centre in Bristol.
- The Welsh Government to establish a women's centre in Cardiff.
- Hinkley Point C Community Fund to enable us to provide services to increase the safety of women and girls in Somerset.
- The National Lottery Community Fund "Women and Girls Initiative" to help fund the Promoting Change programmes in Somerset.
- The National Lottery Community Fund and Gloucestershire County Council to improve the life chances of street-working women in Gloucestershire and Wiltshire.
- The CHK Foundation to provide mentoring services in Gloucestershire.
- Gloucestershire NHS Clinical Commissioning Group to help fund the Promoting Change programmes in Gloucestershire.
- Ministry of Justice provided core cost funding to facilitate the improvement in the scope and range of services provided throughout the Women's Community Services.

24. MOVEMENT IN FUNDS - continued

Hub Community Recovery Activities

- Stroud District Council to help fund education, employment and volunteer programmes for the benefit of the recovery community.
- Public Health England and Gloucestershire Environmental Trust to help fund our Hub Community Recovery activities.
- During the year restricted funds totalling £997,454 in respect of the above were transferred to Designated Funds – Fixed Assets Fund after the requirements of the funding had been satisfied.

Designated Funds - Fixed Asset Funds

The charity has significant investment in its buildings and other fixed assets. Fixed assets have been funded from general reserves, and from borrowings. The cash expended on such assets is not available for expenditure on future charitable objectives, consequently the trustees have agreed that the amount of £4,654,884 should be designated towards the future depreciation costs of these assets.

Transfers arise from fixed asset movements, including purchases, disposals and depreciation costs.

Designated Funds - Future property investment, property maintenance and strategic development

During 2024 the Trustees formally approved an additional designated fund towards future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities. At the year end the balance remaining is £1,156,051.

25. EMPLOYEE BENEFIT OBLIGATIONS

The charity operates a defined contribution pension scheme. The costs for the period was £366,427 (2024: £318,805). Contributions totalling £38,220 (2024: £33,240) were outstanding at the balance sheet date.

26. CONTINGENT LIABILITIES

In 2018/19 the charity received £172,000 of grant funding towards the purchase of our Bridgwater women's centre which is potentially repayable if the centre is not operated as a women's centre until January 2029. The Trustees anticipate that the Bridgwater women's centre will be used as a women's centre until that date.

In 2021/22 the charity received £273,295 of grant funding towards the establishment of our Cardiff women's centre which is potentially repayable if the centre is not operated as a women's centre until March 2027. In April 2022 the charity leased a property to act as its women's centre in Cardiff under a five-year lease. The lease contains a break clause option. If the charity exercises that break clause option, then the time-apportioned amount of the grant funding, which is pro rata to the end of the five-year period would be repayable. The break clause was extended but has not been exercised.

27. CAPITAL COMMITMENTS

There were no capital commitments at 31 March 2025.

28. RELATED PARTY DISCLOSURES

The charity receives donations from related parties. In the year ended 31 March 2025 these amounted to under 1% of its total income (2024: under 1% of total income).

During the year, Somerset Community Foundation made grants totalling £41,000 to the charity (2024: £2,500). One of our Trustees, Justin Sargent, is a member of the key management personnel of Somerset Community Foundation. Justin did not participate in the decision by Somerset Community Foundation to make these grants to the charity.

During the previous year Bristol Community Health ('BCH'), a Community Interest Company, made a donation to the charity, towards the establishment of its women's centre in Bristol, of £68,748 following a decision made by BCH's Board in March 2020 to distribute BCH's reserves by donations. No funds were received in the year ended 31 March 2025.

Two members of the Board of BCH, who served until July 2020, were connected to the charity. One of our Trustees, Rhona MacDonald, was a member of the BCH Board. Aileen Fraser, who is married to the charity's Chief Executive Officer John Trolan, was also a member of the BCH Board. These relationships facilitated the introduction of the charity's senior leadership team to the BCH Board.

The charity is not required to disclose any other related party transactions during either the year ended 31 March 2025 or the previous year.

29. FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	2025	2024
	£	£
Financial assets		
Measured at market value		
- Investments	38,448	37,923
Measured at undiscounted amount receivable		
- Trade and other debtors and accrued income	3,869,920	1,736,501
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors	1,570,946	1,258,020
- Bank loans	120,962	133,964
	1,691,908	1,391,714

THE NELSON TRUST

England & Wales - Charity number 1056672

Accounts

Company Number 03211815
Registered Charity Number 1056672

THE NELSON TRUST

(Limited by guarantee with no share capital)

REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2024

THE NELSON TRUST

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THE NELSON TRUST
CHARITY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2024

THE NELSON TRUST

PRESIDENT
Rt Revd Rachel Treweek, Bishop of Gloucester

VICE PRESIDENTS
The Hon. Hugh Tollemache
The Hon. Mrs Rosie Tollemache
Sue Mountstevens
Annie Maw CVO

TRUSTEES
Dame Janet Trotter DBE, CVO (Chair)
John Bensted (until 2 February 2024)
Catherine Connor
Jo Daubeney
Dame Julie Lydon DBE
Rhona MacDonald
Naina Mandleker
James Murray
Justin Sargent
Demelza Stamp
James Tabor QC
Claire Wynne Hughes (until 19 July 2024)
Kirsty Batten (from 19 July 2024)
Tina Gabb (from 19 July 2024)
Jason Kew (from 19 July 2024)
Julie Sharma (from 19 July 2024)

CHIEF EXECUTIVE OFFICER
John Trolan

COMPANY SECRETARY
Louise Temple

SENIOR LEADERSHIP TEAM
John Trolan – Chief Executive Officer
Ranja Abbott – Director of Finance and Assurance
Kirsty Day – Director of Recovery Services
Niki Gould - Director of Women's Community Services
Christina Line – Chief Operating Officer
Louise Temple – Director of HR

REGISTERED AND PRINCIPAL OFFICE	Nelson House Brimscombe Hill Brimscombe Stroud Gloucestershire GL5 2QP	**PRINCIPAL BANKERS**	Lloyds Bank PLC 12 Rowcroft Stroud Gloucestershire GL5 3BD
SOLICITORS	Willans LLP 28 Imperial Square Cheltenham Gloucestershire GL50 1RH	**INDEPENDENT AUDITOR**	Sumer Auditco Limited Hermes House Fire Fly Avenue Swindon SN2 2GA
WEBSITE	www.nelsontrust.com		@TheNelsonTrust

As Chair of the Board of Trustees throughout 2023/24 I am delighted to present this Report.

My role is to help the Trust build upon its solid foundations and enable it to do more of what it does so well. Alongside delivering services to an increasing number of clients the charity has made significant progress against its Strategic Objectives. That progress was essential for the charity to be able to sustain its activities and its continued delivery of its services. There are further details of this within the Trustees' Report.

At the Nelson Trust we aspire to be the best at what we do. We exist to support people to overcome multiple disadvantages and deprivation including addiction, trauma and abuse, health and family issues and frequent contact with the Criminal Justice System. We know anyone can change if given the opportunity of the right support at the right time. We also know that we can change organisationally, and that we can improve how we work by focusing on our existing strengths and qualities. Our 2021-25 Strategy articulated how we would increase the number of people we support and how we would get even better at what we do by delivering a whole system approach across local partnerships and multi-agency forums. Working together we can increasingly achieve outcomes that dismantle the intergenerational cycle of trauma, abuse and disadvantage. We are needed as never before, and our greatest assets, the skill and versatility of our staff and volunteers and the loyalty of our supporters, is awe-inspiring.

During the year, we completed the purchase of a building in central Bristol to enable us further to enhance our delivery of Women's Services. The Centre has been significantly refurbished and services have been delivered from it during the latter part of the year: a formal opening event will take place in 2024/25. Looking to the future, we are proud to have been successful in a number of tenders to increase our reach across the rehabilitation community and across our women's services. The delivery of these services brings further opportunities for collaboration and partnership, and will enable us to open further women's centres, particularly in Wales.

The immediate future will continue to present challenges. A new government can bring opportunities for new funding priorities and initiatives, but it also introduces risks due to potential changes in funding levels, policies and support for charitable activities. If those reductions do materialise, it is likely that there will be an increased need for the charity's services at a time when the charity experiences reduced income. The team at The Nelson Trust is well-equipped to respond to those challenges and will continue to provide support to vulnerable people.

I am honoured to have been Chair of the Board since January 2018. As my tenure comes to an end, I am delighted that Dame Julie Lydon will be my successor. Julie has been an invaluable member of the Board for two years, demonstrating exceptional skill in governance and a steadfast commitment to our mission. I have full confidence in her ability to lead the Board and the Trust and guide it to even greater achievements.

I am fortunate to have been supported by a highly capable and passionate Board of Trustees. I thank them and all the other volunteers associated with the charity, across the whole spectrum of our activities including front line service delivery, Hub community recovery activities, and fundraising. I acknowledge and extend my deepest gratitude to John Benstead and Claire Wynne-Hughes who came to the end of their term as a Trustees in February and July 2024 respectively. Their contribution, strategic insights, exceptional service and dedication will be missed by the Board. I am, nevertheless, excited to welcome the skills, experience and enthusiasm that our new Trustees, Kirsty Batten, Tina Gabb, Jason Kew and Julie Sharma will bring to the Board.

The departure of our Trustees marks both a moment of reflection and anticipation. We celebrate their achievements and embrace the opportunities that lie ahead, guided by the principles and values they have exemplified. With deep appreciation and optimism, we look forward to continuing our journey of making a positive difference in the lives of those we serve.

As you read this report and the accompanying financial statements, I hope that you will feel heartened by the commitment of the Trust to delivering only the best quality services to our clients who are impressively courageous in the face of trauma. The Board is grateful to all its staff for their unwavering commitment, compassion and dedication, and in particular, to the Senior Leadership Team who take the Nelson Trust forward in imaginative and innovative ways.

As this report is completed John Trolan, the Trust's Chief Executive Officer, has announced his retirement as from the summer of 2025. John will be greatly missed: he has been a pioneer and innovator and has been committed to offering only the best opportunities to our many clients. The Board has already begun its search for John's successor and hopes to have someone in place to secure a smooth transition to the new arrangements by mid 2025.

I also thank our clients for continually fuelling our belief that long-term recovery leads to thriving lives; and all our volunteers and supporters, including the organisations listed on page 5, whose significant or long-term donations, sponsorship, grants, pledges, time, resources and partnerships have enabled us to achieve such positive outcomes with our clients. Your contributions have provided essential resources and made a lasting impact on the lives of individuals and families; your involvement has enriched our programmes and fostered a sense of belonging for those we serve; your belief in our vision has allowed us to expand our services and extend a helping hand to more individuals on their journey to recovery. Collectively, you are the pillars of strength that enable us to transform lives and bring hope to those who need it most

Janet O. Trotter.

Dame Janet Trotter, Chair of the Board of Trustees **Date:** 1st November 2024

THE NELSON TRUST
LIST OF SUPPORTING ORGANISATIONS
FOR THE YEAR ENDED 31 MARCH 2024

THE NELSON TRUST

We offer a sincere thank you to the members of our Gloucestershire Fundraising Committee, to our supporters, volunteers, trustees and colleagues for all the change you have made possible. We thank all those individuals, and the following organisations for their support and to those with whom we have worked in partnership during the year:

Active Gloucestershire
Arnold Clark
Albert Hunt Trust
Asda Foundation
Avon & Wiltshire Health Partnership
Azets
B & Q Foundation
BBC Children in Need
Babylonstoren
Barnwood Trust
Beatrice Hankey Foundation
Better Communities Business Network
Blackcake Production Fund
Bristol City Council
Bullough Thompson Charitable Settlement
Cardiff City Council
Charles Hayward Foundation
CHK Foundation
Community Investment Fund
Cooper Associates
Cotswold BMW Cheltenham
EDF Energy
Enterprise Mobility
Fairfield Charitable Trust
Fish Bros
Fluck Convalescent Fund
Free Hospital Trust Fund
Garfield Weston Foundation
Glasspool Charitable Trust
Gloucester City Council
Gloucestershire Clinical Commissioning Group
Gloucestershire Community Foundation
Gloucestershire Gateway Trust
Gloucestershire Integrated Locality Partnership
Hobson Charitable Limited
JABBS Foundation
John James Foundation
Lister Unified Communications
Medlock Charitable Trust
Midcounties Co-operative
Minchinhampton Golf Club
Minety Tennis Club
M J Stone Charitable Trust
Moore Allen and Innocent
Murrays Estate Agents
National Benevolent Charity
National Garden Scheme
National Grid Electrical Distribution
Nationwide Community Foundation
Nineveh Trust
Notgrove Trust
Open Mental Health VCSE Partnership
Parivar Trust
Parochial Church Council of St James
Pobl Trust
Police & Crime Commissioner – Avon & Somerset
Police & Crime Commissioner – Dyfed/Powys
Police & Crime Commissioner – Gloucestershire
Police & Crime Commissioner – South Wales
Police & Crime Commissioner – Wiltshire
Quartet Community Foundation
Radstock Co-operative Fund
Renishaw plc
Salus Cyber
Somerset Activity and Sports Partnership
Somerset Community Foundation
Spirax Sarco Charitable Trust
Stroud District Council
Sumner Wilson Charitable Trust
Swindon Borough Council
Swire Charitable Trust
Stroud District Council
Talisman Trust
Taunton Soroptimists
The Austin and Hope Pilkington Trust
The Band Trust
The Benefact Group
The Berkeley Estate
The D'Oyley Carte Charitable Trust
The Gloucestershire Society
The Hedley Foundation
The High Sheriff of Gloucestershire's Fund
The High Sheriff of Somerset's Fund
The John Armitage Charitable Trust
The Julia and Hans Rausing Trust
The Mary Homfray Charity
The National Lottery Community Fund
The NJF Family Charitable Trust
The Nisbet Trust
The Vintners' Company
The Waterloo Foundation
Vintopia
Waddesdon Wines
Westfield Health Charitable Trust
Wiltshire Community Foundation
Wiltshire County Council
WSP Solicitors
Zurich Community Trust

The Trustees, who are also the directors for the purpose of company law, present their report and the financial statements of the charity for the year ended 31 March 2024.

CHARITY'S OBJECTIVES AND ACTIVITIES

The Trust's objects are:

1. to support those affected, both directly and indirectly, and those at risk of being affected by, substance addiction;
2. to provide education and information services in order to try and prevent persons becoming addicted to drugs, alcohol and other substances;
3. to provide support for the families of persons who are addicted to drugs, alcohol and other substances including advice assistance and support services for the families of such person; and
4. to promote social inclusion for the public benefit by preventing people (in particular, but not limited to women who are vulnerable) from becoming socially excluded by relieving the needs of such people who are socially excluded and assisting them to integrate into society by all means that are charitable in law.

Our services are available to the general public, including those who are either within the Criminal Justice System, or are at risk of being so.

Clients are only required to pay any contribution towards the support that they receive from us if they have the financial means to do so.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Trustees consider that they have acted in the public benefit.

VISION, MISSION & BELIEFS

In a constantly changing environment, it is more important than ever to retain a clear sense of our purposes and values which are as follows:

Our Vision:

- A world where both the causes and consequences of multiple disadvantages are understood, effectively tackled, and ultimately eliminated.

Our Mission:

- We will be a Centre of excellence bringing belief, hope and long-term recovery to lives affected by addiction and multiple disadvantage.

Our Beliefs:

- We believe that anyone can change and recover from addiction.
- We believe in recovery through abstinence.
- We believe that with the right support, understanding and empowerment, individuals can achieve their full potential.

This Report details our progress towards achieving our Vision over the last twelve months.

DESCRIPTION OF SERVICES AND OPERATING BACKGROUND

We are a charity which works with and beyond addiction to inspire change.

We are committed to working for the benefit of communities to prevent people from being socially excluded, to address the needs of people with substance misuse problems, those who are in recovery and those affected by addiction and its associated consequences.

We lead and innovate where the constellation of substance misuse, trauma, offending and abuse lead to severe and multiple deprivation which impacts on whole families often perpetuating problems from one generation to the next.

We will continue enthusiastically to champion our belief in the capacity for personal change and growth and to promote the values of recovery from addiction.

In the year ended 31 March 2024 we provided, at any one-time, residential treatment bedspaces for up to 44 clients; recovery housing and support opportunities for 18 clients; support for women from each of our Women's centres in Gloucester, Swindon, Somerset, Bristol, Cardiff, Swansea and HMP Eastwood Park; and hub recovery centre activities in two hospitality venues, through education provision and within our maintenance activities.

The need for, and demands of, our services continue to increase year on year, marked by escalating pressures on public sector budgets, a lack of investment in upstream proactive and preventative approaches, all set against a backdrop of soaring national debt, elevated interest rates and inflation. Changes to commissioning legislation, such as The Procurement Act (2023) which focuses on longer term contracting, cost efficiencies and greater social value has increased competitiveness, whilst reducing opportunities across the charitable sector. Such stresses often coincide with an increase in issues related to the toxic-trio of substance misuse, mental health, domestic abuse and their variables. Invariably this leads to an increased demand for our services across our geography at a time when there is less money to fund them.

Despite the challenging and often uncertain environment in which the charity operates, we have continued at pace to deliver our strategic objectives, and 2023/24 has been a successful year for the charity.

STRATEGIC REPORT, ACHIEVEMENTS AND PERFORMANCE

Strategic Aim

Our strategic aim is to extend the depth and breadth of our services, and to this end we created a new 5-year Strategy in 2021/22.

Our Strategic Plan

Our 5-year Strategic Plan set five objectives for 2021-25 across all of our activities:

- **Quality** – We strive to offer services which truly respond to the needs of our clients. We value the expertise of lived experience to both co-produce and deliver innovative services. We will ensure that our services are safe, effective, caring, well-led and responsive to our client's needs.
- **People** – Our people make The Nelson Trust what it is. We will attract and retain the best people and enable each member of our team to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve and sustain a work/life balance, and feel engaged and stimulated in their work.
- **Sustainability** - We can only make a transformational change in people's lives if we can be confident in our ability to sustain services over the long term. Achieving operational and financial sustainability is therefore key to our strategy. This will come through extending our reach, diversifying income streams and improving internal efficiency to ensure that we are a modern and financially stable organisation.

- **Reach** – More people than ever need our services. Although growth is important, it is not the driving factor behind our ambition to extend our reach. We are focused on ensuring that as many people as possible can access the services they need, whether they are provided directly by The Nelson Trust, by other agencies, or in partnership. We will actively pursue partnership opportunities and innovative methods of delivery to achieve greater reach.
- **Innovation** – We will create tomorrow's best practice today.

We have taken the following action against these objectives during the year:

- We set up a Board Estate's Committee which will take an overall lead in estates matters;
- We purchased our women's centre in Bristol, and significantly refurbished the centre whilst delivering services working with over 500 women annually. A formal opening event of the centre will take place in 2024/25;
- We extended our services further into Wales, opening a women's centre in Swansea;
- Investment has been made in the development of a WSA in Avon and Somerset;
- Made considerable investments in digital infrastructure and systems and increased our use of data capture systems to aid growth and sustainability through the accurate articulation of our work – examples include undertaking a data quality and impact assessment, and increased automation of reporting and use of PowerBI; investment in a new financial and accounting system supporting the modernisation of our systems and processes to enable growth, support ongoing sustainability and enabling the Trust to report more effectively;
- We invested in training, coaching and development of staff. We listened to feedback to improve the working environment, and implemented new staff wellbeing initiatives, and a digital reward platform;
- We continue to drive forward tools such as the WRNA, with plans to replace existing assessments across our geographical areas to support keyworkers to prioritise interventions according to specific needs, improving the client journey and service quality;
- We built upon a number of our partnerships, and formed new ones. As an example, we are proud to unite with Via (formerly Westminster Drug Project) to deliver women and aftercare services in Gloucestershire and plan to work together to develop and launch a pioneering women-only detoxification centre in the future.
- Shared our expertise through external training and so extended our social impact and national profile as field leaders;
- We invested and increased our training, development and volunteering opportunities, and successfully completed the pilot workforce development programme – securing another years funding, enhancing our existing work ensuring they align with key local needs;
- Embedded action learning across the organisation ensuring staff can work together to reflect and review practices, ensuring quality services are delivered;
- Improved upon the Opportunity Hubs offering, reopening our Gloucester hospitality centre in January 2024, and providing more volunteering opportunities whilst completing peer mentoring qualifications.

Plans for future periods - What do we intend to do next?

- Achieve Gold award for Lived Experience Charter, an NHS England Health and Justice initiative which demonstrates that organisations have quality standards, best practices, and a commitment to improving the inclusive recruitment and retention practices of people with lived experience of criminal justice;
- Further develop residential, processes systems and staffing to ensure we remain at the forefront of innovative approaches to residential addiction treatment and recovery;
- Further enhance our offer within the residential substance misuse sector, as a provider of end to end support for those seeking support with addictions, through launching our partnership with Via from April 2024; and develop that relationship with Via to establish a pioneering women-only

detoxification centre, combining Via's extensive experience in inpatient detoxification with The Nelson Trust's insights ensuring that women's experiences are central to the design and development of this innovative centre;

- Build upon our existing offer to clients, ensuring we further develop the Opportunity Hubs as a reputable source of volunteering, education, training and employment opportunities. Expand and diversify the utilisation of each Hub building as a versatile, multi-use space for community partners, our clients and our services;
- Open further women's centres in Wales to increase our reach and accessibility of services: a women's centre in Newport will be opened in the financial year 2024/25;
- Continue to develop partnerships, to share expertise, best practice knowledge and develop quality services;
- Continue to champion systems change, co-commissioning approaches, and leadership locally to bring partners and systems together. For example, working with the OPCC in Wiltshire to co-chair the Female Justice Support Board;
- Further embed the WRNA across our women's centres;
- Further embed ourselves in local support network systems, delivering services under our WSA;
- Develop stronger links with academic agencies subjecting our services to independent research and evaluation which creates better outcomes for our clients – we are already collaborating with a number of Institutes, Universities and Foundations in 2024/25 for studies, research, reviews and revaluations to improve the pathways of those in the criminal justice system;
- Develop a comprehensive People Plan, including a review of the reward structure;
- Refine our short- and long-term Estates strategy to ensure our Estates are fit for the future;
- Redevelop our women's centre in Swindon in 2025, overseen by the Board Estate's Committee, funded through a combination of our existing reserves and targeted fundraising efforts.

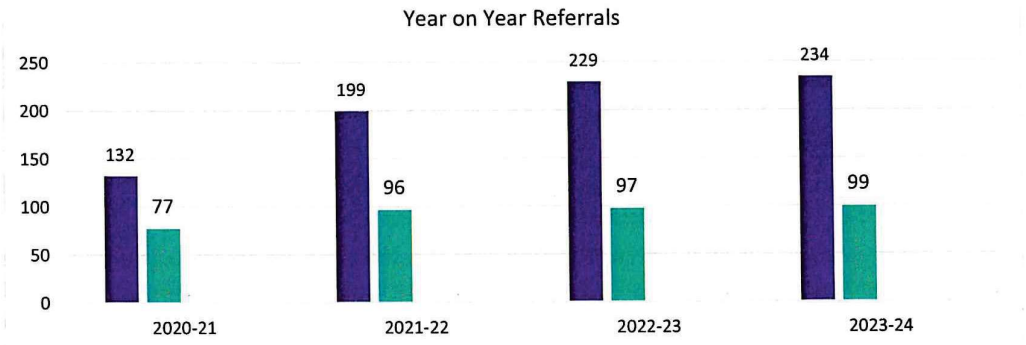
Impact

We set out below information on our impact, achievements, and activity, in the past year, together with client feedback.

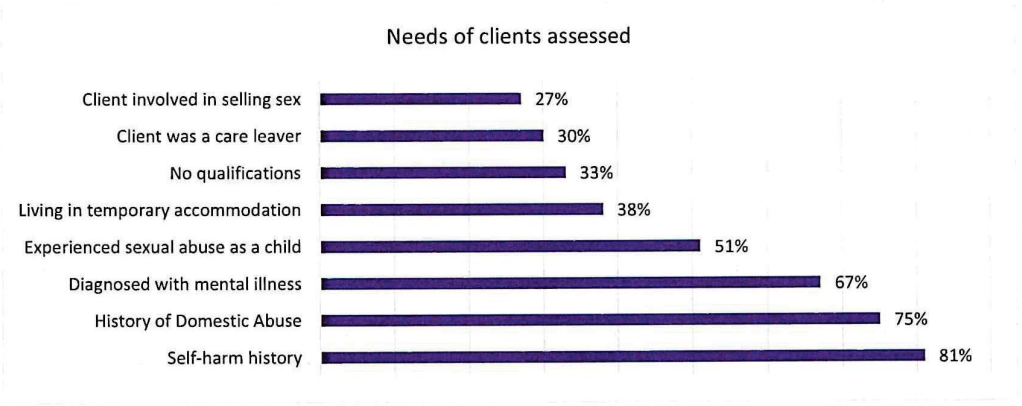
A copy of our unaudited annual review of January to December 2023, is available on our website (Annual-Review-2023.pdf (nelsontrust.com)). The review encapsulates the dynamic spirit of our organisation, showcasing the transformative impact of our programmes. It is a testament to the dedication of our staff, volunteers, and partners that we have expanded our reach and enhanced our services to better serve those in need. You will find inspiring success stories, updates on our strategic initiatives, and a comprehensive overview of the milestones achieved throughout the year.

Recovery Services

Our residential treatment programme is one of the longest established abstinence-based services in the UK. Since 1985 we have provided trauma-informed residential rehabilitation to clients across fifty nationwide referral pathways. Our referrals have been increasing year on year. During the financial year we had 333 referrals, 70% of which were for our women-only houses.



Our residential programme's success in helping our clients recover from addiction and alcohol abuse has provided it with a national reputation for excellence and innovation. Our service delivery model is based on the Recovery Capital model delivered through a trauma informed approach. We are able work with complex needs, and we support clients across all areas of need in client's life, with special focus on recovery from drugs and alcohol. In 2023-24 we assessed 263 clients, the most common unmet needs our clients present with are shown in the table below.



During the year, a total of 163 clients were admitted into our residential rehabilitation houses. Our dedicated resettlement houses welcomed 37 clients who received support as they re-entered the community.

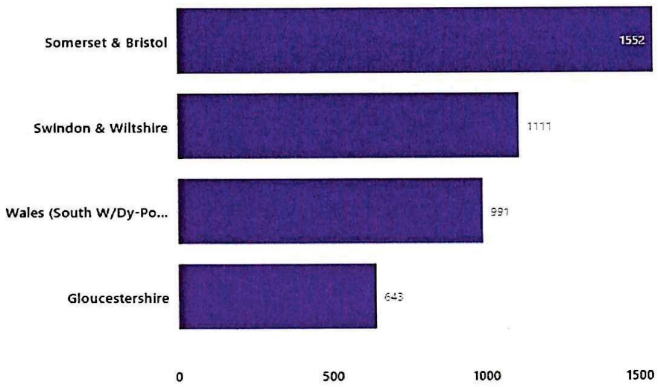
During the year, 26 clients completed their Level 2 qualification in Peer Mentoring training and became Recovery Coaches - volunteering their time to support peers. Staff, recovery coaches and volunteer tutors delivered 3692 group interventions and activities including:

- Mental Health interventions: art therapy, drama therapy, group therapy, mindfulness, Dog therapy, music therapy
- Psychosocial interventions: Helping Men Recover, Pattern Changing Group, Griffin Group
- Recovery capital interventions: Peer evaluations, Volunteering, Client Council, Community meeting, Relapse Prevention,
- Complementary therapy interventions: Acupuncture, Nature Walks, Yoga.
- Education, Training & Employment activities: Woodwork, Stained Glass, Pottery, Literacy, IT sessions.
- Leisure, Cultural and Religious activities: Yoga, Gym, Away days, Faith Based activities, baking competitions, etc.

Clients also accessed weekly 1-2-1 meetings with recovery workers attended 1270 individual counselling sessions, on average each client attended 8 sessions during their treatment journey.

Women's Community Services

More than 4,300 women accessed our Women's Community Services in Gloucestershire, Wiltshire, Somerset, Bristol, and Wales.



We are in our third year of being the prime contractor to the Ministry of Justice (MOJ) to deliver the Criminal Justice Rehabilitation service for women in the Police & Crime Commissioner (PCC) areas of Avon and Somerset, Gloucestershire and Wiltshire, and the equivalent contracts in the PCC areas of South Wales, Gwent and Dyfed-Powys, which were in their final year of contract. We are incredibly proud to have been successful in tendering for the women and young adults services in South Wales and women's services in Dyfed Powys and North Wales from April 2024. Our ONE Wales service is an innovative partnership of local and specialist organisations, including Media Academy Cymru Ltd, Prison Advice and Care Trust, bthechange CIC, St Giles Trust, North Wales Women's Centre and PSS (UK). Through the delivery of the service, we will increasingly be able to divert women and young adults away from the criminal justice system at the earliest opportunity into bespoke support. We will continue to deliver and enhance our services for women on probation orders and further develop our services in HMP Eastwood Park to include women on remand as well as ensure continuity of care and support from prison through to the community.

In partnership with Avon and Somerset OPCC, we successfully secured funding to assist in the development of a whole system approach ("WSA"). The WSA will assess the needs of women at risk of or in contact with the justice system at the earliest opportunity and provide gender responsive, co-ordinated multi-agency support to divert her away from offending or reoffending. Through integration of services at the local level, WSAs bring together criminal justice agencies, other statutory services (e.g. health, mental health & substance misuse; accommodation; domestic abuse; and employment), and voluntary sector women's services.

We continue to be part of the development of the Women's Risk Need Assessment ("WRNA"). It is the only validated and peer-reviewed instrument in the public domain designed for women caught up in the Criminal Justice System, which is providing robust evidence for sensible alternatives to prison. The WRNA serves two important purposes. Firstly, it immediately benefits women as Centres use it with new clients to tailor support to their specific needs. Secondly, it generates comprehensive evidence needed to substantiate the effectiveness of Women's Centres in holistically addressing the needs of justice involved women and women facing multiple disadvantage, which can inform effective and efficient policy decisions.

- We delivered over 33,000 1-2-1 and group interventions working with women by holistically addressing a wide range of needs.

Using funding secured through the MOJ, we implemented Court Diversion keyworkers covering Magistrates courts in Gloucester, Swindon, Salisbury, Bristol, Bath, Taunton, Weston-Super-Mare and Yeovil. The overall aim for Court Diversion keyworkers is to divert women into suitable community provision and safe accommodation options through influencing sentencers and providing real alternative options to the courts. Court Diversion Keyworkers will work to raise awareness around women's offending drivers and increase confidence in community sentences which reduces women's imprisonment and increases the use of community sentences contributing to the delivery to the MOJ's strategic priorities.

- We worked with the police and the courts in Avon & Somerset, Swindon and Gloucestershire to divert women from the criminal justice system:
  - Over 1,100 women were referred to our liaison and diversion project.
  - Over 290 women were referred to our pilot Court Diversion project, 81% of women engaged in support to move away from offending.

Our ability to consistently achieve excellent outcomes for our clients, and alongside this meeting the requirements of our funders, underpins the Trust's ongoing success.

Fundraising and events

Our fundraising events programme were an outstanding success, thanks to over 700 incredible supporters, generating income of over £100,000. We are especially grateful to our sponsors of our events, as well as the Gloucestershire Fundraising Committee, our employees, volunteers, and supporters who make these events possible.

Support at events through expanded relationships help us to deliver greater impact and outcomes for those we serve, as well as adding value to local services.

Impact upon the lives of clients

The support delivered by the Nelson Trust makes a significant difference to lives of those whom we support, as expressed in their feedback. We are continuing to develop the way that we measure the impact of our range of activities for our clients.

During the year, *Hope*, a new and inspiring film by John Miller was produced, which showcases the impact of kindness, and features staff members from The Nelson Trust discussing their own recovery journeys. One story has been extracted and you can watch it here: https://youtu.be/cAl0gE9l-zk

The case studies and client voice, below, sets out the impact upon three clients who have benefitted from our services. We have changed their names for confidentiality:

Naomi's Story

Naomi had experienced addiction since she was 13 and was using heroin by 16. Her family life was tumultuous, with her mother having depression and her father leaving when she was just 10. This left Naomi with feelings of being unworthy, unwanted and unloved. She went into care by age 11. By 17, she started selling sex to fund her drug addiction, and says "I was not just selling my body, but also selling a part of my soul... my life over the next 20 years was far from pretty."

She felt she had lost everything and everyone and attempted to take her own life on several occasions. It wasn't until she was referred to The Nelson Trust Women's Centre that she was able to maintain sobriety from drugs and alcohol.

Naomi was resistant to accepting help at first, but after 2 years of perseverance and support from her worker, she secured a place in the specialist residential women only rehabilitation facility at The Nelson Trust. "My keyworker held out her hand to me and didn't give up," she says.

Now several years into recovery, Naomi has her family back in her life and a network of women around her. Reflecting on her journey, she says "My life today is full of gratitude, my self-esteem and self-worth are not on the floor. I'm now a firm believer in women empowering women as I'm a leading example of this." She is in a loving and stable relationship, with two beautiful children and works in supporting other women experiencing addiction.

"I feel that without services like the Women's Centre and Residential Rehabilitation, my recovery wouldn't have been possible. I had no other safe place to turn to. It's only fair that I now give back to other women, holding my hand out and saying, 'I know the way out.'"

Emily's Story

Emily joined The Nelson Trust following a referral from her social worker, prompted by a toxic and abusive relationship. Initially reserved, Emily gradually opened up during regular meetings with her keyworker, discussing the traumatic experiences she endured, including hospitalisation and physical assault. Her former partner was arrested and remained in custody whilst Emily engaged with The Nelson Trust. Emily's sessions focused on addressing domestic abuse and its cycle, fostering a supportive environment for her recovery.

After a few months, a significant breakthrough occurred as Emily overcame her social anxieties and actively participated in our Mums Minds Matter group. Completing all six sessions, she expressed appreciation for the valuable insights gained from fellow participants.

We provided extensive support when Emily prepared to attend Crown Court for her case. Despite initial hesitation, Emily ultimately gathered the courage to address her ex-partner and the jury. Witnessing her ex plead guilty to all charges during the trial marked a pivotal moment for Emily, granting her the closure needed to move forward with her life and her child.

Emily's remarkable journey of personal growth and resilience is evident, and we are thrilled to witness Emily's transformation as she builds a positive future for herself and her son.

A Client's voice:

"I have been coming to The Nelson Trust since 2018 ... If it wasn't for the [the Trust], I'd probably be dead ... I have made a lot of powerful friendships and gained insight into being able to use different tools to live by ... and learnt my worth and that I matter. I have learnt to be a better mother even though my children don't live with me ...

I want to succeed, and The Nelson Trust have given me hope that I can, even though I have a criminal record. I have been put forward to be a peer mentor and they can see my potential ... The Women's Centre is a safety blanket where I can come and be myself"

FINANCIAL REVIEW

Annual Movement in Funds

The Trust's Total Funds decreased by £188,488 in the year ended 31 March 2024 (2023: increase of £870,046):

- An increase in total Unrestricted Funds of £605,748 (2023: increase £1,182,162);
- A decrease of £792,792 in Restricted Funds (2023: decrease £304,162), reflecting our expenditure of funds to deliver services from funds received in earlier years.

Further information on the charity's Restricted Funds is contained in Note 24 to the accounts.

Income and Expenditure - Unrestricted

The Board recognises the need to operate with unrestricted income in excess of expenditure. The operating environment of the hospitality elements of our Opportunity Hubs continues to be challenging, and short-term investment of unrestricted funds in those activities is likely to still be required.

Investments and Cash Balances

In view of the ongoing uncertainty of the economic outlook, the Trust holds all its cash funds on current and short-term deposit accounts with its bankers, and using short-term deposits through a CAF Charity Deposit Platform account.

The CAF Charity Deposit platform gives charities the opportunity to earn more interest income and reduce risk through diversification by providing secure online access to market-leading and exclusive deposit rates from an extensive panel of banks and building societies. The charity only deposits into approved banks and building societies covered by the Financial Services Compensation Scheme.

Cash at bank and in hand amounted to £3,416,026 as at 31 March 2024 (2023: £4,152,486).

- Cash balances relating to unrestricted funds £1,316,553 (2023: £2,302,634)
- Cash balances relating to Restricted Funds £2,099,473 (2023: £1,849,852)

The Trust also holds units in the COIF Charity Funds "Charities Property Fund Income Units" in respect of its Permanent Endowment Fund, as set out in Note 24.

Reserves and Reserves Policy

The term "reserves" (in accordance with the Charities SORP (FRS 102) definition) is used to describe income funds that are freely available to help the Trust meet its objectives.

Unrestricted General Funds ("Free Reserves") are represented by the "Total Funds" under our control less "Restricted Funds" and "Designated Funds*".

As at 31 March 2024:

- our Free Reserves stood at £756,893 (2023: £843,428);
- our Total Funds stood at £8,828,297 (2022: £9,016,785):
  - Permanent Endowment Funds being £37,923 (2023: £39,367);
  - Restricted Funds being £3,282,452 (2023: £4,075,244);
  - Designated Fund – Fixed Asset of £3,743,729 (2023: £2,999,286);
  - Designated Fund – future property investment, maintenance, and strategic development £1,007,300 (2023: £1,059,460); and
  - Unrestricted General Funds ("free reserves") of £756,893 (2023: £843,428).

Reserves and Reserves Policy (continued)

* Designated Funds are those unrestricted funds that have been set aside by the Trustees for specific purposes. The Trustees are mindful of the need to review and assess the reserves policy of the charity. In April 2022, the Trustees formally approved a designated fund for future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities. During the year, and prior year, designated funds were released to support building projects and the purchase of our building in Swindon, further projects are anticipated in late 2024/25 and beyond. Movements in the funds can be found in more detail in Note 24 to the accounts.

Over recent years the Trust has received a substantial amount of restricted grants to fund service delivery on multi-year projects. Delivery on these projects is in progress.

The unspent balance of this funding is held within Restricted Funds.

In future years there will be costs on these projects, for which no income will be recognised in future financial statements.

The Board of Trustees reviewed the Reserves Policy in response to the Trust's main risks, the general operating environment and current funding streams. The Nelson Trust aims to hold sufficient resources to enable the Trust to:

- support the investment in sustainable services and to support clients;
- manage short and long-term risks to which the Trust is exposed;
- finance future capital expenditure and future plans; and
- to meet its financial, legal and moral obligations to its clients, employees and volunteers and to all relevant authorities.

The Trustees are aware of the need to maintain sufficient free reserves to enable the Trust to support the investment in sustainable services and to support clients. The Policy will be reviewed every two years, alongside regular reviews of the risks facing the Trust, to ensure that appropriate Unrestricted Free Reserves exist or can be generated.

The Finance, Performance and Risk Committee is responsible for regularly reviewing the general financial performance of the Trust, its current and forecast Reserves and Cash positions, monitoring income and expenditure against budget forecasts within the context of known risks and the annual and medium-term financial plan. The committee reports to the Board at every meeting and will alert the Board to any concerns that it has in respect of these, together with any recommended actions arising from those concerns.

This policy is subject to regular review as the scale of the Trust's operations change.

The Board of Trustees review the level of free reserves at each Board Meeting, and are satisfied with their level as at 31 March 2024; bearing in mind that, in addition to the free reserves and cash balance, the charity is also able to borrow funds against its property asset base.

The balance sheet includes freehold and long leasehold properties at a net book value of £4.75m as at 31 March 2024 (2023: £4.16m), and secured borrowings of £134,000 (2023: £146,000). These figures indicate the Trust's asset strength and its ability to obtain additional cash funds, if needed.

STRUCTURE, GOVERNANCE & MANAGEMENT

The Nelson Trust is constituted as a company limited by guarantee (registered in England and Wales), incorporated on 13 June 1996 and is governed by its Memorandum and Articles of Association.

The company is a registered charity and acts entirely as a non-profit-making organisation. The registered company number is 03211815. The registered charity number is 1056672. There are no subsidiary undertakings.

Structure and decision-making process

The Governing Body of The Nelson Trust is the Board of Trustees. This currently comprises twelve members and meets at least four times a year for Board meetings, one of which includes an "away" day for strategic planning. Trustees can be appointed or re-appointed at a general meeting or by the Trustees subject to the conditions set out in the Articles of Association. Typically, Trustees are appointed for a three-year term of office and, if eligible, may offer themselves for re-election up to a maximum of 3 terms of three years.

The Trustees are a body of volunteers drawn from a wide range of relevant areas of expertise. New Trustees are appointed, as required, by the Board with reference to these areas of relevant experience. On appointment, new Trustees are given an induction programme to familiarise themselves with the work of The Trust and their role and responsibilities, and are introduced to Charity Commission guidance. This programme includes meeting with existing Trustees and spending time with the Chief Executive Officer, Senior Managers and departmental team leaders. The Trustees are encouraged to attend relevant training courses, and these are regularly brought to their attention.

Committees including Trustees and relevant senior managers meet to review specific issues such as estates strategy, finance and performance, remuneration, and fundraising with reports to the full Board as required.

The Trustees as a Board have the decision-making authority in the following areas:

- Approval of the Strategic Plan;
- Approval of Business Plans;
- Approval of Annual Budgets;
- Appointment of key executive staff; and
- Authority for the Trust to enter into significant transactions involving the:
  - Acquisition and disposal of property;
  - Entering into loan or other borrowing agreements;
  - Entering into significant contracts to deliver services;
  - Application for capital and significant revenue grants committing the Trust to buy property or provide services.

A scheme of delegation is in place and day to day responsibility for the provision of the services rest with the Chief Executive Officer, along with the Senior Leadership Team ("SLT"). The Chief Executive Officer is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The SLT have responsibility for the day to day operational management of the Trust, individual supervision of the staff teams and also ensuring that the team continue to develop their skills and working practices in line with good practice.

The SLT meets at least once per month, depending on the business need, and carries operational responsibilities. The members of the SLT attend all Board meetings.

The remuneration of the Chief Executive Officer is considered by the Remuneration Committee and is determined by the Trustees, with reference to comparable positions in non-profit organisations of a similar size and complexity. The salaries of other members of the SLT are determined by the Chief Executive Officer with reference to the Remuneration Committee.

Risk management

The Board of Trustees is committed to protecting the safety and wellbeing of its staff, clients, volunteers, visitors, the Trust's assets and reputation.

The Trust faces many risks which could prevent it from achieving its objectives. Risk is considered in its widest context and includes not only adverse events but also missed opportunities. Risk management is therefore an integral part of the decision-making process adopted by the Board and the SLT in order to ensure the Trust meets its aims and objectives.

Risk management (continued)

In assessing our risks, it is important to acknowledge and address the inherent risks that may impact our charity's objectives. The nature of our contracts and grants and their short lifespan, regulatory changes and geopolitical instability could pose significant challenges to our financial stability and operational continuity. We recognise that these risks are dynamic, evolve over time and become more or less imminent, which requires us to remain agile in our risk management approach. Addressing our risk demands a strategic approach, vigilant monitoring and proactive mitigation measures, ensuring robust risk management frameworks are in place to safeguard our assets, uphold regulatory compliance, and preserve integrity and trust.

The Board of Trustees delegates responsibility to the SLT and other staff for establishing systems, controls and procedures to eliminate or control significant risks. The Finance, Performance and Risk Committee (FPRC) is tasked with reviewing these procedures to ensure that the interests of the Board are protected. Issues relating to corporate governance remain the responsibility of the Board of Trustees and are overseen by the Company Secretary.

A central risk register, which is populated with input from all areas of the Trust, is maintained, updated and reviewed regularly. The top risks are highlighted to the Board of Trustees. Risk management and the risk register are an agenda item at each FPRC and SLT meetings.

The main risks identified and the mitigating responses to manage these risks include:

Category	Risk identified	Actions to address risk
Operational	**New contract Mobilisation / main provider of services with sub-contract arrangements:** • Inadequate mobilisation and project management plans • Insufficient skills and resources dedicated to the mobilisation and delivery of service • Disconnect between method statements and delivery • Failure to effectively manage new projects/service expansion, including expansion of geographical spread • Requirement to adhere to the contract provisions • Requirement to ensure sub-contractors maintain minimum requirements in terms of security, financial viability, performance etc • Requirement to manage the supply chain, ensuring performance and financial targets are met	The Nelson Trust develop comprehensive implementation plans and quality assurance processes with standarised template and project management tools, collaborating with our partners throughout the process; Dedicated implementation and projects leads; Regular meetings and contract reviews are held with partners and commissioners; legal and specialist advice is sought; requirement to continually improve upon practice and act on lessons learn.
External	Competitive funding and funding cuts stemming from: • Economic pressures • Political shifts resulting in public funding cuts • Role/use of the voluntary sector instead of commercial businesses • Councils s144 (bankruptcy) risks increasing	The Nelson Trust maintains regular contact with key and potential funders and partnerships; continues to build and strengthen relationships with commissioners; ensures continued improvement and value for money of tender proposals; monitors proposed legal and regulatory changes, with assistance from external experts as required; reports on impact and monitors statistics and KPIs.
External	Dependency on income sources, key clients and contracts - specifically a significant loss of contribution, such as the loss of a major contract, or failure of a significant customer	The Nelson Trust continues to build on its reputation in the market for providing high-quality services and value for money; engages regularly with major customers, funders, local and central government to influence the provision of services needed; develops new services aligned to its mission and policy frameworks; collaborates with statutory and voluntary service providers to develop best-practice partnerships; monitors and reviews the duration of funding streams and actively acting to mitigate and replace funding streams; robust budgeting process; reports on impact and monitors statistics and KPIs. Reserves resilience is tested and monitored by the Finance Performance and Risk committee and the Board.
Operational	Capacity and use of resources, including tangible fixed assets	The Nelson Trust has robust policies and processes in place for authorisation of expenditure, including tender processes and capital spends; Estates and environmental improvements and ESG agenda are a priority and designated funds have been set aside for property improvements, together with the receipt of restricted capital funds; reserves are monitored reports regularly to the Board of Trustees.
Operational	Fundraising and Business Development income generation falls short of required levels, including continuation funding for existing projects, and creates a risk for project and staff retention; including risking loss of expertise, resource and reputation.	The Nelson Trust have: robust Fundraising and Business development planning including structures that support effective prospective research, funding pipelines, measure outputs including success/ROI/attrition rates, with Board oversight; moved towards a co-commissioned model for services delivery and diversifying funding portfolio to enable mixture of high, medium and low risk options; financial resilience and sustainability, and performance are key agenda items.
Legal & compliance	Failure to keep our clients, staff and volunteers safe	There is inherent risk within this risk by the nature of our working, particularly front line workers and volunteers within our Community services. There is a strong culture of operational controls through procedures which are made available through the NetConsent software platform; a robust approach to compliance with those procedures including Safeguarding, Lone Working and Health and Safety Legislation; effective recruitment, staff training and supervision.

Internal controls
The Trustees confirm that internal control procedures are in place to provide reasonable, but not absolute, assurance against material misstatement or loss. These procedures include:

- a comprehensive system of annual budgets, which are approved by the Trustees,
- monthly financial performance reporting including monitoring of performance against budget,
- monitoring of operational performance against targets, including Trustees taking an active interest in operational delivery and seeking feedback directly from the charity's staff; and
- Trustees reviewing controls through discussion with management.

Fundraising Statement
Donors to The Nelson Trust can be assured that the charity complies with the Regulatory Standards for Fundraising.

The charity is registered with the Fundraising Regulator and is committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

This statement covers the requirements that charities must follow as set out in the Charities Act 2016.

It cost over £8.4 million to provide our charitable activities in 2023/24 (2022/23: £7.8m). We raised over £375,000 through fundraising events, activities and donations.

Further information on our income is included in the notes to the financial statements.

Our Fundraising activities include a calendar of well attended and high-profile events, individual donations, major gifts, and grants. A small Fundraising team is employed by The Nelson Trust, and we are fortunate to benefit from the work of Volunteer Fundraising Committees. The charity does not use external fundraisers.

The Trust will only contact people who have expressed their specific consent to receiving communications from us, and will not contact those who have withdrawn their consent. We are ISO27001 accredited, and, as part of other processes to ensure that we keep data secure, quarterly internal audits are undertaken; within the scope of these is our compliance with the General Data Protection Regulations. As part of the compliance audits, we ensure that we act in accordance with people's consent.

The Trust's policy sets out that donations from vulnerable persons will not be accepted.

No complaints have been received about fundraising activity during the year and all fundraising activities have met the Fundraising Regulator's standards throughout the year.

Going concern
The Trustees have considered the going concern position of the charity, particularly having regard to the strength of the charity's asset base and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The Trustees are mindful of the current uncertainty regarding future levels of Government spending as a result of recent financial announcements and anticipation of future trends.

Currently, it is not possible to predict the impact of any such reductions upon The Nelson Trust's future income, however the charity's income from both Local and Central Government sources is diverse in terms of both the commissioning departments and geographical locations.

RELATIONSHIPS WITH CONNECTED PARTIES

The charity has had no financial transactions with connected parties with the exception of those transactions disclosed in note 28.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution.

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

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

AUDITORS

The auditors, Sumer Auditco Limited, will be proposed for re-appointment at the forthcoming Board of Trustees Meeting.

The Trustees' Report was approved by the Board of Trustees, as the company directors and signed on the Board's behalf by:

Janet O. Trotter

Dame Janet Trotter
Chair of the Board of Trustees

The Nelson Trust

Date: 1st November 2024

Report of the Independent Auditor's to the Members of The Nelson Trust

Opinion

We have audited the financial statements of The Nelson Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the provision of residential and community-based addiction treatment, we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission, health and safety, food safety, employment law, Companies Act 2006 and Charity Law, and we considered the extent to which non-compliance might have a material effect on the financial statements of the charity. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Statement of Recommended Practice and Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, management override, and management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation policy, valuation of debtors and accounting for multi year grants. Audit procedures performed by the audit engagement team included:

- discussions with management and Trustees, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- understanding and review of management's internal controls designed to prevent and detect irregularities, and fraud;
- review of the minutes of the Trustees meetings;
- designing audit procedures to incorporate unpredictability;
- performing analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud;
- review of the financial statements disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of the Trustees and third-party advisors about actual and potential litigation and claims;
- testing transactions entered into outside of the normal course of the charity's business;
- identifying and testing journal entries, in particular any journal entries with fraud characteristics such as journals with round numbers;
- reviewing accounting estimates for management bias; and
- designing audit procedures over the timing of grant income.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and the transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Independent Auditor's Report.

THE NELSON TRUST

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Westwood (Senior Statutory Auditor)
for and on behalf of Sumer Auditco Limited
Statutory Auditor
Chartered Accountants
Hermes House
Fire Fly Avenue
Swindon
Wiltshire
SN2 2GA

Date: 5 November 2024

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

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	2024 Total funds £	2023 Total funds £
Income and Endowments from:						
Voluntary sources						
Donations and legacies	3	234,734	27,000	-	261,734	446,043
Charitable activities	4					
Residential Services		1,723,254	5,195	-	1,728,449	1,891,796
Women's Community Services		4,833,300	933,932	-	5,767,232	6,119,088
Hub Community Recovery		452,606	17,000	-	469,606	268,412
Other trading activities	5	125,590	-	-	125,590	164,451
Bank interest received		88,717	-	-	88,717	21,859
Total income and endowments		7,458,201	983,127	-	8,441,328	8,911,649
Expenditure on:						
Raising funds	6	200,063	-	-	200,063	188,177
Charitable activities	7					
Residential Services		1,929,570	-	-	1,929,570	1,796,247
Women's Community Services		4,132,511	1,744,382	-	5,876,893	5,573,303
Hub Community Recovery		590,309	31,537	-	621,846	475,922
Total expenditure		6,852,453	1,775,919	-	8,628,372	8,033,649
Net (losses)/gains on investments		-	-	(1,444)	(1,444)	(7,954)
Net income/(expenditure)	9	**605,748**	**(792,792)**	**(1,444)**	**(188,488)**	**870,046**
Reconciliation of funds:						
Transfers between funds					-	-
Total funds brought forward		4,902,174	4,075,244	39,367	9,016,785	8,146,739
Total funds carried forward	24	**5,507,922**	**3,282,452**	**37,923**	**8,828,297**	**9,016,785**

The notes form part of these financial statements

THE NELSON TRUST (COMPANY NO. 03211815)
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2024

THE NELSON TRUST

	Notes	2024 £	2023 £
FIXED ASSETS			
Tangible assets	14	5,028,350	4,354,733
Investments	15	37,923	39,367
		5,066,273	4,394,100
CURRENT ASSETS			
Stocks	16	1,211	1,211
Debtors	17	1,736,501	2,520,770
Cash at bank and in hand		3,416,026	4,152,486
		5,153,738	6,674,467
CREDITORS			
Amounts falling due within one year	18	(1,270,921)	(1,918,007)
NET CURRENT ASSETS		3,882,817	4,756,460
TOTAL ASSETS LESS CURRENT LIABILITIES		8,949,090	9,150,560
CREDITORS			
Amounts falling due after more than one year	19	(120,793)	(133,775)
NET ASSETS		**8,828,297**	**9,016,785**
FUNDS	24		
Unrestricted funds:			
General fund		756,893	843,428
Designated Fund – Future property investment, future spend on maintaining the condition of owned properties and strategic development of the charity		1,007,300	1,059,460
Designated Fund - Fixed Assets Funds		3,743,729	2,999,286
		5,507,922	4,902,174
Restricted funds		3,282,452	4,075,244
Endowment funds		37,923	39,367
TOTAL FUNDS		**8,828,297**	**9,016,785**

The financial statements were approved by the Board of Trustees and authorised for issue on 01 November 2024 and were signed on its behalf by:

Janet O. Trotter

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J Trotter - Trustee

The notes form part of these financial statements

THE NELSON TRUST
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	77,307	1,616,303
Interest paid		(11,175)	(9,413)
Net cash provided by operating activities		66,132	1,606,890
Cash flows from investing activities			
Purchase of tangible fixed assets		(878,966)	(1,475,758)
Net cash used in investing activities		(812,834)	(1,475,758)
Cash flows from financing activities			
Loan repayments in year		(12,343)	(125,976)
Bank interest and investment income		88,717	21,859
Net cash used in financing activities		76,374	(104,117)
Change in cash and cash equivalents in the year		(736,460)	27,015
Cash and cash equivalents at the start of the year		4,152,486	4,125,471
Cash and cash equivalents at the end of the year		**3,416,026**	**4,152,486**

The notes form part of these financial statements

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income for the reporting period (as per the Statement of Financial Activities)	(188,488)	870,046
Adjustments for:		
Depreciation charges	205,349	154,255
Loss/(gain) on investments	1,444	7,954
Interest paid	11,175	9,413
Bank interest and investment income	(88,717)	(21,859)
(Increase)/decrease in stocks	-	(374)
Decrease/(increase) in debtors	784,269	(163,022)
(Decrease)/increase in creditors	(647,725)	759,890
Net cash provided by operations	77,307	1,616,303

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 2023 £	Cash flow £	At 31 March 2024 £
Net cash			
Cash at bank and in hand	4,152,486	(736,460)	3,416,026
	4,152,486	(736,460)	3,416,026
Debt			
Debts falling due within 1 year	(12,262)	(639)	(12,901)
Debts falling due after 1 year	(133,775)	12,982	(120,793)
	(146,037)	12,343	(133,694)
Total	4,006,449	(724,117)	3,282,332

1. CHARITY INFORMATION

The Nelson Trust is incorporated in the United Kingdom as a company limited by guarantee with Companies House (registered number 03211815) and has no share capital. The liability of the charity's members is set out in note 2 below. The Nelson Trust is also registered with the Charity Commission (registered number 1056672). The address of its registered office is Nelson House, Brimscombe Hill, Brimscombe, Stroud, Gloucestershire, GL5 2QP.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Going concern basis of accounting

The Trustees assess whether the use of going concern in preparing the financial statements is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements and have concluded that the company has adequate resources to continue in operational existence for the foreseeable future and there are no material uncertainties about the charity's ability to continue as a going concern. In making this assessment, the Trustees have reviewed the balance sheet, the likely future cash flows of the charity and have considered the funds available at this point in time.

Liability of the members of the charity

The members of the charity undertake to contribute such amount as may be required, up to £10 from each member to the charity's assets in the event that the charity is wound up.

Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where material judgements and estimates have been made include:

- Useful economic lives of tangible fixed assets - Annual depreciation charges for the tangible fixed assets are sensitive to changes in their estimated useful economic lives and residual values. Useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.
- Impairment of debtors - The charity makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile and historical experience.
- Income recognition of multi-year grants of restricted funds - The full value of multi-year grants of restricted funds have been included in the year in which they are awarded where there are no substantive criteria which the charity believes prevents it from having entitlement to the funds, where receipt is deemed to be probable and where the amounts receivable can be clearly measured.

2. ACCOUNTING POLICIES - continued

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Donations are recognised when received unless amounts receivable can be determined with reasonable accuracy.

Income within our Hub Community Recovery activities is recognised when it falls due.

Income from grants (including government grants), where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Charitable activities include all costs directly relating to the objectives of the charity including costs involved in supporting that work. Specifically:

- Residential Services costs include the staff, premises and infrastructure costs for our residential treatment and resettlement properties. Client specific costs such as provision of food and the cost of delivering education, training and employment programmes are also included.
- Women's Community Services costs include the staff, premises and infrastructure costs for our women's centres in Gloucester, Swindon, Somerset, Bristol and Cardiff and Swansea.
- Hub Community Recovery costs include the staff, catering supplies, premises and infrastructure costs for the Clean Plate in Gloucester, the Hub Maintains and the Hub Academy in Stroud, and the Sober Parrot in Cheltenham.

Irrecoverable VAT is charged as a cost against the activity to which the associated expenditure relates.

Tangible fixed assets

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

Freehold property and long leasehold property	- 2% on straight line basis
Improvements to property	- in accordance with the property
Furniture, fittings and equipment	- 25% on straight line basis
Motor vehicles	- 25% on straight line basis
Computer equipment	- 33% on straight line basis

2. ACCOUNTING POLICIES - continued

Investments
Investments are stated at market value at the balance sheet date. The Statement of Financial Activities (SOFA) includes the net gains and losses arising on revaluations and disposals throughout the year.

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

Cash and cash equivalents
Cash is represented by cash in hand and bank deposits accessible within 90 days, held at UK financial institutions.

Creditors
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

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. Bank loans are measured at amortised cost. Investments are valued at market value as at the balance sheet date.

Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the term of the lease.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

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

Permanent endowment funds are an investment in an investment fund which transferred to the charity in 2016. Only the income, not the capital, of this donation can be spent.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charity admits employees to a defined contribution scheme. Contributions to that scheme are charged to the statement of financial activities as they become payable in accordance with the rules of the schemes. The charity does not operate a defined benefit scheme.

Where an employee's salary is funded by Restricted Funds, that funding also covers the pension contribution for that employee.

3. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations towards the establishment of our women's centre in Bristol	68,748	169,046
Donations towards the purchase of our women's centre in Swindon	-	125,000
Donations	192,986	151,997
	261,743	446,043

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024	2023
		£	£
Residential services	Residential Services	1,728,449	1,891,796
Women's Community services	Women's Community Services	5,767,232	6,119,088
Hub Community recovery, including capital grants	Hub Community Recovery	469,606	268,412
		7,965,287	8,279,296

From 1 April 2023 Recovery Housing, which had previously been reported within Residential Treatment Services, became part of the Hub Opportunities model and is now reported within Hub Community Recovery.

5. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Fundraising events	125,590	164,451

6. RAISING FUNDS COSTS

Raising donations and legacies

	2024	2023
	£	£
Staff costs	118,740	100,258
Direct costs	64,722	73,347
Depreciation	1,296	312
Support costs (see note 8)	15,305	14,260
	200,063	188,177

7. CHARITABLE ACTIVITIES COSTS

	Other direct costs	Direct staff costs	Total direct costs	Support costs (see note 8)	**2024 Total**	2023 Total
	£	£	£	£	**£**	£
Residential Services	512,462	1,386,497	1,898,959	30,611	**1,929,570**	1,796,247
Women's Community Services	866,727	4,765,280	5,632,007	244,886	**5,876,893**	5,573,303
Hub Community Recovery	282,971	323,570	606,541	15,305	**621,846**	475,922
	1,662,160	6,475,347	8,137,507	290,802	**8,428,309**	7,845,472

Costs are allocated to operating activities by reference to factors reflecting the underlying activity levels for financial, central management, HR, IT and business development costs.

8. SUPPORT COSTS

Analysis of support costs

	2024	2023
	£	£
IT and office costs	205,523	191,857
Legal and professional costs including audit cost, recruitment and training	40,124	44,744
Other costs, including marketing and website costs, membership of sector bodies and regulatory costs	44,110	37,279
Financing costs	16,350	11,320
	306,107	285,200

Governance costs included within the above total £47,519 (2023: £44,917).

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Auditors' remuneration	17,000	15,000
Depreciation - owned assets	205,349	154,255
Operating lease rentals - plant and machinery	13,542	20,152
Operating lease rentals - land and buildings	125,771	186,085
Bank loan interest payable	11,175	9,413
Bank interest and investment income received	(88,717)	(21,859)

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses
There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

11. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	5,345,519	4,886,430
Social security costs	437,250	417,014
Other pension costs	318,805	276,404
	6,101,574	5,579,848

Included within wages and salaries were total redundancy and termination costs of £8,000 (2023: £10,541). These amounts relate to agreements made with employees to end employment contracts, of which £8,000 was outstanding at the year end.

The average monthly number of employees during the year was as follows:

	2024	2023
Residential & Women's Community Services	198	194
Support, including fundraising	29	23
Hub Community Recovery	12	13
	239	230

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	1	-
£70,001 - £80,000	1	1

In the year contributions of £34,980 (2023: £34,980) were made in respect of the highest-paid employee into a personal defined contribution pension arrangement.

The average number of full-time equivalent employees ("FTE") analysed by function was:

	2024	2023
Residential and Women's Community Services	167	170
Support, including fundraising and business development	26	21
Hub Community Recovery	9	9
	202	200

Key management personnel
The remuneration of the key management personnel (including gross pay, employers' national insurance and employers pension contributions) was £426,299 (2023: £394,975).

Key management personnel are listed on page 1 of these financial statements and comprised an average of 5.7 full time equivalent employees in the year (2023: 5.4 FTE).

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds £
Income and Endowments from:				
Donations and legacies	291,991	154,052	-	446,043
Charitable activities				
Residential Services	1,871,549	20,247	-	1,891,796
Women's Community Services	4,457,461	1,661,627	-	6,119,088
Hub Community Recovery	247,912	20,500	-	268,412
Other trading activities	164,451	-	-	164,451
Bank Interest Received	21,859	-	-	21,859
Total income and endowments	7,055,233	1,856,426	-	8,911,649
Expenditure on				
Raising funds	178,177	10,000	-	188,177
Charitable activities:				
Residential Services	1,784,785	11,462	-	1,796,247
Women's Community Services	4,461,169	1,112,134	-	5,573,303
Hub Community Recovery	438,930	36,992	-	475,922
Total expenditure	6,863,061	1,170,588	-	8,033,649
Net gains on investments	-	-	(7,954)	(7,954)
Net income/(expenditure)	192,162	685,838	(7,954)	870,046
Reconciliation of funds				
Transfers between funds	990,000	(990,000)	-	-
Total funds brought forward	3,720,012	4,379,406	47,321	8,146,739
Total funds carried forward	4,902,174	4,075,244	39,367	9,016,785

13. GOVERNMENT GRANTS

Included within income are Government grants totalling £2,151,781 (2023: £1,320,862) comprising:

	2024	2023
	£	£
Police and Crime Commissioners (Gloucestershire, Wiltshire & Avon & Somerset)	413,454	170,056
Local Government grants	501,401	239,071
National Health Service grants	959,430	262,420
Ministry of Justice	277,496	649,315
	2,151,781	1,320,862

The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset, South Wales and Gloucestershire Clinical Commissioning Group, have provided grants to deliver support services to women with multiple and complex needs. This group of clients includes street sex-working women and women who find it difficult to engage with statutory services because of rural isolation.

The Police and Crime Commissioner in Avon & Somerset has provided a grant to assess a Whole System Approach to delivering support services to women with multiple and complex needs.

The Police and Crime Commissioner for Dyfed/Powys has provided a capital grant for the development of a women's centre in Carmarthen.

Gloucestershire County Council and Somerset County Council have provided grants to deliver support services to women with multiple and complex needs. Swindon Borough Council has provided a grant to provide a sheltered accommodation in Swindon for women who have suffered domestic abuse.

The Gloucestershire Clinical Commissioning Group and Avon and Wiltshire Mental Health Partnership have provided grants to deliver support services to women who are encountering Perinatal and Infant mental health problems.

In both 2023/24 and 2022/23 the Ministry of Justice have provided a grant to fund core costs to enable us to sustain, improve and further develop existing quality support to women in contact with or at risk of encountering the criminal justice system.

A grant was received from the Bristol City Council Resilience Fund to help finance the refurbishment of the Bristol women's centre.

There are no unfulfilled conditions or other contingencies attaching to these grants and the charity has not directly benefited from any other forms of government assistance.

14. TANGIBLE FIXED ASSETS

	Freehold property and long leasehold property £	Improvements to property £	Furniture, fittings and equipment £
COST			
At 1 April 2023	4,346,560	704,940	349,870
Additions	-	681,905	55,570
At 31 March 2024	4,346,560	1,386,845	405,440
DEPRECIATION			
At 1 April 2023	570,460	321,286	281,518
Charge for year	81,344	12,093	27,747
At 31 March 2024	651,804	333,379	309,265
NET BOOK VALUE			
At 31 March 2024	3,694,756	1,053,466	96,175
At 31 March 2023	3,776,100	383,654	68,352

	Motor vehicles £	Computer equipment £	**Totals £**
COST			
At 1 April 2023	46,072	408,022	**5,855,464**
Additions	-	141,491	**878,966**
At 31 March 2024	46,072	549,513	**6,734,430**
DEPRECIATION			
At 1 April 2023	46,072	281,395	**1,500,731**
Charge for year	-	84,165	**205,349**
At 31 March 2024	46,072	365,560	**1,706,080**
NET BOOK VALUE			
At 31 March 2024	-	183,953	**5,028,350**
At 31 March 2023	-	126,627	**4,354,733**

Included in cost or valuation of land and buildings is freehold land of £490,000 (2023: £490,000) which is not depreciated.

15. FIXED ASSET INVESTMENTS

	£
MARKET VALUE	
At 1 April 2023	39,367
Revaluations	(1,444)
At 31 March 2024	37,923
NET BOOK VALUE	
At 31 March 2024	37,923
At 31 March 2023	39,367

There were no investment assets outside the UK.

Investments are 36,637.49 units invested in the COIF Charities Property Fund (2023: 36,637.49).

At 31 March 2024 unit bid price was 103.51 pence (2023: 107.45 pence). The fund has been revalued to reflect this decrease.

The investments are the assets that underlie the Permanent Endowment Fund.

During the year ended 31 March 2016 the Gloucestershire Probation Officer's Samaritans Trust closed and transferred the balance of its COIF account to the charity at nil cost.

16. STOCKS

	2024	2023
	£	£
Goods held for Resale - Food and Non-Alcoholic Beverages	1,211	1,211

17. DEBTORS

	2024	2023
	£	£
Amounts falling due within one year:		
Trade debtors	891,572	1,067,028
Other debtors	460,549	725,009
Prepayments and accrued income	384,380	379,495
	1,736,501	2,171,532
Amounts falling due after more than one year:		
Other debtors	-	349,238
Aggregate amounts	1,736,501	2,520,770

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Bank loans and overdrafts (see note 20)	12,901	12,262
Trade creditors	88,598	137,051
Social security and other taxes	106,772	95,278
Other creditors	111,043	102,933
Accruals and deferred income	951,607	1,570,483
	1,270,921	1,918,007

Deferred income represents income received in advance of project delivery and totals £735,084 as at 31 March 2024 (2023: £615,889).

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Bank loans (see note 20)	120,793	133,775

20. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank loans	12,901	12,262
Amounts falling between one and two years:		
Bank loans - 1-2 years	13,495	12,901
Amounts falling due between two and five years:		
Bank loans - 2-5 years	44,296	42,349
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 years by instalment	63,002	78,525

21. SECURED DEBTS

The following secured debts are included within creditors:

	2024	2023
	£	£
Bank loans	133,694	146,037

During the year there was one bank loan (2023: one).

The loan is repayable with interest paid at a fixed rate. At 31 March 2024, the balance of the loan was £133,694 (2023: £146,037). The loan bears interest at 4.54% and is repayable by November 2032.

As at 31 March 2024 the loan was secured on 1 Brunswick Square, Gloucester.

22. LEASING AGREEMENTS

At 31 March, the charity had the following total minimum lease payments under operating leases:

	Equipment		Land and Buildings	
	2024	2023	2024	2023
	£	£	£	£
Within one year	10,958	8,729	140,521	90,020
Between one to five years	15,801	10,928	235,318	-
In more than five years	-	-	-	-

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment fund	**Total funds**
	£	£	£	**£**
As at 31 March 2024:				
Fixed assets	3,877,423	1,150,927	-	**5,028,350**
Investments	-	-	37,923	**37,923**
Current assets	3,022,213	2,131,525	-	**5,153,738**
Current liabilities	(1,270,921)	-	-	**(1,270,921)**
Long term liabilities	(120,793)	-	-	**(120,793)**
	5,507,922	3,282,452	37,923	**8,828,297**
As at 31 March 2023:				
Fixed assets	3,176,769	1,177,964	-	**4,354,733**
Investments	-	-	39,367	**39,367**
Current assets	3,777,187	2,897,280	-	**6,674,467**
Current liabilities	(1,918,007)	-	-	**(1,918,007)**
Long term liabilities	(133,775)	-	-	**(133,775)**
	4,902,174	4,075,244	39,367	**9,016,785**

24. MOVEMENT IN FUNDS

	At 1 April 2023	Net movement In funds	At 31 March 2024
	£	£	£
Unrestricted funds			
General fund	843,428	(86,535)	756,893
Designated Fund – future property investment, maintenance and strategic development	1,059,460	(52,160)	1,007,300
Designated Fund - Fixed Assets Funds	2,999,286	744,443	3,743,729
	4,902,174	**605,748**	**5,507,922**
Restricted funds			
Women's Community Services	1,742,588	(451,465)	1,291,123
Funding for the purchase and start up of our women's centre in Bridgewater	157,030	(3,557)	153,473
Funding for the development of services and the establishment of a women's centre in Bristol	873,200	(242,116)	631,084
Capital funding for the delivery of our Hub Community Recovery activities	1,042,235	(24,996)	1,017,239
Residential services	10,000	(2,500)	7,500
Funding for the set up of our women's centre in Cardiff	223,191	(54,658)	168,533
Core cost funding	27,000	(13,500)	13,500
	4,075,244	**(792,792)**	**3,282,452**
Endowment funds			
Fund to finance training and hardship support to those in the criminal justice system	**39,367**	**(1,444)**	**37,923**
TOTAL FUNDS	**9,016,785**	**(188,488)**	**8,828,297**

24. MOVEMENT IN FUNDS - continued

The movement in funds in the year ended 31 March 2024 were as follows:

	Incoming resources £	Resources expended £	Gain/Loss and transfers £	Movement in funds £
Unrestricted funds				
General fund	7,458,201	(6,852,453)	(692,283)	(86,535)
Designated Fund – future property investment, maintenance and strategic development	-	-	(52,160)	(52,160)
Designated Fund - Fixed Assets Funds	-	-	744,443	744,443
	7,458,201	(6,852,453)	-	605,748
Restricted funds				
Women's Community Services	865,184	(1,316,649)	-	(451,465)
Funding for the purchase and start up of our women's centre in Bridgewater	-	(3,557)	-	(3,557)
Funding for the development of services and the establishment of a women's centre in Bristol	68,748	(310,864)	-	(242,116)
Capital funding for the delivery of our Hub Community Recovery activities	17,000	(41,996)	-	(24,996)
Residential services	5,195	(7,695)	-	(2,500)
Funding for the set up of our women's centre in Cardiff	-	(54,658)	-	(54,658)
Core cost funding	27,000	(40,500)	-	(13,500)
	983,127	(1,775,919)	-	(792,792)
Endowment funds				
Fund to finance training and hardship support to those in the criminal justice system.	-	-	(1,444)	(1,444)
TOTAL FUNDS	8,441,328	(8,628,372)	(1,444)	(188,488)

24. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1 April 2022	Net movement In funds	At 31 March 2023
	£	£	£
Unrestricted funds			
General fund	2,163,704	(1,320,276)	843,428
Designated Fund – future property investment, maintenance and strategic development	-	1,059,460	1,059,460
Designated Fund - Fixed Assets Funds	1,556,308	1,442,978	2,999,286
	3,720,012	**1,182,162**	**4,902,174**
Restricted funds			
Women's Community Services	1,125,766	616,822	1,742,588
Funding for the purchase and start up of our women's centre in Bridgewater	160,340	(3,310)	157,030
Funding for the development of services and the establishment of a women's centre in Bristol	1,764,614	(891,414)	873,200
Capital funding for the delivery of our Hub Community Recovery activities	1,041,391	844	1,042,235
Residential services	14,000	(4,000)	10,000
Funding for the set up of our women's centre in Cardiff	273,295	(50,104)	223,191
Core cost funding	-	27,000	27,000
	4,379,406	**(304,162)**	**4,075,244**
Endowment funds			
Fund to finance training and hardship support to those in the criminal justice system	**47,321**	**(7,954)**	**39,367**
TOTAL FUNDS	**8,146,739**	**870,046**	**9,016,785**

24. MOVEMENT IN FUNDS - continued

The movement in funds in the year ended 31 March 2023 was as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	7,055,223	(6,863,061)	(1,540,575)	(1,348,413)
Designated Fund – future property investment, maintenance and strategic development	-	-	1,059,460	1,059,460
Designated Fund - Fixed Assets Funds	-	-	1,471,115	1,471,115
	7,055,223	(6,863,061)	990,000	1,182,162
Restricted funds				
Women's Community Services	1,586,133	(839,311)	(125,000)	621,822
Funding for the purchase and start up of our women's centre in Bridgewater	-	(3,310)	-	(3,310)
Funding for the development of services and the establishment of a women's centre in Bristol	174,046	(195,460)	(865,000)	(886,414)
Capital funding for the delivery of our Hub Community Recovery activities	22,000	(31,156)	-	(9,156)
Residential services	20,247	(24,247)	-	(4,000)
Funding for the set up of our women's centre in Cardiff	-	(50,104)	-	(50,104)
Core cost funding	54,000	(27,000)	-	27,000
	1,856,426	(1,170,588)	(990,000)	(304,162)
Endowment funds				
Fund to finance training and hardship support to those in the criminal justice system.	-	-	(7,954)	(7,954)
TOTAL FUNDS	8,911,649	(8,033,649)	(7,954)	870,046

Permanent Endowment Fund

The purpose of the fund is to make small grants to individuals within the criminal justice system to offer relief from poverty, to help provide assistance with education and other charitable purposes. The charity maintains the capital of the fund and make grants from the investment income of the fund.

The income that we receive from the fund, and the grants that we make are accounted for within restricted funds.

24. MOVEMENT IN FUNDS - continued

Restricted funds

Significant movements in individual funds during the year were:

	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
Establishment of Bridgwater women's centre	157,030	-	(3,557)	153,473
Development of our services to provide support to the women of Bristol and the establishment of our women's centre in Bristol	873,200	64,748	(306,864)	631,084
Establishment of Cardiff women's centre – funded by Welsh Government	223,191	-	(54,658)	168,533
Hinkley Point C Community Fund	121,191	-	(49,238)	71,953
National Lottery Community Fund -RC South West Region - "Empowering Change Somerset"	182,437	-	(115,554)	66,883
National Lottery Community Fund - RC South West Region -"Sex Worker Outreach Project"	178,921	-	(106,545)	72,376
Making a difference for children and young people - funded by BBC Children in Need	10,345	-	(10,345)	-
Gloucestershire mentoring programme - funded by CHK Foundation	37,500	47,403	(76,993)	7,910
Gloucestershire Change Team Project funded by Gloucestershire NHS Clinical Commissioning Group	70,000	-	(70,000)	-
Core cost funding	600,000	-	(300,000)	300,000
Capital Funding to enable the delivery of our Hub Community Recovery activities	1,017,754		(20,300)	997,454

The following work was performed during the year from grants and donations either received or receivable:

Women's Community Services

- Bristol Community Health CIC to enable us to develop our services to provide support to the women of Bristol and establish a women's centre in Bristol.
- The Welsh Government to establish a women's centre in Cardiff.
- Hinkley Point C Community Fund to enable us to provide services to increase the safety of women and girls in Somerset.
- The National Lottery Community Fund "Women and Girls Initiative" to help fund the Promoting Change programmes in Somerset.
- The National Lottery Community Fund and Gloucestershire County Council to improve the life chances of street-working women in Gloucestershire and Wiltshire.
- BBC Children in Need to fund support for young women at risk of sexual exploitation.
- The CHK Foundation to provide mentoring services in Gloucestershire.
- Gloucestershire NHS Clinical Commissioning Group to help fund the Promoting Change programmes in Gloucestershire.
- Ministry of Justice provided core cost funding to facilitate the improvement in the scope and range of services provided throughout the Women's Community Services.

24. MOVEMENT IN FUNDS - continued

Hub Community Recovery Activities

- Stroud District Council to help fund education, employment and volunteer programmes for the benefit of the recovery community.
- Public Health England and Gloucestershire Environmental Trust to help fund our Hub Community Recovery activities.

Designated Funds - Fixed Asset Funds

The charity has significant investment in its buildings and other fixed assets. Fixed assets have been funded from general reserves, and from borrowings. The cash expended on such assets is not available for expenditure on future charitable objectives, consequently the trustees have agreed that the amount of £3,743,729 should be designated towards the future depreciation costs of these assets.

Transfers arise from fixed asset movements, including purchases, disposals and depreciation costs.

Designated Funds - Future property investment, property maintenance and strategic development

During 2023 the Trustees formally approved an additional designated fund towards future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities. At the year end the balance remaining is £1,007,300.

25. EMPLOYEE BENEFIT OBLIGATIONS

The charity operates a defined contribution pension scheme. The costs for the period was £318,805 (2023: £276,404). Contributions totalling £33,240 (2023: £26,075) were outstanding at the balance sheet date.

26. CONTINGENT LIABILITIES

In 2018/19 the charity received £172,000 of grant funding towards the purchase of our Bridgwater women's centre which is potentially repayable if the centre is not operated as a women's centre until January 2029. The Trustees anticipate that the Bridgwater women's centre will be used as a women's centre until that date.

In 2017/18 the charity received £125,000 of grant funding towards the funding of the purchase and fit out of the Sober Parrot in Cheltenham, one of our Opportunity Hubs including within Hub Community Recovery activities. The grant was potentially repayable if the site was not operated as a Hub until May 2024. The site has been operated as a Hub up to the required date.

In 2021/22 the charity received £273,295 of grant funding towards the establishment of our Cardiff women's centre which is potentially repayable if the centre is not operated as a women's centre until March 2027. In April 2022 the charity leased a property to act as its women's centre in Cardiff under a five-year lease. The lease contains a break clause option. If the charity exercises that break clause option, then the time-apportioned amount of the grant funding, which is pro rata to the end of the five-year period would be repayable. The break clause was extended but has not been exercised.

27. CAPITAL COMMITMENTS

There were no capital commitments at 31 March 2024.

28. RELATED PARTY DISCLOSURES

The charity receives donations from related parties. In the year ended 31 March 2024 these amounted to under 1% of its total income (2023: under 1% of total income).

During the year, Somerset Community Foundation made a grant totalling £2,500 to the charity (2023: five grants £172,199). One of our Trustees, Justin Sargent, is a member of the key management personnel of Somerset Community Foundation. Justin did not participate in the decision by Somerset Community Foundation to make these grants to the charity.

During the year Bristol Community Health ('BCH'), a Community Interest Company, made a donation to the charity, towards the establishment of its women's centre in Bristol, of £68,748 following a decision made by BCH's Board in March 2020 to distribute BCH's reserves by donations (2022/23: £169,046).

Two members of the Board of BCH, who served until July 2020, were connected to the charity. One of our Trustees, Rhona MacDonald, was a member of the BCH Board. Aileen Fraser, who is married to the charity's Chief Executive Officer, was also a member of the BCH Board. These relationships facilitated the introduction of the charity's senior leadership team to the BCH Board.

The charity is not required to disclose any other related party transactions during either the year ended 31 March 2024 or the previous year.

29. FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	2024	2023
	£	£
Financial assets		
Measured at market value		
- Investments	37,923	39,367
Measured at undiscounted amount receivable		
- Trade and other debtors and accrued income	1,736,501	2,250,770
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors	1,258,020	1,905,745
- Bank loans	133,964	146,037
	1,391,714	2,051,782

THE NELSON TRUST

England & Wales - Charity number 1056672

Accounts

THE NELSON TRUST

Company Number 03211815
Registered Charity Number 1056672

THE NELSON TRUST

(Limited by guarantee with no share capital)

REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2023

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THE NELSON TRUST
CHARITY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2023

THE NELSON TRUST

PRESIDENT
Rt Revd Rachel Treweek, Bishop of Gloucester

VICE PRESIDENTS
The Hon. Hugh Tollemache
The Hon. Mrs Rosie Tollemache
Sue Mountstevens
Annie Maw CVO

TRUSTEES
Dame Janet Trotter DBE, CVO(Chair)
Catherine Connor
Amanda Fadero (until 4 November 2022)
Dame Julie Lydon DBE
Naina Mandleker
Justin Sargent
James Tabor QC
John Bensted
Jo Daubeney
Andrew Jardine (until 31 July 2022)
Rhona MacDonald
James Murray (from 3 February 2023)
Demelza Stamp
Claire Wynne Hughes

CHIEF EXECUTIVE OFFICER
John Trolan

COMPANY SECRETARY
Louise Temple

SENIOR LEADERSHIP TEAM
John Trolan – Chief Executive Officer
Ranja Abbott – Director of Finance and Assurance (from 6 September 2022)
Kirsty Day – Director of Recovery Services
Niki Gould - Director of Women's Community Services
Christina Line – Chief Operating Officer
Louise Temple – Director of HR

REGISTERED AND PRINCIPAL OFFICE	Nelson House Brimscombe Hill Brimscombe Stroud Gloucestershire GL5 2QP	**PRINCIPAL BANKERS**	Lloyds Bank PLC 12 Rowcroft Stroud Gloucestershire GL5 3BD
SOLICITORS	Willans LLP 28 Imperial Square Cheltenham Gloucestershire GL50 1RH	**INDEPENDENT AUDITOR**	Sumer Audit Hermes House Fire Fly Avenue Swindon SN2 2GA
WEBSITE	www.nelsontrust.com		@TheNelsonTrust

THE NELSON TRUST
CHAIR OF THE BOARD OF TRUSTEES'S REPORT
FOR THE YEAR ENDED 31 MARCH 2023

THE NELSON TRUST

I am proud to have been the Chair of the Board of Trustees throughout 2022/23. It has been another year of growth and, again, all those involved in The Nelson Trust have responded magnificently to the challenges that have arisen, to continue to provide support to our clients.

My role is to help the Trust build upon its solid foundations and enable it to do more of what it does so well; helping those who can benefit from the services that it provides. Alongside delivering services to an increased number of clients the charity has made significant progress against its Strategic Objectives. That progress was essential for the charity to be able to deliver growth in its activities and its continued delivery of excellent services. There is more information on this within the Trustees' Report.

At The Nelson Trust we aspire to be the best at what we do. We exist to support people to overcome multiple disadvantages and deprivation including addiction, trauma and abuse, health and family issues and frequent contact with the Criminal Justice System. We know anyone can change if given the opportunity of the right support at the right time. We also know that we can change, and that we will improve how we work by focusing on our existing strengths and qualities.

Our 2021-25 Strategy articulated how we will increase the number of people we support and how we will get even better at what we do. We welcome the Ministry of Justice's Concordat on Women in or at risk of contact with the Criminal Justice System. By delivering a whole system approach across local partnerships and multi-agency forums we can, together, achieve outcomes that dismantle the intergenerational cycle of trauma, abuse and disadvantage. We are needed as never before, and our greatest assets, the skill and versatility of our staff and volunteers and the loyalty of our supporters is awe-inspiring.

During the year, we purchased our Swindon Women's Centre, established a Women's Centre in Cardiff and expanded to a Centre in Swansea, which opened in Spring 2023. Looking to the future, we are proud to have completed the purchase of a building in central Bristol in April 2023 which will enable us to develop our services further. The immediate future appears to be one where we will all experience continued cost of living challenges, inflationary rises and the impact of reductions in Government expenditure. If those reductions do happen, it is likely that there will be an increased need for the charity's services, at a time when the charity experiences reduced income. The Team at The Nelson Trust is well-equipped to be able to respond to those challenges and to continue to provide its excellent support to vulnerable people.

I am fortunate to be supported by a highly capable and passionate Board of Trustees. I thank them and all the other volunteers associated with the charity, across the whole spectrum of our activities including front line service delivery, Hubs community recovery activities, and fundraising. I acknowledge the valuable contribution of Amanda Fadero who came to the end of her term as a Trustee in November 2022. Her contribution will be missed by the Board. I welcome the skills and experience that our new Trustee, James Murray, brings to the Board.

As you read this report and the accompanying financial statements, I hope that you will feel heartened by the commitment of the Trust to delivering only the best quality services to our clients who are impressively courageous in the face of trauma. The Board is grateful to all its staff and their unwavering commitment, compassion and dedication, and in particular, to the Senior Leadership Team who take the Nelson Trust forward in imaginative and innovative ways.

I also thank our clients for continually fuelling our belief that long-term recovery leads to thriving lives; and all our volunteers and supporters, including the organisations listed on page 4, whose significant or long-term donations, sponsorship, grants, pledges, time, resources and partnerships have enabled us to achieve such positive outcomes with our clients. Your contributions have provided essential resources and made a lasting impact on the lives of individuals and families, your involvement has enriched our programmes and fostered a sense of belonging for those we serve, your belief in our vision has allowed us to expand our services and extend a helping hand to more individuals on their journey to recovery. You are the pillars of strength that enable us to transform lives and bring hope to those who need it most.

Janet O. Trotter.

Dame Janet Trotter, Chair of the Board of Trustees **Date: 03 November 2023**

THE NELSON TRUST
LIST OF SUPPORTING ORGANISATIONS
FOR THE YEAR ENDED 31 MARCH 2023

THE NELSON TRUST

We offer a sincere thank you to the members of our Gloucestershire Fundraising Committee, to our Supporters, Volunteers, Trustees and Colleagues for all the change you have made possible. We thank all those individuals, and the following organisations for their support and to those with whom we have worked in partnership during the year:

Active Gloucestershire
Arnold Clark
Arts Council Wales
Avon & Wiltshire Health Partnership
Asda Foundation
B & Q Foundation
BBC Children in Need
Beatrice Hankey Foundation
Ben Royal Trust
Better Communities Business Network
Bristol City Council
Charles Hayward Foundation
CHK Foundation
Community Investment Fund
Cooper Associates
Cotswold Cheltenham BMW
Ecotricity
EDF Energy
Enterprise Holdings
Fairfield Charitable Trust
Fluck Convalescent Fund
Free Hospital Trust Fund
Garfield Weston Foundation
Glasspool Charitable Trust
Gloucester City Council
Gloucestershire Clinical Commissioning Group
Gloucestershire Community Foundation
Gloucestershire Gateway Trust
Gloucestershire Integrated Locality Partnership
Hillhouse Trust
Hobson Charitable Limited
JABBS Foundation
John James Foundation
Lister Unified Communications
Medlock Charitable Trust
Midcounties Co-operative
Minchinhampton Golf Club
Minety Tennis Club
M J Stone Charitable Trust
Murrays Estate Agents
National Benevolent Charity
National Garden Scheme
National Grid Electrical Distribution
Nationwide Community Foundation
Nineveh Trust
Notgrove Trust
Oakdale Foundation
Open Mental Health VCSE Partnership
Parochial Church Council of St James
Pobl Trust
Police & Crime Commissioner – Avon and Somerset
Police & Crime Commissioner – Gloucestershire
Police & Crime Commissioner – South Wales
Police & Crime Commissioner – Wiltshire
Quartet Community Foundation
Radstock Co-operative Fund
Renishaw plc
Salus Cyber
Somerset Activity and Sports Partnership
Somerset Community Foundation (Hinkley Point C Community Fund and other grants)
Spirax Sarco Charitable Trust
Stroud District Council
Sumner Wilson Charitable Trust
Susanna Peake Charitable Trust
Swindon Borough Council
Swire Charitable Trust
Stroud District Council
The Austin and Hope Pilkington Trust
The Band Trust
The Berkeley Estate
The Clothworkers Foundation
The Coutts Charitable Foundation
The D'Oyley Carte Charitable Trust
The Gloucestershire Society
The Grapevine Works
The High Sheriff of Gloucestershire's Fund
The High Sheriff of Somerset's Fund
The John Armitage Charitable Trust
The Julia and Hans Rausing Trust
The Leigh Trust
The Mary Homfray Charity
The National Lottery Community Fund
The NJF Family Charitable Trust
The Nisbet Trust
The Waterloo Foundation
Westfield Health Charitable Trust
Wiltshire Community Foundation

The Trustees, who are also the directors for the purpose of company law, present their report and the financial statements of the charity for the year ended 31 March 2023.

VISION, MISSION & BELIEFS

In a constantly changing environment, it is more important than ever to retain a clear sense of:

1. Our long-term ambition for the organisation ("Our Vision")
2. What we need to do to achieve that ambition ("Our Mission") and
3. The beliefs we need to hold that underpin the work that we do ("Our Beliefs")

Our Vision:

- A world where both the causes and consequences of multiple disadvantages are understood, effectively tackled, and ultimately eliminated.

Our Mission:

- We will be a Centre of excellence bringing belief, hope and long-term recovery to lives affected by addiction and multiple disadvantage.

Our Beliefs:

- We believe that anyone can change and recover from addiction.
- We believe in recovery through abstinence.
- We believe that with the right support, understanding and empowerment, individuals can achieve their full potential.

This Report details our progress towards achieving our Vision over the last twelve months.

DESCRIPTION OF SERVICES AND STRATEGIC PLAN

We are a charity which works with and beyond addiction to inspire change.

We are committed to working for the benefit of communities to prevent people from being socially excluded, to address the needs of people with substance misuse problems, those who are in recovery and those affected by addiction and its associated consequences.

We lead and innovate where the constellation of substance misuse, trauma, offending and abuse lead to severe and multiple deprivation which impacts on whole families often perpetuating problems from one generation to the next.

We will continue enthusiastically to champion our belief in the capacity for personal change and growth and to promote the values of recovery from addiction.

In the year ended 31 March 2023 we provided, at any one-time, residential treatment bedspaces for up to 44 clients; recovery housing and support opportunities for 18 clients; support for women from each of our five women's centres in Bridgwater, Bristol, Cardiff, Gloucester and Swindon; and hub recovery centre activities in two hospitality venues, through education provision and within our maintenance activities.

THE NELSON TRUST

Strategic Aim

Our strategic aim is to extend the depth and breadth of our services, and to this end we created a new 5-year Strategy in 2021/22.

Operating background

The need for, and demands of, our services continue to increase year on year, exacerbated by the current British economy characterised by high national debt, high interest rates and high inflation, which continues to be a challenging operating environment for the charitable sector. Such stresses often coincide with an increase in issues related to the toxic-trio of substance misuse, mental health, domestic abuse and their variables. Invariably this leads to an increased demand for our services at a time when there is less money to fund them.

Despite a difficult environment, 2022/23 has been a successful year for the charity.

We have supported more than 4000 vulnerable clients in the year, more than in any previous year.

We are in our second year of being the prime contractor to the Ministry of Justice to deliver the Criminal Justice Rehabilitation service for women in the Police & Crime Commissioner (PCC) areas of Avon and Somerset, Gloucestershire and Wiltshire, and the equivalent contracts in the PCC areas of South Wales, Gwent and Dyfed-Powys. As a result of our contracts in Wales, and with support of the Welsh Government, we have opened two new Women's Centres, one in Cardiff and one in Swansea, supporting women to successfully complete their probation orders and get the support she needs which will help her turn her life around.

In the last 12 months our women's community services have delivered 39,405 interventions, attended 1,152 multiagency meetings, and have supported thousands of women to take positive action to move to a life where she is in control of her accommodation, finances, healthy relationships and free from harm, abuse, substance misuse and justice involvement.

The innovative pilot project, ONE Women's Centre at HMP Eastwood Park (EWP), went live in 2022. We led a multi-agency partnership working to deliver our 'one woman–one story-one plan' model. Throughout the pilot we worked to support women whilst in EWP and following their release into the Southwest and Wales regions. We opened a first of its kind Women's Centre in HMP Eastwood Park and were cited as commendable in the HMPI inspection report of Eastwood Park Prison. We await the independent evaluation of the project.

Another development which we are both excited and proud to be part of, is the Women's Risk Need Assessment (WRNA). It is the only validated and peer-reviewed instrument in the public domain designed for women caught up in the Criminal Justice System, which is providing robust evidence for sensible alternatives to prison. The WRNA serves two important purposes. Firstly, it immediately benefits women as Centres use it with new clients to tailor support to their specific needs. Secondly, it generates comprehensive evidence needed to substantiate the effectiveness of Women's Centres in holistically addressing the needs of justice involved women and women facing multiple disadvantage, which can inform effective and efficient policy decisions.

Recognising that the Trust has a significant and diverse property portfolio, the Board has set up an Estates Strategy Committee which has been tasked to develop a long-term strategy which will consider carbon zero targets, accessibility, changing work patterns and the need to modernise and ensure all properties are fit for current and future purpose.

Our fundraising events programme were an outstanding success, thanks to over 700 incredible supporters, generating income of over £100,000. We are especially grateful to our sponsors of our events, as well as the Gloucestershire Fundraising Committee, our employees, volunteers, and supporters who make these events possible.

We thank all our supporters and volunteers who have donated either time or money to enable us to support vulnerable people.

These expanded relationships continue to demonstrate the high regard in which our services are held, and the value that they deliver to the statutory sector.

Our organisational infrastructure is such that we were able to implement new areas of service delivery, and increase the scale of our activities, in a cost-effective way.

Strategic Report

Our Strategic Plan

In 2021 we refreshed our 5-year Strategic Plan and set five objectives for 2021-25 across all of our activities:

- **Quality** – We strive to offer services which truly respond to the needs of our clients. We value the expertise of lived experience to both co-produce and deliver innovative services. We will ensure that our services are safe, effective, caring, well-led and responsive to our client's needs.
- **People** – Our people make The Nelson Trust what it is. We will attract and retain the best people and enable each member of our team to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve and sustain a work/life balance, and feel engaged and stimulated in their work.
- **Sustainability** - We can only make a transformational change in people's lives if we can be confident in our ability to sustain services over the long term. Achieving operational and financial sustainability is therefore key to our strategy. This will come through extending our reach, diversifying income streams and improving internal efficiency to ensure that we are a modern and financially stable organisation.
- **Reach** – More people than ever need our services. Although growth is important, it is not the driving factor behind our ambition to extend our reach. We are focused on ensuring that as many people as possible can access the services they need, whether they are provided directly by The Nelson Trust, by other agencies, or in partnership. We will actively pursue partnership opportunities and innovative methods of delivery to achieve greater reach.
- **Innovation** – We will create tomorrow's best practice today.

We have taken the following action against these objectives:

- Co-designed and produced a four-phase model for residential treatment – merging the recovery model with the Trauma Informed Approach;
- Reviewed and improved what we offer within our Recovery Housing service, in doing so we increased support for clients in the community to access support, and volunteering opportunities, with a robust transition of care and independence building;
- Created a Client Council to provide the client perspective to aid the development and improvement of our services;
- Developed an engagement worker pathway to increase the opportunities for clients to gain employment and develop career prospects;
- Listened to feedback from our staff to Improve the working environment, and implemented new staff wellbeing initiatives;
- Finalised the development of, and commenced delivering, our in-house leadership development programme;

- Reviewed our infrastructure and increased the capacity within core functions to support and sustain recent growth;
- Implemented place-based approaches to reach new income streams and partnerships;
- Extended our services further into Wales, purchased our Swindon property and, post year end, completed the purchase of a property in Bristol, therefore growing the number of clients benefitting from our services;
- Invested in a new CRM digital platform to manage our donors and supporters and communications more systematically;
- Engaged with a leading academic to support our residential development work;
- Co-designed our new residential model with our clients;
- Shared our expertise through external training and so extended our social impact and national profile as field leaders;
- Developed an award-winning learning and development offer utilising the digital platform – Nimble;
- Participated in the WRNA research programme, with the University of Birmingham.

Plans for future periods - What do we intend to do next?

- Continue to use the WRNA, to benefit our clients who use our women's centres to tailor support to their specific needs;
- Build on the timetable of groups delivered both face to face and remotely, increasing accessibility for more women that need our services;
- Use the information gained from the CQC mock inspection to inform where we need to focus our efforts to make further change;
- Train clinical assessors in each women's centre to reduce barriers and wait times for women requiring residential treatment;
- Make considered investments in digital infrastructure and systems and increase our use of data capture systems to aid growth and sustainability through the accurate articulation of our work;
- Further embed ourselves in local support network systems, delivering services under our Whole Systems Approach;
- Refurbish and open our new property in Bristol as a Women's Centre;
- Refine our short- and long-term Estates strategy, using a combination of designated, unrestricted, and restricted funds for future property investment, building projects and maintaining the condition of owned properties;
- Build upon the Estates review and Estates strategy by setting up an Estates Board Committee;
- Further develop the 'conception to completion' offer, in collaboration with, and guided by, our clients;
- Develop stronger links with academic agencies subjecting our services to independent research and evaluation which creates better outcomes for our clients;
- Explore opportunities to develop digital improvements to our service delivery;
- Source additional workforce wellbeing funding to increase the range of benefits we are able to offer to staff.

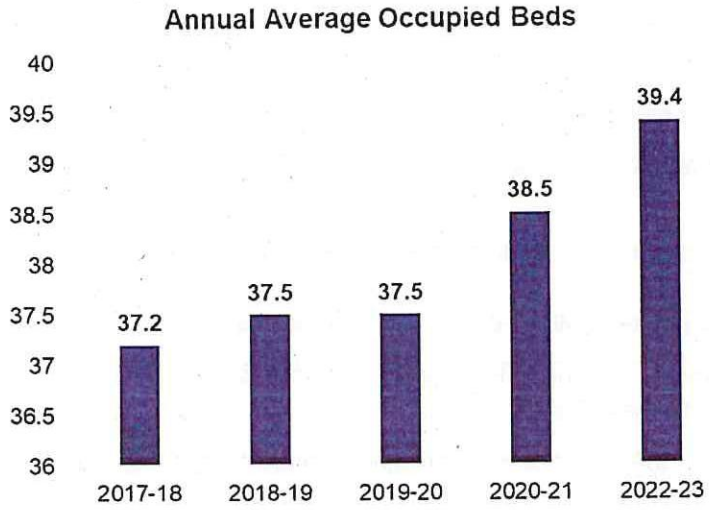
Impact

We set out below information on our impact, achievements, and activity, in the past year, together with client feedback:

Recovery Services

Our residential rehabilitation services are designed to help both men and women achieve long lasting recovery through our abstinence-based treatment programme.

- 166 people were admitted to our residential treatment houses. 70% were women.
- For the sixth consecutive year we achieved a rate of over 85% occupancy in our treatment services. Our average residential treatment occupancy rate was 39.4 beds.



- 65 clients volunteered their time in our Hub Enterprises whilst still in treatment, supporting them to build confidence and TO open possibilities for future employment and training.
- 10 clients completed their Peer Mentoring training and became Recovery Coaches – making recovery visible for clients in the early stages of treatment by co-facilitating group work alongside staff.

Women's Community Services

- Over 4,000 women accessed our Women's Community Services in Gloucestershire, Wiltshire, Somerset, Bristol, and Wales.
- We delivered over 31,000 1-2-1 and group interventions working with women by holistically addressing a wide range of needs.
- Over 270 women enrolled on our programme at ONE Women's Centre at HMP Eastwood Park. At the end of March 2023 there were 145 women who had been, or were being, supported exclusively in the prison, and the remaining women were being supported within our Women's Community Services.

Our ability to consistently achieve excellent outcomes for our clients, and alongside this meeting the requirements of our funders, underpins the Trust's ongoing success.

Impact upon the lives of clients

The support delivered by the Nelson Trust makes a significant difference to lives of those whom we support, as expressed in their feedback. We are continuing to develop the way that we measure the impact of our range of activities for our clients. Below sets out the impact upon one client who has benefitted from our services.

SWOP Case Study

So, a little about me, I suffered from addiction for over 20 years, I picked up my first drug at the age of 13, and by the time I was 16, I had found my drug of choice which was heroin. I never set out to become an addict, but I came from a family in which my mother suffered from manic depression and of course, in turn, her behaviour and moods would become very erratic and volatile. When my dad left when I was 10. This left me with feelings of loss and unworthiness, I felt unwanted and unloved, and I went on to seek anything and everything that could take me out of myself. My education failed miserably, I went through the care system after leaving home at 11 and then I ended up in a relationship with a using addict at 15. By the age of 18, I was a very chaotic addict, full of anger, lies deceit, sadness, sorrow, unmanageability, guilt, shame, fear, and in a place of despair but I could not stop. I was forced into sex work at the age of 17 and it then became a choice I made with an addict's insane mind that I could fund my habit by selling my body. But what I didn't realise is that I was not just selling my body, but I was selling a part of my soul each time I did this. And chipping away at my self-worth, my self-esteem and slowly but surely losing any empowerment as a woman I had or could have. As well as the trauma I would put myself through and encounter over the next 20 years. My life over the next 20 years was far from pretty.

It was lonely, sad, and full of despair and pain. I had lost everything and anyone in my life slowly disappeared. There were many attempts to get clean, but I never managed to sustain it, until finally about 3 years ago I was referred to the SWOP team by my local domestic abuse services. I was in a very volatile and toxic relationship and no matter where I turned, I was unable to get help. I had taken many attempts to take my life, and it was plain to see I needed help.

I was very resistant to help to begin with but what the women's service gave me was an option for a way out. My worker held out her hand to me and did not give up. It was the first time in a long time this had happened to me, and I believe sometimes that all it takes, is for one person to hold their hand out, to plant the seed to promote change, I believe this as I was that woman that held onto that hand and asked reluctantly to show me the way out.

When I had no one to turn to my SWOP worker was there, and it's because she didn't give up on me and did everything, she empowered me to be where I am today. After 2 years of perseverance from her and the SWOP team, I finally managed to get into Nelson Trust rehab, which she pushed for specifically so I could go and do a group that no other treatment centre has, called Griffin. It was a group for women who had sex worked and delved into the core of myself and helped me to rebuild myself.

Sex-working trauma exists and what I didn't realise is that I needed to look at this stuff to stay clean. The importance of the women's service and specifically the SWOP team was paramount in my life as I am now 3 years into recovery from all mood-altering substances. I have managed to maintain and sustain my recovery even in an area where I used and experienced trauma.

After a year of recovery, I undertook the peer mentoring qualification and facilitated 3 groups a week, 2 of which are for Nelson Trust, specifically a women's recovery group at the women's centre and a leavers group at the treatment centre and I am now employed by the Nelson Trust.

My life today is full of gratitude, and I am now able to see the beauty in life when I couldn't see this before. I now appreciate life's hurdles and do not treat them as an obstacle but as an opportunity for growth. I can stand in my own truth and feel empowered as I'm doing this.

Impact (continued)

My self-esteem and self-worth are not on the floor anymore and day by day I continue to build upon these. And I'm constantly working on becoming the best version of myself.

I have my family back in my life and a strong network of women in my life, which is something I never thought would be possible as beforehand I never understood how to be with women and I'm now a firm believer in women empower women as I'm a leading example of what happens when women empower women.

I feel that without services like the women's centre my recovery wouldn't have been possible as I had no other safe place to turn to, and now it's only fair that I give back to other women and hold my hand out and say 'I know the way out'.

FINANCIAL REVIEW

Annual Movement in Funds

The Trust's Total Funds increased by £870,046 in the year ended 31 March 2023 (*2022: increase of £1,154,861*):

- An increase in total Unrestricted Funds of £1,182,162 (2022: increase £1,481,054);
- A decrease of £304,162 in Restricted Funds (2022: decrease £332,249), reflecting our expenditure of funds to deliver services from funds received in earlier years.

Further information on the charity's Restricted Funds is contained in Note 24 to the accounts.

Income and Expenditure - Unrestricted

The Board recognises the need to operate with unrestricted income in excess of expenditure. The operating environment of the hospitality elements of our Hub Enterprises continues to be challenging, and short-term investment of unrestricted funds in those activities is likely to still be required.

Investments and Cash Balances

In view of the ongoing uncertainty of the economic outlook, the Trust holds all its cash funds on current and short-term deposit accounts with its bankers.

Cash at bank and in hand amounted to £4,152,486 as at 31 March 2023 *(2022: £4,125,471).*

- Cash balances relating to unrestricted funds £2,302,634 (2022: £1,870,400)
- Cash balances relating to Restricted Funds £1,849,852 (2022: £2,255,071)

The Trust also holds units in the COIF Charity Funds "Charities Property Fund Income Units" in respect of its Permanent Endowment Fund, as set out in Note 24.

Reserves and Reserves Policy

The term "reserves" (in accordance with the Charities SORP (FRS 102) definition) is used to describe income funds that are freely available to help the Trust meet its objectives.

Unrestricted General Funds ("Free Reserves") are represented by the "Total Funds" under our control less "Restricted Funds" and "Designated Funds".

As at 31 March 2023:

- our Free Reserves stood at £843,428 (2022: £2,163,704*);
- our Total Funds stood at £9,016,785 (2022: £8,146,739):
  - Permanent Endowment Funds being £39,367 (2022: £47,321);
  - Restricted Funds being £4,075,244 (2022: £4,379,406);
  - Designated Fund – Fixed Asset of £2,999,286 (2022: £1,556,308);
  - Designated Fund – future property investment, maintenance, and strategic development £1,059,460 (2022: £nil*); and
  - Unrestricted General Funds ("free reserves") of £843,428 (2022: £2,163,704*).

* Designated Funds are those unrestricted funds that have been set aside by the Trustees for specific purposes. During the year, and the previous year, the Trustees were mindful of the need to review and assess the reserves policy of the charity. During these reviews, a designated fund for future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities was considered and agreed in principal. In April 2022, the Trustees formally approved this designated fund at a value of £1,350,000 which would have had the effect of reducing unrestricted general reserves to £813,704 as at 31 March 2022 had the formal approval occurred before 31 March 2022. Further amounts of £175,000 were designated during the year towards upcoming building projects. During the year, designated funds were released to support building projects and the purchase of our building in Swindon. Movements in the funds can be found in more detail in Note 24 to the accounts.

Over recent years the Trust has received a substantial amount of restricted grants to fund service delivery on multi-year projects. Delivery on these projects is in progress but will substantially be delivered in future years.

The unspent balance of this funding is held within Restricted Funds.

In future years there will be costs on these projects, for which no income will be recognised in future financial statements.

The Board of Trustees reviewed the Reserves Policy in response to the Trust's main risks, the general operating environment and current funding streams. The Nelson Trust aims to hold sufficient resources to enable the Trust to:

- support the investment in sustainable services and to support clients;
- manage short and long-term risks to which the Trust is exposed;
- finance future capital expenditure and future plans; and
- to meet its financial, legal and moral obligations to its clients, employees and volunteers and to all relevant authorities.

Reserves and Reserves Policy (continued)

The Trustees are aware of the need to maintain sufficient free reserves to enable the Trust to support the investment in sustainable services and to support clients. The Policy will be reviewed every two years, alongside regular reviews of the risks facing the Trust, to ensure that appropriate Unrestricted Free Reserves exist or can be generated.

The Finance, Performance and Risk Committee is responsible for regularly reviewing the general financial performance of the Trust, its current and forecast Reserves and Cash positions, monitoring income and expenditure against budget forecasts within the context of known risks and the annual and medium-term financial plan. The committee reports to the Board at every meeting and will alert the Board to any concerns that it has in respect of these, together with any recommended actions arising from those concerns.

This policy is subject to regular review as the scale of the Trust's operations change.

The Board of Trustees review the level of free reserves at each Board Meeting, and are satisfied with their level as at 31 March 2023; bearing in mind that, in addition to the free reserves and cash balance, the charity is also able to borrow funds against its property asset base.

The balance sheet includes freehold and long leasehold properties at a net book value of £4.16m as at 31 March 2023, and secured borrowings of £146,000. These figures indicate the Trust's asset strength and its ability to obtain additional cash funds, if needed.

STRUCTURE, GOVERNANCE & MANAGEMENT

The Nelson Trust is constituted as a company limited by guarantee (registered in England and Wales), incorporated on 13 June 1996 and is governed by its Memorandum and Articles of Association.

The company is a registered charity and acts entirely as a non-profit-making organisation. The registered company number is 03211815. The registered charity number is 1056672. There are no subsidiary undertakings.

Structure and decision-making process

The Governing Body of The Nelson Trust is the Board of Trustees. This currently comprises twelve members and meets at least four times a year for Board meetings, one of which includes an "away" day for strategic planning. Trustees can be appointed or re-appointed at a general meeting or by the Trustees subject to the conditions set out in the Articles of Association. Typically, Trustees are appointed for a three-year term of office and, if eligible, may offer themselves for re-election up to a maximum of 3 terms of three years.

The Trustees are a body of volunteers drawn from a wide range of relevant areas of expertise. New Trustees are appointed, as required, by the Board with reference to these areas of relevant experience. On appointment, new Trustees are given an induction programme to familiarise themselves with the work of The Trust and their role and responsibilities, and are introduced to Charity Commission guidance. This programme includes meeting with existing Trustees and spending time with the Chief Executive Officer, Senior Managers and departmental team leaders. The Trustees are encouraged to attend relevant training courses, and these are regularly brought to their attention.

Committees including Trustees and relevant senior managers meet to review specific issues such as strategy, finance and performance, remuneration, and fundraising with reports to the full Board as required.

Structure and decision-making process (continued)

The Trustees as a Board have the decision-making authority in the following areas:

- Approval of the Strategic Plan;
- Approval of Business Plans;
- Approval of Annual Budgets;
- Appointment of key executive staff; and
- Authority for the Trust to enter into significant transactions involving the:
  - Acquisition and disposal of property;
  - Entering into loan or other borrowing agreements;
  - Entering into significant contracts to deliver services;
  - Application for capital and significant revenue grants committing the Trust to buy property or provide services.

A scheme of delegation is in place and day to day responsibility for the provision of the services rest with the Chief Executive Officer, along with the Senior Leadership Team ("SLT"). The Chief Executive Officer is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. The SLT have responsibility for the day to day operational management of the Trust, individual supervision of the staff teams and also ensuring that the team continue to develop their skills and working practices in line with good practice.

The SLT meets at least once per month, depending on the business need, and carries operational responsibilities. The members of the SLT attend all Board meetings.

The remuneration of the Chief Executive Officer is considered by the Remuneration Committee and is determined by the Trustees, with reference to comparable positions in non-profit organisations of a similar size and complexity. The salaries of other members of the SLT are determined by the Chief Executive Officer with reference to the Remuneration Committee.

Risk management

The Board of Trustees is committed to protecting the safety and wellbeing of its staff, clients, volunteers, visitors, the Trust's assets and reputation.

The Trust faces many risks which could prevent it from achieving its objectives. Risk is considered in its widest context and includes not only adverse events but also missed opportunities. Risk management is therefore an integral part of the decision-making process adopted by the Board and the SLT in order to ensure the Trust meets its aims and objectives.

The Board of Trustees delegates responsibility to the SLT and other staff for establishing systems, controls and procedures to eliminate or control significant risks. The Finance, Performance and Risk Committee (FPRC) is tasked with reviewing these procedures to ensure that the interests of the Board are protected. Issues relating to corporate governance remain the responsibility of the Board of Trustees and are overseen by the Company Secretary.

A central risk register, which is populated with input from all areas of the Trust, is maintained, updated and reviewed regularly. The top risks are highlighted to the Board of Trustees. Risk management and the risk register are an agenda item at each FPRC and SLT meetings.

Risk management (continued)

The main risks identified and the mitigating responses to manage these risks include:

Risk identified	Actions to address risk
Dependency on income sources, key clients and contracts - specifically a significant loss of contribution, such as the loss of a major contract, or failure of a significant customer	The Nelson Trust continues to build on its reputation in the market for providing high-quality services and value for money; engages regularly with major customers, funders, local and central government to influence the provision of services needed; develops new services aligned to its mission and policy frameworks; collaborates with statutory and voluntary service providers to develop best-practice partnerships; monitors and reviews the duration of funding streams and actively acting to mitigate and replace funding streams; robust budgeting process; reports on impact and monitors statistics and KPIs.
Failure to meet regulatory requirements, including CQC, Health and Safety Legislation (including asbestos in our building works), Employment Legislation, and compliance with VAT, Gift Aid, Corporation Tax and Pensions Regulator requirements.	The Nelson Trust have a number of operational controls in place through procedures to ensure compliance with our governance, legal and regulatory requirements; policies are made available through the NetConsent software platform; a robust approach to compliance with those policies and procedures, including regular meetings and testing of processes; simple, coherent reporting on finances.
Competitive funding and funding cuts stemming from: • Economic pressures • Political shifts resulting in public funding cuts • Role/use of the voluntary sector instead of commercial businesses	The Nelson Trust maintains regular contact with key and potential funders and partnerships; continues to build and strengthen relationships with commissioners; ensures continued improvement and value for money of tender proposals; monitors proposed legal and regulatory changes, with assistance from external experts as required; reports on impact and monitors statistics and KPIs.
Social/Economic impacts of an increase in cost of service delivery (Cost of living, Energy prices, Inflation) without additional funding to maintain quality of service delivery.	The Nelson Trust regularly reviews financial and non-financial data available to appraise the delivery of services and monitor and respond to staff welfare; continues to review contracts to ensure full cost recovery for funded services; compares budgets; reforecasts regularly; reporting to the Board of Trustees regularly.
Capacity and use of resources, including tangible fixed assets	The Nelson Trust has robust policies and processes in place for authorisation of expenditure, including tender processes and capital spends; Estates and environmental improvements and ESG agenda are a priority and designated funds have been set aside for property improvements, together with the receipt of restricted capital funds; reserves are monitored reports regularly to the Board of Trustees.
Failure to keep our clients, staff and volunteers safe	There is inherent risk within this risk by the nature of our working, particularly front line workers and volunteers within our Community services. There is a strong culture of operational controls through procedures which are made available through the NetConsent software platform; a robust approach to compliance with those procedures including Safeguarding, Lone Working and Health and Safety Legislation; effective recruitment, staff training and supervision.

Internal controls

The Trustees confirm that internal control procedures are in place to provide reasonable, but not absolute, assurance against material misstatement or loss. These procedures include:

- a comprehensive system of annual budgets, which are approved by the Trustees,
- monthly financial performance reporting including monitoring of performance against budget,
- monitoring of operational performance against targets, including Trustees taking an active interest in operational delivery and seeking feedback directly from the charity's staff; and
- Trustees reviewing controls through discussion with management.

Fundraising Statement

Donors to The Nelson Trust can be assured that the charity complies with the Regulatory Standards for Fundraising.

The charity is registered with the Fundraising Regulator and is committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

This statement covers the requirements that charities must follow as set out in the Charities Act 2016.

It cost over £7.8 million to provide our charitable activities in 2022/23. We raised over £630,000 through fundraising events, activities and donations.

Further information on our income is included in the notes to the financial statements.

Our Fundraising activities include a calendar of well attended and high-profile events, individual donations, major gifts, and grants. A small Fundraising team is employed by The Nelson Trust, and we are fortunate to benefit from the work of Volunteer Fundraising Committees. The charity does not use external fundraisers.

The Trust will only contact people who have expressed their specific consent to receiving communications from us, and will not contact those who have withdrawn their consent. We are ISO27001 accredited, and, as part of otheur processes to ensure that we keep data secure, quarterly internal audits are undertaken; within the scope of these is our compliance with the General Data Protection Regulations. As part of the compliance audits, we ensure that we act in accordance with people's consent.

The Trust's policy sets out that donations from vulnerable persons will not be accepted.

No complaints have been received about fundraising activity during the year and all fundraising activities have met the Fundraising Regulator's standards throughout the year.

Going concern

The Trustees have considered the going concern position of the charity, particularly having regard to the strength of the charity's asset base and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The Trustees are mindful of the current uncertainty regarding future levels of Government spending as a result of recent financial announcements and anticipation of future trends.

Currently, it is not possible to predict the impact of any such reductions upon The Nelson Trust's future income, however the charity's income from both Local and Central Government sources is diverse in terms of both the commissioning departments and geographical locations.

The Trust's contract to deliver the Criminal Justice Rehabilitation Service for women in Wales is due to be re-tendered in 2023/24. The Trustees are optimistic of a successful outcome in that procurement exercise, however, the Trust is carrying limited fixed costs in respect of the current contracts in Wales, and so the financial impact of the loss of any element of the contracts would be limited, with any employees engaged in service delivery being the subject of a TUPE transfer arrangement to the new service provider.

CHARITY'S OBJECTS AND THE PUBLIC BENEFIT REQUIREMENT

The Trust's objects are:

1. to support those affected, both directly and indirectly, and those at risk of being affected by, substance addiction;
2. to provide education and information services in order to try and prevent persons becoming addicted to drugs, alcohol and other substances;
3. to provide support for the families of persons who are addicted to drugs, alcohol and other substances including advice assistance and support services for the families of such person; and
4. to promote social inclusion for the public benefit by preventing people (in particular, but not limited to women who are vulnerable) from becoming socially excluded by relieving the needs of such people who are socially excluded and assisting them to integrate into society by all means that are charitable in law.

Our services are available to the general public, including those who are either within the Criminal Justice System, or are at risk of being so.

Clients are only required to pay any contribution towards the support that they receive from us if they have the financial means to do so.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Trustees consider that they have acted in the public benefit.

RELATIONSHIPS WITH CONNECTED PARTIES

The charity has had no financial transactions with connected parties with the exception of those transactions disclosed in note 28.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

STATEMENT OF TRUSTEES' RESPONSIBILITIES (continued)

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution.

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

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

AUDITORS

The auditors, Sumer Audit, will be proposed for re-appointment at the forthcoming Board of Trustees Meeting.

The Trustees' Report was approved by the Board of Trustees, as the company directors and signed on the Board's behalf by:

Janet O. Trotter

Dame Janet Trotter
Chair of the Board of Trustees

The Nelson Trust

Date: 03 November 2023

Report of the Independent Auditor's to the Members of The Nelson Trust

Opinion

We have audited the financial statements of The Nelson Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the provision of residential and community based addiction treatment, we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission, health and safety, food safety, employment law, Companies Act 2006 and Charity Law, and we considered the extent to which non-compliance might have a material effect on the financial statements of the charity. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Statement of Recommended Practice and Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, management override, and management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation policy, valuation of debtors, accounting for multi year grants and valuation of fixed asset investments. Audit procedures performed by the audit engagement team included:

- discussions with management and Trustees, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- understanding and review of management's internal controls designed to prevent and detect irregularities, and fraud;
- review of the minutes of the Trustees meetings;
- designing audit procedures to incorporate unpredictability;
- performing analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud;
- review of the financial statements disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of the Trustees and third-party advisors about actual and potential litigation and claims;
- testing transactions entered into outside of the normal course of the charity's business;
- identifying and testing journal entries, in particular any journal entries with fraud characteristics such as journals with round numbers;
- reviewing accounting estimates for management bias; and
- designing audit procedures over the timing of grant income.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and the transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Independent Auditor's Report.

THE NELSON TRUST

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Westwood (Senior Statutory Auditor)
for and on behalf of Sumer Audit
Statutory Auditor
Chartered Accountants
Hermes House
Fire Fly Avenue
Swindon
Wiltshire
SN2 2GA

Date: 13 November 2023

THE NELSON TRUST

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

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	2023 Total funds £	2022 Total funds £
Income and Endowments from:						
Voluntary sources						
Donations and legacies	3	291,991	154,052	-	446,043	350,188
Charitable activities	4					
Residential Services		1,871,549	20,247	-	1,891,796	1,887,959
Women's Community Services		4,457,461	1,661,627	-	6,119,088	4,691,032
Hub Community Recovery		247,912	20,500	-	268,412	151,348
Other trading activities	5	164,451	-	-	164,451	130,210
Bank interest received		21,859	-	-	21,859	-
Total income and endowments		7,055,223	1,856,426	-	8,911,649	7,210,737
Expenditure on:						
Raising funds	6	178,177	10,000	-	188,177	221,240
Charitable activities	7					
Residential Services		1,784,785	11,462	-	1,796,247	1,801,071
Women's Community Services		4,461,169	1,112,134	-	5,573,303	3,752,804
Hub Community Recovery		438,930	36,992	-	475,922	286,817
Total expenditure		6,863,061	1,170,588	-	8,033,649	6,061,932
Net (losses)/gains on investments		-	-	(7,954)	(7,954)	6,056
Net income/(expenditure)	9	**192,162**	**685,838**	**(7,954)**	**870,046**	**1,154,861**
Reconciliation of funds:						
Transfers between funds		990,000	(990,000)	-	-	-
Total funds brought forward		3,720,012	4,379,406	47,321	8,146,739	6,991,878
Total funds carried forward	24	**4,902,174**	**4,075,244**	**39,367**	**9,016,785**	**8,146,739**

The notes form part of these financial statements

THE NELSON TRUST (COMPANY NO. 03211815)
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2023

THE NELSON TRUST

	Notes	2023 £	2022 £
FIXED ASSETS			
Tangible assets	14	4,354,733	3,033,230
Investments	15	39,367	47,321
		4,394,100	3,080,551
CURRENT ASSETS			
Stocks	16	1,211	837
Debtors	17	2,520,770	2,357,748
Cash at bank and in hand		4,152,486	4,125,471
		6,674,467	6,484,056
CREDITORS			
Amounts falling due within one year	18	(1,918,007)	(1,171,233)
NET CURRENT ASSETS		4,756,460	5,312,823
TOTAL ASSETS LESS CURRENT LIABILITIES		9,150,560	8,393,374
CREDITORS			
Amounts falling due after more than one year	19	(133,775)	(246,635)
NET ASSETS		**9,016,785**	**8,146,739**
FUNDS	24		
Unrestricted funds:			
General fund		843,428	2,163,704
Designated Fund – Future property investment, future spend on maintaining the condition of owned properties and strategic development of the charity		1,059,460	-
Designated Fund - Fixed Assets Funds		2,999,286	1,556,308
		4,902,174	3,720,012
Restricted funds		4,075,244	4,379,406
Endowment funds		39,367	47,321
TOTAL FUNDS		**9,016,785**	**8,146,739**

The financial statements were approved by the Board of Trustees and authorised for issue on 3 November 2023 and were signed on its behalf by:

Janet O. Trotter

J Trotter - Trustee

The notes form part of these financial statements

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	1,616,303	973,004
Interest paid		(9,413)	(10,642)
Net cash provided by operating activities		1,606,890	962,362
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,475,758)	(71,510)
Net cash used in investing activities		(1,475,758)	(71,510)
Cash flows from financing activities			
Loan repayments in year		(125,976)	(24,275)
Bank interest and investment income		21,859	3,675
Net cash used in financing activities		(104,117)	(20,600)
Change in cash and cash equivalents in the year		27,015	870,252
Cash and cash equivalents at the start of the year		4,125,471	3,255,219
Cash and cash equivalents at the end of the year		**4,152,486**	**4,125,471**

The notes form part of these financial statements

THE NELSON TRUST

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income for the reporting period (as per the Statement of Financial Activities)	870,046	1,154,861
Adjustments for:		
Depreciation charges	154,255	156,525
Loss/(gain) on investments	7,954	(6,056)
Interest paid	9,413	10,642
Bank interest and investment income	(21,859)	(3,675)
(Increase)/decrease in stocks	(374)	386
(Increase) in debtors	(163,022)	(743,755)
Increase in creditors	759,890	404,076
Net cash provided by operations	1,616,303	973,004

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 2022 £	Cash flow £	At 31 March 2023 £
Net cash			
Cash at bank and in hand	4,125,471	27,015	4,152,486
	4,125,471	27,015	4,152,486
Debt			
Debts falling due within 1 year	(25,378)	13,116	(12,262)
Debts falling due after 1 year	(246,635)	112,860	(133,775)
	(272,013)	125,976	(146,037)
Total	3,853,458	152,991	4,006,449

1. CHARITY INFORMATION

The Nelson Trust is incorporated in the United Kingdom as a company limited by guarantee with Companies House (registered number 03211815) and has no share capital. The liability of the charity's members is set out in note 2 below. The Nelson Trust is also registered with the Charity Commission (registered number 1056672). The address of its registered office is Nelson House, Brimscombe Hill, Brimscombe, Stroud, Gloucestershire, GL5 2QP.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Going concern

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Liability of the members of the charity

The members of the charity undertake to contribute such amount as may be required, up to £10 from each member to the charity's assets in the event that the charity is wound up.

Critical accounting judgements and key sources of estimation uncertainty

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where material judgements and estimates have been made include:

- Useful economic lives of tangible fixed assets - Annual depreciation charges for the tangible fixed assets are sensitive to changes in their estimated useful economic lives and residual values. Useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.
- Impairment of debtors - The charity makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.
- Income recognition of multi-year grants of restricted funds - The full value of multi-year grants of restricted funds have been included in the year in which they are awarded where there are no substantive criteria which the charity believes prevents it from having entitlement to the funds, where receipt is deemed to be probable and where the amounts receivable can be clearly measured.

2. ACCOUNTING POLICIES - continued

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Donations are recognised when received unless amounts receivable can be determined with reasonable accuracy.

Income within our Hubs Community Recovery activities is recognised when it falls due.

Income from grants (including government grants), where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Charitable activities include all costs directly relating to the objectives of the charity including costs involved in supporting that work. Specifically:

- Residential Services costs include the staff, premises and infrastructure costs for our residential treatment and resettlement properties. Client specific costs such as provision of food and the cost of delivering education, training and employment programmes are also included.
- Women's Community Services costs include the staff, premises and infrastructure costs for our Women's Centres in Gloucester, Swindon, Somerset, Bristol and Cardiff.
- Hub Community Recovery costs include the staff, catering supplies, premises and infrastructure costs for the Clean Plate in Gloucester, the Hub Maintains and the Hub Academy in Stroud, and the Sober Parrot in Cheltenham.

Irrecoverable VAT is charged as a cost against the activity to which the associated expenditure relates.

Tangible fixed assets

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

Freehold property and long leasehold property	- 2% on straight line basis
Improvements to property	- in accordance with the property
Furniture, fittings and equipment	- 25% on straight line basis
Motor vehicles	- 25% on straight line basis
Computer equipment	- 33% on straight line basis

2. ACCOUNTING POLICIES - continued

Investments
Investments are stated at market value at the balance sheet date. The Statement of Financial Activities (SOFA) includes the net gains and losses arising on revaluations and disposals throughout the year.

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

Cash and cash equivalents
Cash is represented by cash in hand and bank deposits accessible within 90 days, held at UK financial institutions.

Creditors
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

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. Bank loans are measured at amortised cost. Investments are valued at market value as at the balance sheet date.

Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight-line basis over the term of the lease.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

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

Permanent endowment funds are an investment in an investment fund which transferred to the charity in 2016. Only the income, not the capital, of this donation can be spent.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. ACCOUNTING POLICIES - continued

Pension costs and other post-retirement benefits

The charity admits employees to a defined contribution scheme. Contributions to that scheme are charged to the statement of financial activities as they become payable in accordance with the rules of the schemes. The charity does not operate a defined benefit scheme.

Where an employee's salary is funded by Restricted Funds, that funding also covers the pension contribution for that employee.

3. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations towards the establishment of our Women's Centre in Bristol	169,046	-
Donations towards the purchase of our Women's Centre in Swindon	125,000	-
Donations	151,997	350,188
	446,043	350,188

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023	2022
		£	£
Residential services	Residential Services	1,891,796	1,887,959
Women's Community services	Women's Community Services	6,119,088	4,691,032
Hub Community recovery, including capital grants	Hub Community Recovery	268,412	151,348
		8,279,296	6,730,339

5. OTHER TRADING ACTIVITIES

	2023	2022
	£	£
Fundraising events	164,451	130,210

6. RAISING FUNDS COSTS

Raising donations and legacies

	2023	2022
	£	£
Staff costs	100,258	99,288
Direct costs	73,347	114,722
Depreciation	312	1,357
Support costs (see note 8)	14,260	5,873
	188,177	221,240

7. CHARITABLE ACTIVITIES COSTS

	Other direct costs	Direct staff costs	Total direct costs	Support costs (see note 8)	**2023 Total**	2022 Total
	£	£	£	£	**£**	£
Residential Services	545,962	1,221,765	1,767,727	28,520	**1,796,247**	1,801,071
Women's Community Services	1,363,506	3,981,637	5,345,143	228,160	**5,573,303**	3,752,804
Hub Community Recovery	185,474	276,188	461,662	14,260	**475,922**	286,817
	2,094,942	5,479,590	7,574,532	270,940	**7,845,472**	5,840,692

Hub Community Recovery costs include the costs of our 'Hub Maintains' activity which is undertaken by individuals living with an addiction, and which provides in-house maintenance services to the charity.

Costs are allocated to operating activities by reference to factors reflecting the underlying activity levels for financial, central management, HR, IT and business development costs.

8. SUPPORT COSTS

Analysis of support costs

	2023	2022
	£	£
IT and office costs	191,857	152,751
Legal and professional costs including audit cost, recruitment and training	44,744	24,712
Other costs, including marketing and website costs, membership of sector bodies and regulatory costs	37,279	52,440
Financing costs	11,320	13,840
	285,200	243,743

Governance costs included within the above total £44,917 (2022: £55,609).

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Auditors' remuneration	15,000	12,075
Depreciation - owned assets	154,255	156,525
Auditor's remuneration - preparation of the statutory financial statements	-	925
Operating lease rentals - plant and machinery	20,152	12,484
Operating lease rentals - land and buildings	186,085	86,620
Bank loan interest payable	9,413	10,624
Bank interest and investment income received	(21,859)	(3,675)

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses
There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

11. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	4,886,430	3,823,716
Social security costs	417,014	274,205
Other pension costs	276,404	213,873
	5,579,848	4,311,794

Included within wages and salaries were redundancy costs of £10,541 (2022 £nil). These amounts relate to agreements made with employees to end employment contracts, of which £nil was outstanding at the year end.

The average monthly number of employees during the year was as follows:

	2023	2022
Residential & Women's Community Services	194	147
Support, including fundraising	23	20
Hub Community Recovery	13	7
	230	174

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£70,001 - £80,000	1	1

In the year contributions of £34,980 (2022: £20,280) were made in respect of the highest-paid employee into a personal defined contribution pension arrangement.

The average number of full-time equivalent employees ("FTE") analysed by function was:

	2023	2022
Residential and Women's Community Services	170	131
Support, including fundraising and business development	21	19
Hub Community Recovery	9	5
	200	155

Key management personnel
The remuneration of the key management personnel (including gross pay, employers' national insurance and employers pension contributions) was £394,975 (2022: £391,637).

Key management personnel are listed on page 1 of these financial statements and comprised an average of 5.4 full time equivalent employees in the year (2022: 6.1 FTE).

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds £
Income and Endowments from:				
Donations and legacies	290,188	60,000	-	350,188
Charitable activities				
Residential Services	1,685,867	202,092	-	1,887,959
Women's Community Services	3,712,881	978,151	-	4,691,032
Hub Community Recovery	124,848	26,500	-	151,348
Other trading activities	130,210	-	-	130,210
Total income and endowments	5,943,994	1,266,743	-	7,210,737
Expenditure on				
Raising funds	221,240	-	-	221,240
Charitable activities:				
Residential Services	1,567,663	233,408	-	1,801,071
Women's Community Services	2,449,900	1,302,904	-	3,752,804
Hub Community Recovery	224,137	62,680	-	286,817
Total expenditure	4,462,940	1,598,992	-	6,061,932
Net gains on investments	-	-	6,056	6,056
Net income/(expenditure)	1,481,054	(332,249)	6,056	1,154,861
Reconciliation of funds				
Total funds brought forward	2,238,958	4,711,655	41,265	6,991,878
Total funds carried forward	3,720,012	4,379,406	47,321	8,146,739

13. GOVERNMENT GRANTS

Included within income are Government grants totalling £1,320,862 (2022: £878,712) comprising:

	2023	2022
	£	£
Police and Crime Commissioners (Gloucestershire, Wiltshire & Avon & Somerset)	170,056	117,254
Local Government grants	239,071	346,334
National Health Service grants	262,420	-
Grants under the Job Retention Scheme	-	1,829
Ministry of Justice	649,315	140,000
Grant from Welsh Government grant	-	273,295
	1,320,862	878,712

The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset, South Wales and Gloucestershire Clinical Commissioning Group, have provided grants to deliver support services to women with multiple and complex needs. This group of clients includes street sex-working women and women who find it difficult to engage with statutory services because of rural isolation.

Gloucestershire County Council and Somerset County Council have provided grants to deliver support services to women with multiple and complex needs. Swindon Borough Council has provided a grant to provide a sheltered accommodation in Swindon for women who have suffered domestic abuse.

The Gloucestershire Clinical Commissioning Group and Avon and Wiltshire Mental Health Partnership have provided grants to deliver support services to women who are encountering Perinatal and Infant mental health problems.

In both 2022/23 and 2021/22 the Ministry of Justice have provided a grant to fund core costs to enable us to sustain, improve and further develop existing quality support to women in contact with or at risk of encountering the criminal justice system.

In prior years, The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset, Stroud District Council, Cheltenham Borough Council, Gloucester City Council, Sedgemoor District Council and the Ministry of Justice provided grants to support the charity with the additional costs, and the replacement of lost income, as a result of the disruption caused by the pandemic.

The grant from the Welsh government in 2021/22 was to support the establishment of our Women's centre in Cardiff, which was opened in May 2022. This grant was received in 2021/22 and will be released over 5 years.

There are no unfulfilled conditions or other contingencies attaching to these grants and the charity has not directly benefited from any other forms of government assistance.

14. TANGIBLE FIXED ASSETS

	Freehold property and long leasehold property £	Improvements to property £	Furniture, fittings and equipment £
COST			
At 1 April 2022	3,009,145	701,937	287,436
Additions	1,337,415	3,003	62,434
At 31 March 2023	4,346,560	704,940	349,870
DEPRECIATION			
At 1 April 2022	517,840	309,360	262,652
Charge for year	52,620	11,926	18,866
At 31 March 2023	570,460	321,286	281,518
NET BOOK VALUE			
At 31 March 2023	3,776,100	383,654	68,352
At 31 March 2022	2,491,305	392,577	24,789

	Motor vehicles £	Computer equipment £	**Totals £**
COST			
At 1 April 2022	46,072	335,116	**4,379,706**
Additions	-	72,906	**1,475,758**
At 31 March 2023	46,072	408,022	**5,855,464**
DEPRECIATION			
At 1 April 2022	44,306	212,318	**1,346,476**
Charge for year	1,766	69,077	**154,255**
At 31 March 2023	46,072	281,395	**1,500,731**
NET BOOK VALUE			
At 31 March 2023	-	126,627	**4,354,733**
At 31 March 2022	1,766	122,798	3,033,230

Included in cost or valuation of land and buildings is freehold land of £490,000 (2022: £340,000) which is not depreciated.

15. FIXED ASSET INVESTMENTS

	£
MARKET VALUE	
At 1 April 2022	47,321
Revaluations	(7,954)
At 31 March 2023	39,367
NET BOOK VALUE	
At 31 March 2023	39,367
At 31 March 2022	47,321

There were no investment assets outside the UK.

Investments are 36,637.49 units invested in the COIF Charities Property Fund (2022: 36,637.49).

At 31 March 2023 unit bid price was 107.45 pence (2022: 129.16 pence). The fund has been revalued to reflect this decrease.

The investments are the assets that underlie the Permanent Endowment Fund.

During the year ended 31 March 2016 the Gloucestershire Probation Officer's Samaritans Trust closed and transferred the balance of its COIF account to the charity at nil cost.

16. STOCKS

	2023	2022
	£	£
Goods held for Resale - Food and Non-Alcoholic Beverages	1,211	837

17. DEBTORS

	2023	2022
	£	£
Amounts falling due within one year:		
Trade debtors	1,067,028	884,506
Other debtors	725,009	796,744
Prepayments and accrued income	379,495	309,795
	2,171,532	1,991,045
Amounts falling due after more than one year:		
Other debtors	349,238	366,703
Aggregate amounts	2,520,770	2,357,748

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Bank loans and overdrafts (see note 20)	12,262	25,378
Trade creditors	137,051	232,857
Social security and other taxes	95,278	86,506
Other creditors	102,933	90,040
Accruals and deferred income	1,570,483	736,452
	1,918,007	1,171,233

Deferred income represents income received in advance of project delivery and totals £615,889 as at 31 March 2023 (2022: £592,599).

In April 2023 the charity paid the balance of £765,000 to complete the acquisition of our new Women's Centre in Bristol. This amount has been included within accruals as at 31 March 2023. The charity entered a binding contract to purchase the property in March 2023.

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 20)	133,775	246,635

20. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	12,262	25,378
Amounts falling between one and two years:		
Bank loans - 1-2 years	12,901	26,184
Amounts falling due between two and five years:		
Bank loans - 2-5 years	42,349	98,125
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 years by instalment	78,525	122,326

21. SECURED DEBTS

The following secured debts are included within creditors:

	2023	2022
	£	£
Bank loans	146,037	272,013

During the year there were two bank loans:

The variable rate bank loan was repaid in full during the year, at 31 March 2022 there was a balance of £114,028 outstanding.

The second loan is repayable with interest paid at a fixed rate. At 31 March 2023, the balance of the loan was £146,037 (2022: £157,984). The loan bears interest at 4.54% and is repayable by November 2032.

As at 31 March 2023 the loan was secured on 1 Brunswick Square, Gloucester.

22. LEASING AGREEMENTS

At 31 March, the charity had the following total minimum lease payments under operating leases:

	Equipment		Land and Buildings	
	2023	2022	2023	2022
	£	£	£	£
Within one year	8,729	12,790	90,020	61,410
Between one to five years	10,928	21,571	-	-
In more than five years	-	-	-	-

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	Endowment fund	**Total funds**
	£	£	£	**£**
As at 31 March 2023:				
Fixed assets	3,176,769	1,177,964	-	**4,354,733**
Investments	-	-	39,367	**39,367**
Current assets	3,777,187	2,897,280	-	**6,674,467**
Current liabilities	(1,918,007)	-	-	**(1,918,007)**
Long term liabilities	(133,775)	-	-	**(133,775)**
	4,902,174	4,075,244	39,367	**9,016,785**
As at 31 March 2022:				
Fixed assets	1,828,319	1,204,911	-	**3,033,230**
Investments	-	-	47,321	**47,321**
Current assets	3,269,561	3,214,495	-	**6,484,056**
Current liabilities	(1,131,233)	(40,000)	-	**(1,171,233)**
Long term liabilities	(246,635)	-	-	**(246,635)**
	3,720,012	4,379,406	47,321	**8,146,739**

24. MOVEMENT IN FUNDS

	At 1 April 2022	Net movement In funds	At 31 March 2023
	£	£	£
Unrestricted funds			
General fund	2,163,704	(1,320,276)	843,428
Designated Fund – future property investment, maintenance and strategic development	-	1,059,460	1,059,460
Designated Fund - Fixed Assets Funds	1,556,308	1,442,978	2,999,286
	3,720,012	**1,182,162**	**4,902,174**
Restricted funds			
Women's Community Services	1,125,766	616,822	1,742,588
Funding for the purchase and start up of our Women's Centre in Bridgewater	160,340	(3,310)	157,030
Funding for the development of services and the establishment of a Women's Centre in Bristol	1,764,614	(891,414)	873,200
Capital funding for the delivery of our Hub Enterprise activities	1,041,391	844	1,042,235
Residential services	14,000	(4,000)	10,000
Funding for the set up of our Women's Centre in Cardiff	273,295	(50,104)	223,191
Core cost funding	-	27,000	27,000
	4,379,406	**(304,162)**	**4,075,244**
Endowment funds			
Fund to finance training and hardship support to those in the criminal justice system	**47,321**	**(7,954)**	**39,367**
TOTAL FUNDS	**8,146,739**	**870,046**	**9,016,785**

24. MOVEMENT IN FUNDS - continued

The movement in funds in the year ended 31 March 2023 were as follows:

	Incoming resources £	Resources expended £	Gain/Loss and transfers £	Movement in funds £
Unrestricted funds				
General fund	7,055,223	(6,863,061)	(1,540,575)	(1,348,413)
Designated Fund – future property investment, maintenance and strategic development	-	-	1,059,460	1,059,460
Designated Fund - Fixed Assets Funds	-	-	1,471,115	1,471,115
	7,055,223	(6,863,061)	990,000	1,182,162
Restricted funds				
Women's Community Services	1,586,133	(839,311)	(125,000)	621,822
Funding for the purchase and start up of our Women's Centre in Bridgewater	-	(3,310)	-	(3,310)
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	174,046	(195,460)	(865,000)	(886,414)
Capital funding for the delivery of our Hub Enterprise activities	22,000	(31,156)	-	(9,156)
Residential services	20,247	(24,247)	-	(4,000)
Funding for the set up of our Women's Centre in Cardiff	-	(50,104)	-	(50,104)
Core cost funding	54,000	(27,000)	-	27,000
	1,856,426	(1,170,588)	(990,000)	(304,162)
Endowment funds				
Fund to finance training and hardship support to those in the criminal justice system.	-	-	(7,954)	(7,954)
TOTAL FUNDS	8,911,649	(8,033,649)	(7,954)	870,046

24. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1 April 2021 £	Net movement in funds £	At 31 March 2022 £
Unrestricted funds			
General fund	655,647	1,508,057	2,163,704
Designated Fund - Fixed Assets Funds	1,583,311	(27,003)	1,556,308
	2,238,958	1,481,054	3,720,012
Restricted funds			
Women's Community Services	1,471,504	(345,738)	1,125,766
Funding for the purchase and start up of our Women's Centre in Bridgewater	191,379	(31,039)	160,340
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	1,972,201	(207,587)	1,746,614
Capital funding for the delivery of our Hub Enterprise activities	1,072,571	(31,180)	1,041,391
Residential services	4,000	10,000	14,000
Hub Community Recovery Centre	-	-	-
Funding for the set up of our Women's Centre in Cardiff	-	273,295	273,295
	4,711,655	(332,249)	4,379,406
Endowment funds			
Fund to finance training and hardship support to those in the criminal justice system.	41,265	6,056	47,321
TOTAL FUNDS	6,991,878	1,154,861	8,146,739

24. MOVEMENT IN FUNDS - continued

The movement in funds in the year ended 31 March 2022 was as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	5,943,994	(4,435,937)	-	1,508,057
Designated Fund - Fixed Assets Funds	-	(27,003)	-	(27,003)
	5,943,994	(4,462,940)	-	1,481,054
Restricted funds				
Women's Community Services	704,856	(1,050,594)	-	(345,738)
Funding for the purchase and start up of our Women's Centre in Bridgewater	-	(31,039)	-	(31,039)
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	-	(207,587)	-	(207,587)
Capital funding for the delivery of our Hub Enterprise activities	26,500	(57,680)	-	(31,180)
Residential services	202,092	(192,092)	-	10,000
Funding for the set up of our Women's Centre in Cardiff	273,295	-	-	273,295
Core cost funding	60,000	(60,000)	-	-
	1,266,743	(1,598,992)	-	(332,249)
Endowment funds				
Fund to finance training and hardship support to those in the criminal justice system.	-	-	6,056	6,056
TOTAL FUNDS	7,210,737	(6,061,932)	6,056	1,154,861

Permanent Endowment Fund

The purpose of the fund is to make small grants to individuals within the criminal justice system to offer relief from poverty, to help provide assistance with education and other charitable purposes. The charity maintains the capital of the fund and make grants from the investment income of the fund.

The income that we receive from the fund, and the grants that we make are accounted for within restricted funds.

24. MOVEMENT IN FUNDS - continued

Restricted funds

Significant movements in individual funds during the year were:

	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
Establishment of Bridgwater Women's Centre	160,340	-	(3,310)	157,030
Hinkley Point C Community Fund	52,714	149,913	(81,436)	121,191
Development of our services to provide support to the women of Bristol, with the aim of establishing a women's centre in Bristol	1,764,614	169,046	(1,060,460)	873,200
Supporting sex working women - Gloucestershire County Council	50,000	50,000	(100,000)	-
National Lottery Community Fund -RC South West Region - "Empowering Change Somerset"	337,179	-	(154,742)	182,437
National Lottery Community Fund - RC South West Region -"Sex Worker Outreach Project"	320,166	-	(141,245)	178,921
Capital Funding to enable the delivery of our Hub Enterprise activities	1,041,391	-	(23,637)	1,017,754
Making a difference for children and young people - funded by BBC Children in Need	47,725	-	(37,380)	10,345
Gloucestershire mentoring programme - funded by CHK Foundation	112,500	-	(75,000)	37,500
Gloucestershire Change Team Project funded by Gloucestershire NHS Clinical Commissioning Group	-	140,000	(70,000)	70,000
Establishment of Cardiff Women's Centre – funded by Welsh Government	273,295	-	(50,104)	223,191
Purchase of Swindon Women's Centre – funded by The Clothworkers' Foundation	-	125,000	(125,000)	-
Local Leadership and Integration Fund - funded by the Ministry of Justice	-	727,529	(727,529)	-
Core cost funding	-	649,318	(49,318)	600,000

24. MOVEMENT IN FUNDS - continued

The following work was performed during the year from grants and donations either received or receivable:

Women's Community Services

- The National Lottery Community Fund and Gloucestershire County Council to improve the life chances of street-working women in Gloucestershire and Wiltshire.
- The National Lottery Community Fund "Women and Girls Initiative" to help fund the Promoting Change programmes in Gloucestershire and Wiltshire.
- The Summerfield Charitable Trust (Gloucester) to provide an outreach service to women with complex needs in rural areas who find it difficult to engage with mainstream statutory services. This work is also part-funded by the Gloucestershire Police & Crime Commissioner.
- The income arising from the Gloucestershire Probation Officers' Samaritan Trust Permanent endowment fund is used to provide small grants for training and hardship support of those in the criminal justice system.
- Hinkley Point C Community Fund to enable us to provide services to increase the safety of women and girls in Somerset.
- Bristol Community Health CIC to enable us to develop our services to provide support to the women of Bristol, with the aim of establishing a women's centre in Bristol.
- Nationwide Community Fund to help vulnerable women in Gloucestershire who are in contact with the criminal justice system including women in HMP Eastwood Park find stable accommodation.
- BBC Children in Need to fund support for young women at risk of sexual exploitation.
- The Local Leadership and Integration Fund to enable us to help reduce the re-offending rate of women prisoners by providing them with leadership and support whilst in prison and after their release.
- Ministry of Justice provided core cost funding to facilitate the improvement in the scope and range of services provided throughout the Women's Community Services.

Hub Community Recovery Activities

- Stroud District Council to help fund education, employment and volunteer programmes for the benefit of the recovery community.
- Public Health England and Gloucestershire Environmental Trust to help fund our Hub Enterprises activities.

Designated Funds - Fixed Asset Funds

The charity has significant investment in its buildings and other fixed assets. Fixed assets have been funded from general reserves, and from borrowings. The cash expended on such assets is not available for expenditure on future charitable objectives, consequently the trustees have agreed that the amount of £2,999,286 should be designated towards the future depreciation costs of these assets.

Transfers arise from fixed asset movements, including purchases, disposals and depreciation costs.

Designated Funds - Future property investment, property maintenance and strategic development

During 2023 the Trustees formally approved an additional designated fund towards future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities. At the year end the balance remaining is £1,059,460.

25. EMPLOYEE BENEFIT OBLIGATIONS

The charity operates a defined contribution pension scheme. The costs for the period was £276,404 (2022: £213,873). Contributions totalling £26,075 (2022: £26,126) were outstanding at the balance sheet date.

26. CONTINGENT LIABILITIES

In 2018/19 the charity received £172,000 of grant funding towards the purchase of our Bridgwater Women's Centre which is potentially repayable if the centre is not operated as a Women's Centre until January 2029. The Trustees anticipate that the Bridgwater Women's Centre will be used as a Women's Centre until that date.

In 2017/18 the charity received £125,000 of grant funding towards the funding of the purchase and fit out of the Sober Parrot in Cheltenham, one of our Hub Enterprise activities. The grant is potentially repayable if the site is not operated as the Hub Enterprise until May 2024. The Trustees anticipate that the site will be used a Hub Enterprise activity until that date.

In 2021/22 the charity received £273,295 of grant funding towards the establishment of our Cardiff Women's Centre which is potentially repayable if the centre is not operated as a Women's Centre until March 2027. In April 2022 the charity leased a property to act as its Women's Centre in Cardiff under a five-year lease. The lease contains a break clause option. If the charity exercises that break clause option, then the time-apportioned amount of the grant funding, which is pro rata to the end of the five-year period would be repayable. The break clause has not been exercised.

27. CAPITAL COMMITMENTS

There were no capital commitments at 31 March 2023.

28. RELATED PARTY DISCLOSURES

The charity receives donations from related parties. In the year ended 31 March 2023 these amounted to under 1% of its total income (2022: under 1% of total income).

During the year, Somerset Community Foundation made five grants totalling £172,199 to the charity (2022: three grants £7,360). One of our Trustees, Justin Sargent, is a member of the key management personnel of Somerset Community Foundation. Justin did not participate in the decision by Somerset Community Foundation to make these grants to the charity.

During the year Bristol Community Health ('BCH'), a Community Interest Company, made a donation to the charity, towards the establishment of its women's centre in Bristol, of £169,046 following a decision made by BCH's Board in March 2020 to distribute BCH's reserves by donations *(2021/22: £nil)*.

Two members of the Board of BCH, who served until July 2020, were connected to the charity. One of our Trustees, Rhona MacDonald, was a member of the BCH Board. Aileen Fraser, who is married to the charity's Chief Executive Officer, was also a member of the BCH Board. These relationships facilitated the introduction of the charity's senior leadership team to the BCH Board.

The charity is not required to disclose any other related party transactions during either the year ended 31 March 2023 or the previous year.

29. POST BALANCE SHEET EVENTS

In April 2023 the charity paid a balance of £765,000 to complete the acquisition of our new Women's Centre in Bristol. This purchase was funded from restricted funds, as detailed in note 24 to these accounts. The charity entered a binding contract to purchase the property during March 2023, and therefore the full cost of the property has been included within fixed asset additions for the year ended 31 March 2023. The balance paid in April 2023 has been included within accruals as at 31 March 2023.

30. FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	2023	2022
	£	£
Financial assets		
Measured at market value		
- Investments	39,367	47,321
Measured at undiscounted amount receivable		
- Trade and other debtors and accrued income	2,520,770	2,357,748
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors	1,905,745	1,145,855
- Bank loans	146,037	272,013
	2,051,782	1,417,868

THE NELSON TRUST

England & Wales - Charity number 1056672

Accounts

THE NELSON TRUST

Company Number 03211815
Registered Charity Number 1056672

THE NELSON TRUST

(Limited by guarantee with no share capital)

REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2022

THE NELSON TRUST
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FOR THE YEAR ENDED 31 MARCH 2022

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THE NELSON TRUST
CHARITY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2022

THE NELSON TRUST

PRESIDENT
Rt Revd Rachel Treweek, Bishop of Gloucester

VICE PRESIDENTS
The Most Hon the Marquess of Reading
The Hon Hugh Tollemache
The Hon Mrs Rosie Tollemache

TRUSTEES
Dame Janet Trotter DBE, CVO(Chair)
Catherine Connor (from 10 January 2022)
Amanda Fadero
Dame Julie Lydon DBE (from 10 January 2022)
Naina Mandleker
Demelza Stamp (from 10 January 2022)
Claire Wynne Hughes
John Bensted
Jo Daubeney
Andrew Jardine (until 31 July 2022)
Rhona MacDonald
Justin Sargent
James Tabor QC

CHIEF EXECUTIVE
John Trolan

COMPANY SECRETARY
Louise Temple

SENIOR LEADERSHIP TEAM
John Trolan – Chief Executive
Ranja Abbott – Director of Finance, Assurance and Facilities (from 6 September 2022)
Mary Connor – Interim Head of Finance (15 January 2022 to 31 March 2022)
Kirsty Day – Director of Recovery Services
Niki Gould - Director of Women's Community Services
Christina Line – Director of Partnerships and Development
Louise Temple – Director of HR
Stuart Thornton - Head of Finance (until 14 January 2022)

REGISTERED AND PRINCIPAL OFFICE	Nelson House Brimscombe Hill Brimscombe Stroud Gloucestershire GL5 2QP	**PRINCIPAL BANKERS**	Lloyds Bank PLC 12 Rowcroft Stroud Gloucestershire GL5 3BD
SOLICITORS	Willans LLP 28 Imperial Square Cheltenham Gloucestershire GL50 1RH	**INDEPENDENT AUDITOR**	Monahans Hermes House Fire Fly Avenue Swindon SN2 2GA
WEBSITE	www.nelsontrust.com		@TheNelsonTrust

THE NELSON TRUST
CHAIR OF THE BOARD OF TRUSTEES'S REPORT
FOR THE YEAR ENDED 31 MARCH 2022

I am proud to have been the Chair of the Board of Trustees throughout 2021/22. It has been a year of growth and, again, all those involved in The Nelson Trust have responded magnificently to the challenges that have arisen, to continue to provide support to our clients.

My role is to help the Trust build upon its solid foundations and enable it to do more of what it does so well; helping those who can benefit from the services that it provides.

Alongside delivering services to an increased number of clients the charity has made significant progress against its Strategic Objectives. That progress was essential for the charity to be able to deliver the growth in its activities and its continued delivery of excellent services. There is more information on this within the Trustees Report.

At The Nelson Trust we aspire to be the best at what we do. We exist to support people to overcome multiple disadvantage and deprivation including addiction, trauma and abuse, health and family issues and frequent contact with the criminal justice system.

We know anyone can change if given the opportunity of the right support at the right time. We also know that we can change, and that we will improve how we work by focusing on our existing strengths and qualities.

We are needed as never before, and our greatest assets, the skill and versatility of our staff and volunteers and the loyalty of our supporters is awe-inspiring.

Looking to the future, we remain excited about the opportunities to develop our services in Bristol further. We have established a Women's Centre in the city, and continue to search for a building to buy in the city that meets the criteria that we have set. We have also established a Centre in Cardiff city centre from which we deliver services in Wales. This has been made possible by Welsh Government funding.

I am fortunate to be supported by a highly capable and passionate Board of Trustees. I thank them and all of the other volunteers associated with the charity, across the whole spectrum of our activities including front line service delivery; Hubs community recovery activities, and fundraising.

I acknowledge the valuable contribution of Andrew Jardine who came to the end of his term as a Trustee in July 2022. His contribution will be missed by the Board. I welcome the skills and experience that three new Trustees, Catherine Connor, Dame Julie Lydon and Demelza Stamp bring to the Board.

As you read this Report and the accompanying financial statements I hope that you will feel heartened by the commitment of the Trust to delivering only the best quality services to our clients who are impressively courageous in the face of trauma. The Board is grateful to its staff, and particularly to the Senior Leadership Team under the leadership of John Trolan, who take the Nelson Trust forward in imaginative and innovative ways.

I also thank our clients for continually fuelling our belief that long-term recovery leads to thriving lives; and all of our supporters, including the organisations listed on page 4 whose significant or long-term donations, grants, pledges and partnerships have enabled us to achieve such positive outcomes with our clients.

The immediate future appears to be one where we will all experience the impact of reductions in Government expenditure. If those reductions do happen, it is likely that there will be an increased need for the charity's services, at a time when the charity experiences reduced income. The Team at The Nelson Trust is well-equipped to be able to respond to those challenges and to continue to provide its excellent support to vulnerable people.

Dame Janet Trotter Janet O. Trotter

Chair of the Board of Trustees **Date:** 14. XI. 22

THE NELSON TRUST
LIST OF SUPPORTING ORGANISATIONS
FOR THE YEAR ENDED 31 MARCH 2022

We offer a sincere thank you to the members of our Gloucestershire Fundraising Committee; and to all those individuals, and to the following organisations for their support and to those with whom we have worked in partnership during the year:

Active Gloucestershire
Avon & Somerset Constabulary
Avon and Wiltshire Health Partnership
Barnwood Trust
BBC Children in Need
Brenda Hoskins Trust
Bristol City Council
Brunsdon Insurance Brokers
Burgess Salmon
CHK Foundation
Commonweal Housing
Cornerstone Church
Cotswold BMW
Diocese of Gloucester
Enterprise Holdings
EW Consulting Limited
Fairshares
Family Action
Family Space
Fluck Convalescent Fund
Freemasons - Sherborne Lodge
Free Hospital Trust Fund
Friends of Stroud Hospital
Gloucester City Council
Gloucestershire Clinical Commissioning Group
Gloucestershire Community Foundation
Gloucestershire County Council
Gloucestershire Gateway Trust
Gloucestershire Health & Care NHS Foundation
Hinkley Point C Community Fund
Home Office
Homes in Sedgemoor
Landaid Charitable Trust
Lister Communications Limited
Mazars Charitable Trust
Minety Tennis Club
Ministry of Justice
MV Hillhouse Trust
Moore Allen & Innocent
Minchinhampton Golf Club
Nationwide Community Foundation
NHS England
Parochial Church Council Bibury
Parochial Church Council Brimscombe
Parochial Church Council Sheepscombe
Parochial Church Council St Mary's Church
Police & Crime Commissioner - Avon and Somerset
Police & Crime Commissioner - Gloucestershire
Police & Crime Commissioner - Wiltshire
Quartet Community Foundation
Quenington Sculpture Trail
Renishaw plc
Savills
Sedgemoor Distict Council
Somerset Activity and Sports Partnership
Somerset Community Foundation
Somerset County Council
Spark Somerset
Stroud District Council
Stroud Town Council
Spirax Sarco Charitable Trust
Stroud Rotary and Round Table
Sumner Wilson Charitable Trust
Swindon Borough Council
The Austin and Hope Pilkington Trust
The Berkeley Estate
The Coutts Charitable Foundation
The David Thomas Charitable Foundation
The Gloucester Charities Trust
The Gloucestershire Society
The High Sheriff of Gloucestershire's Fund
The John Armitage Charitable Trust
The National Lottery Community Fund
The Worshipful Company of Pewterers
Wiltshire Community Foundation

The Trustees, who are also the directors for the purpose of company law, present their report and the financial statements of the charity for the year ended 31 March 2022.

VISION, MISSION & BELIEFS

In a constantly changing environment, it is more important than ever to retain a clear sense of:

1. Our long-term ambition for the organisation ("Our Vision")
2. What we need to do to achieve that ambition ("Our Mission") and
3. The beliefs we need to hold that underpin the work that we do ("Our Beliefs")

Our Vision:

- A world where both the causes and consequences of multiple disadvantage are understood, effectively tackled, and ultimately eliminated.

Our Mission:

- We will be a centre of excellence bringing belief, hope and long term recovery to lives affected by addiction and multiple disadvantage.

Our Beliefs:

- We believe that anyone can change and recover from addiction.
- We believe in recovery through abstinence.
- We believe that with the right support, understanding and empowerment, individuals can achieve their full potential.

This Report details our progress towards achieving our Vision over the last twelve months.

DESCRIPTION OF SERVICES AND STRATEGIC PLAN

We are a charity which works with and beyond addiction to inspire change.

We are committed to working for the benefit of communities to prevent people from being socially excluded, to address the needs of people with substance misuse problems, those who are in recovery and those affected by addiction and its associated consequences.

We lead and innovate where the constellation of substance misuse, trauma, offending and abuse lead to severe and multiple deprivation which impacts on whole families often perpetuating problems from one generation to the next.

We will continue enthusiastically to champion our belief in the capacity for personal change and growth and to promote the values of recovery from addiction.

In the year ended 31 March 2022 we provided, at any one time, residential treatment bedspaces for up to 44 clients; recovery housing and support opportunities for 18 clients; each support for women from our four women's centres in Gloucester, Swindon, Bridgwater and Bristol; and hub recovery centre activities in two hospitality venues, through education provision and within our maintenance activities.

THE NELSON TRUST

Strategic Aim

Our strategic aim is to extend the depth and breadth of our services, and to this end we created a new 5 year Strategy in 2021/22.

Operating background

The need for, and demands of, our services continues to increase at a time when there is a background of a potential decrease in the financial ability of the statutory sector, to invest in those services. This environment has been, potentially, exacerbated by Government's Budgetary announcements in Autumn 2022.

Despite a difficult environment, 2021/22 has been a successful year for the charity. We have supported 3,300 vulnerable clients in the year, more than in any previous year.

We took on the role of the prime contractor to the Ministry of Justice to deliver the criminal justice rehabilitation service for women in the Police & Crime Commissioner (PCC) areas of Avon and Somerset, Gloucestershire and Wiltshire.

The Ministry of Justice also awarded the charity the equivalent contracts in the PCC areas of South Wales, Gwent and Dyfed-Powys.

Also, in 2021/22 we were successful in being appointed as the lead partner, of a multi-agency partnership, for a 12-month innovative pilot project supporting 400 women whilst in HMP Eastwood Park (EWP) and also following their release into the South West and Wales region.

Through this new One Women's Centre in HMP EWP, women have coordinated access to support and sequenced interventions from partners.

These expanded relationships continue to demonstrate the high regard in which our services are held, and the value that they deliver to the statutory sector.

Our organisational infrastructure is such that we were able to implement new areas of service delivery, and increase the scale of our activities, in a cost effective way.

Following the disruption arising from the pandemic we were delighted with the outcome of our Summer 2021 season of events, which included an exceptional result from our Clay Shoot event, which generated income of over £100,000. The events season would not have been as successful without the tireless work of the Fundraising Committee.

We thank all of our supporters and volunteers who have donated either time or money to enable us to support vulnerable people.

Strategic Report

Our Strategic Plan

In 2021 we refreshed our 5 year Strategic Plan and set five objectives for 2021-25 across all of our activities:

- **Quality** – We strive to offer services which truly respond to the needs of our clients. We value the expertise of lived experience to both co-produce and deliver innovative services. We will ensure that our services are safe, effective, caring, well-led and responsive to our client's needs.

- **People** – Our people make The Nelson Trust what it is. We will attract and retain the best people, and enable each member of our team to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve and sustain a work/life balance, and feel engaged and stimulated in their work.

- **Sustainability** - We can only make a transformational change in people's lives if we can be confident in our ability to sustain services over the long term. Achieving operational and financial sustainability is therefore key to our strategy. This will come through extending our reach, diversifying income streams and improving internal efficiency to ensure that we are a modern and financially stable organisation.

- **Reach** – More people than ever need our services. Although growth is important, it is not the driving factor behind our ambition to extend our reach. We are focussed on ensuring that as many people as possible can access the services they need, whether they are provided directly by The Nelson Trust, by other agencies, or in partnership. We will actively pursue partnership opportunities and innovative methods of delivery to achieve greater reach.

- **Innovation** – We will create tomorrow's best practice today.

We have taken the following action against these objectives:

- We co-designed and produced a four phase model for residential treatment – merging the recovery model with the Trauma Informed Approach;
- Reviewed and improved what we offer within our Recovery Housing service, in doing so we increased support for clients in the community to access supoort, volunteering, with a robust transition of care and independence building;
- We created a Client Council to provide the client perspective to aid the development and improvement of our services;
- We developed an engagement worker pathway to increase the opportunities for clients to gain employment and develop career prospects;
- We have listened to feedback from our staff to Improve the working environment;
- Reviewed our infrastructure and increased the capacity within core funcations to support and sustain recent growth;
- Extended our services into Wales, and grown the number of clients benefitting from our services;

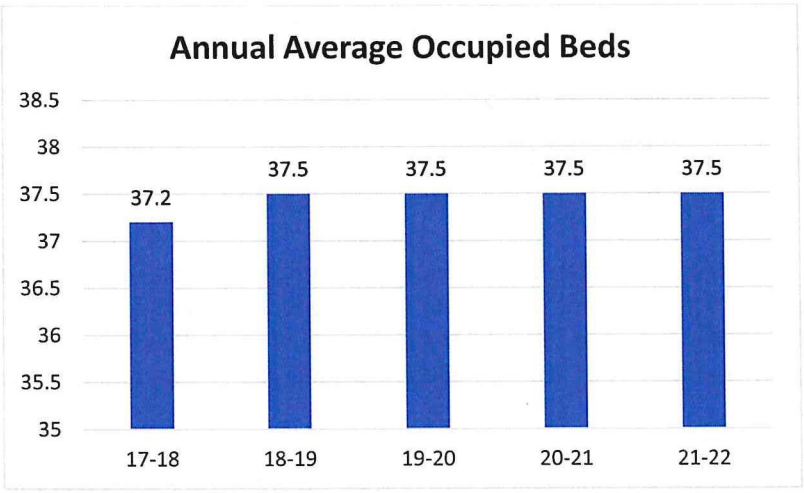
Plans for future periods - What do we intend to do next?

- Increase our use of data capture systems to aid growth and sustainability through the accurate articulation of our work;
- Further embed ourselves in local support network systems, delivering services under our Whole Systems Approach;
- Further develop the 'conception to completion' offer, in collaboration with, and guided by, our clients ;
- Finalise the development of, and commence delivering, our in-house leadership development programme;
- Source additional workforce wellbeing funding to increase the range of benefits we are able to offer to staff.

Impact

We set out below information on our impact, acheivements and activity, in the past year, together with client feedback:

- 174 people were admitted to our residential treatment;
- For the fifth consecutive year we achieved a rate of over 85% occupancy in our treatment service.



Our average residential treatment occupancy rate for the 2022/23 year to date is 38.5 beds.

- In 2021/22 3,124 women accessed our Women's Community Services.
- Over 26,000 sessions, and interventions have been delivered within the community, this includes 1:1 support, group work, in-reach and outreach sessions. Of these approximately 2,000 were delivered in Wales.

Our ability to consistently achieve excellent outcomes for our clients, and alongside this meeting the requirements of our funders, underpins the Trust's ongoing success.

Impact (continued)

Impact upon the lives of clients

The support delivered by the Nelson Trust makes a significant difference to lives of those whom we support, as expressed in their feedback. We are continuing to develop the way that we measure the impact of our range of activities for our clients. Below sets out the impact upon one client who has benefitted from our services.

Within Swindon like many other areas in which we operate, there is an entrenched, ingrained cohort of young women who are caught in a cycle of short two to three-month prison sentences. They are very vulnerable and often involved in street-based sex work and have long-term substance addictions, following multiple prison sentences they tend to fall into the same life again when released from prison. We set out to try something different, to provide more intensive support.

A new pathway was designed that provided intensive in-reach and support to women in prison followed by a sustained and holistic programme of help once they are released. The first step is a 24-week stay at a residential rehab unit also provided by The Nelson Trust; support for 24 weeks is resource intensive, but it gives individuals the best chance of a successful outcome and most importantly, helps them re-create their lives and live substance free.

Proof of that can be seen through the story of Andrea (not her real name). She was caught in a cycle of re-offending and was well-known to the prison and substance misuse service. She has six children - four have been adopted and two she still had supervised contact with.

A significant turning point for Andrea was while she was in prison in late 2021. She always engaged well with the Nelson Trust prison team and feared if she did not change her lifestyle she would lose contact with the children she still saw.

She expressed on a number of occasions to the prison team that she would love to have the opportunity to restart her life and said she was very excited at having the possibility of doing so.

A number of multi-agency meetings were held between the prison, probation and public health commissioners and it was decided she would be a good candidate to join the residential rehab programme. In early 2022 she was released from prison and went straight to the treatment centre. A detailed care plan was developed for her, which included counselling and psychotherapy alongside other support.

The plan included attending a minimum of two mutual aid groups per week and those supporting her said she "really embraced" the importance of getting a strong recovery support network.

She attended several other groups too, including relapse prevention, emotional management and a "helping women recover" group, which uses theories of psychological development, trauma and addiction to help people explore and process the underlying reasons why they use substances as a coping mechanism. The programme comprises 17 sessions which cover self-esteem, sexism, relationships, domestic violence and trauma.

Andrea has now completed her stay at the residential centre and has moved into a re-settlement project, where she has ongoing support and access to the Women's Centre. She is full of hope for the future and has set her sights on doing some volunteering work. **"I am so thankful to have had this opportunity and am so pleased I can now live a life free from addiction and continue to repair relationships with my family and children".**

FINANCIAL REVIEW

Annual Movement in Funds

The Trust's Total Funds increased by £1,154,861 in the year ended 31 March 2022 (*2021: increase of £565,863*):

- An increase in total Unrestricted Funds of £1,481,054;
- A decrease of £332,249 in Restricted Funds, reflecting our expenditure of funds to deliver services from funds received in earlier years.

Further information on the charity's Restricted Funds is contained in Note 24 to the accounts.

Income and Expenditure - Unrestricted

The Board recognises the need to operate with unrestricted income in excess of expenditure. The operating environment of the hospitality elements of our Hub Enterprises continues to be challenging, and short term investment of unrestricted funds in those activities is likely to still be required.

Investments and Cash Balances

In view of the ongoing uncertainty of the economic outlook, the charity holds all of its cash funds on current and short term deposit accounts with its bankers.

Cash at bank and in hand amounted to £4,125,471 as at 31 March 2022 *(2021: £3,255,219)*.

The amount of this cash balance predominantly arises from the amount of unspent Restricted Funds, including the Funds in respect of our Bristol services and centre.

- Cash balances relating to unrestricted funds - £1,870,400
- Cash balances relating to Restricted Funds - £2,255,071

The Trust also holds units in the COIF Charity Funds "Charities Property Fund Income Units" in respect of its Permanent Endowment Fund, as set out in Note 24.

Reserves and Reserves Policy

The term "reserves" (in accordance with the Charities SORP (FRS 102) definition) is used to describe income funds that are freely available to help the Trust meet its objectives.

"Free Reserves" are represented by the "Total Funds" under our control less "Restricted Funds" and "Designated Funds - Unrestricted Fixed Asset".

As at 31 March 2022:

- our Free Reserves stood at £2,163,704 (*2021: £655,647*);
- our Total Funds stood at £8,146,739 *(2021: £6,991,878)*:

  - Permanent Endowment Funds being £47,321 (*2021: £41,265*);
  - Restricted Funds being £4,379,406 *(2021: £4,339,555)*;
  - Designated – Fixed Asset of £1,556,308 *(2021: £1,583,311); and*
  - Unrestricted General Funds ("free reserves") of £2,163,704 (*2021: £655,647*).

During the year the Trustees were mindful of the need to review and assess the reserves policy of the charity. During these reviews a designated fund for future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities was considered and agreed in principle. After 31 March 2022, the Trustees formally approved this designated fund at a value of £1,350,000 which would have had the effect of reducing unrestricted general reserves to £813,704 as at 31 March 2022 had the formal approval occurred before 31 March 2022.

Over recent years the charity has received a substantial amount of restricted grants to fund service delivery on multi-year projects. Delivery on these projects is in progress but will substantially be delivered in future years.

The unspent balance of this funding is held within Restricted Funds.

In future years there will be costs on these projects, for which no income will be recognised in future financial statements.

The Trustees have agreed the following Reserves Policy:

'The Trustees are aware of the need to maintain sufficient free reserves to enable the Trust to support the investment in sustainable services and to support clients. The Policy will be reviewed no less than annually, alongside the risks facing the Trust, to ensure that appropriate Unrestricted Free Reserves exist or can be generated.

The Finance & Performance Committee regularly reviews the general financial performance of the Trust, and its current and forecast Reserves and Cash positions. It will alert the Board of any concerns that it has in respect of these, together with any recommended actions arising from those concerns.'

This policy is subject to regular review as the scale of the charity's operations change.

The Board of Trustees review the level of free reserves at each Board Meeting, and are satisfied with their level as at 31 March 2022; bearing in mind that, in addition, to the free reserves and cash balance that the charity is also able to borrow funds against its property asset base.

Reserves and Reserves Policy (continued)

The balance sheet includes freehold and long leasehold properties at a net book value of £2,957,000 as at 31 March 2022, and secured borrowings of £272,000.

These figures indicate the charity's asset strength and its ability to obtain additional cash funds, if needed.

Events since 31 March 2022

Information on events which have occurred since 31 March 2022 is included in note 29 to these accounts.

STRUCTURE, GOVERNANCE & MANAGEMENT

The Nelson Trust is constituted as a company limited by guarantee (registered in England and Wales), incorporated on 13 June 1996 and is governed by its Memorandum and Articles of Association.

The company is a registered charity and acts entirely as a non-profit-making organisation. The registered company number is 03211815. The registered charity number is 1056672. There are no subsidiary undertakings.

Structure and decision-making process

The Governing Body of the charity is the Board of Trustees. This currently comprises twelve members and meets at least four times a year for board meetings, one of which includes an "away" day for strategic planning. Trustees can be appointed or re-appointed at a general meeting or by the Trustees subject to the conditions set out in the Articles of Association. Typically, Trustees are appointed for a three-year term of office and, if eligible, may offer themselves for re-election.

The Trustees are a body of volunteers drawn from a wide range of relevant areas of expertise. New Trustees are appointed, as required, by the Board with reference to these areas of relevant experience. On appointment, new Trustees are given an induction programme to familiarise themselves with the work of The Trust and their role and responsibilities, and are introduced to Charity Commission guidance. This programme includes meeting with existing Trustees and spending time with the Chief Executive, senior managers and departmental team leaders. The Trustees are encouraged to attend relevant training courses and these are regularly brought to their attention.

Committees including Trustees and relevant senior managers meet to review specific issues such as strategy, finance and performance, remuneration, and fundraising with reports to the full Board as required.

Structure and decision-making process (continued)

The Trustees as a Board have the decision-making authority in the following areas:

- Approval of the Strategic Plan;
- Approval of Business Plans;
- Approval of Annual Budgets;
- Appointment of key executive staff; and
- Authority for the Trust to enter into significant transactions involving the:
    - Acquisition and disposal of property;
    - Entering into loan or other borrowing agreements;
    - Entering into significant contracts to deliver services;
    - Application for capital and significant revenue grants committing the Trust to buy property or provide services.

The Senior Leadership Team meets at least once per month, depending on the business need, and carries operational responsibilities. The members of the Senior Leadership Team attend all Board meetings.

The remuneration of the Chief Executive is considered by the Remuneration Committee and is determined by the Trustees, with reference to comparable positions in non-profit organisations of a similar size and complexity. The salaries of other members of the Senior Leadership Team are determined by the Chief Executive with reference to the Remuneration Committee.

Risk management

Systems and controls are in place to mitigate the major risks facing the charity. Risk management processes and procedures are reviewed by the Finance and Performance Committee, and are subsequently reported upon to the Board

The principal risks affecting the charity and the actions to address those risks are:

Risk	Actions to address risk
Prison Leavers Fund: large 12-month pilot where the charity is the lead with subcontract arrangements. This presents new risks around managing a supply chain to ensure performance.	Comprehensive implementation plan and quality assurance processes. Robust governance structure in place. Dedicated implementation,data lead and service lead recruited to assure quality of services and accurate impact measurement.
Unable to recruit and retain skilful staff. Overdependence on a few key staff. This is a particular concern in finance and facilities given number of vacant positions, age of staff and risk of loss of organisational knowledge.	Activities to promote the Trust as an employer of choice. Action plan from the staff survey. Recuritment of internal training coordinator, development and performance improvement plans. Review of appriasal process.
Failure to keep our clients, staff and volunteers safe	Strong culture of operational controls through procedures which are made available through the NetConsent software platform. Robust approach to compliance with those procedures including Safeguarding, Lone Working and Health and Safety Legislation.
Failure to effectively manage new projects/service expansion, including expansion of geographical spread.	Regular management and contract review meetings.
Compliance with Regulatory requirements, as the charity develops. The risk is about the impact of growth on core back office functions. Reporting requirements and transactional impacts need to be understood as the charity grows.	Operational controls in place through procedures to ensure compliance with the Code of Fundraising Practice. Policies are made available through the NetConsent software platform. Robust approach to compliance with those procedures. Simple, coherent reporting on finances.

Internal controls

The Trustees confirm that internal control procedures are in place to provide reasonable, but not absolute, assurance against material misstatement or loss.

These procedures include:

- a comprehensive system of annual budgets, which are approved by the Trustees,
- monthly financial performance reporting including monitoring of performance against budget,
- monitoring of operational performance against targets, including Trustees taking an active interest in operational delivery and seeking feedback directly from the charity's staff; and
- Trustees reviewing controls through discussion with management.

Fundraising Statement

Donors to The Nelson Trust can be assured that the charity complies with the Regulatory Standards for Fundraising.

The charity is registered with the Fundraising Regulator and is committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

This statement covers the requirements that charities must follow as set out in the Charities Act 2016.

It cost over £5.8 million to provide our charitable activities in 2021/22. We raised over £480,000 through fundraising events, activities and donations.

Further information on our income is included in the notes to the financial statements.

Our Fundraising activities include a calendar of well attended and high profile events, individual donations, major gifts, and grants. A small Fundraising team is employed by the Nelson Trust and we are fortunate to benefit from the work of volunteer fundraising committees. The charity does not use external fundraisers.

We only contact people who have expressed their specific consent to receiving communications from us, and we will not contact those who have withdrawn their consent. We are ISO27001 accredited, and, as part of our processes to ensure that we keep data secure, we have internal audits; within the scope of these is our compliance with the General Data Protection Regulations. As part of our compliance audits we ensure that we act in accordance with people's consent.

We have a policy that sets out that we do not tolerate fundraising from vulnerable persons.

We received no complaints about our fundraising activity during the year and have met the Fundraising Regulator's standards throughout the year.

Going concern

The Trustees have considered the going concern position of the charity, particularly having regard to the strength of the charity's asset base and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The Trustees are mindful of the current uncertainty regarding future levels of Government spending as a result of recent financial announcements.

Currently, it is not possible to predict the impact of any such reductions upon the charity's future income, however the charity's income from both Local and Central Government sources is diverse in terms of both the commissioning departments and geographical locations.

The charity's contract to deliver the criminal justice rehabilitation service for women in Wales is due to be re-tendered in 2023. The Trustees are optimistic of a successful outcome for the charity in that procurement exercise, however, the charity is carrying limited fixed costs in respect of the current contracts in Wales, and so the financial impact of the loss of any element of the contracts would be limited, with any employees engaged in service delivery being the subject of a TUPE transfer arrangement to the new service provider.

CHARITY'S OBJECTS AND THE PUBLIC BENEFIT REQUIREMENT

The Charity's objects are:

1. to support those affected, both directly and indirectly, and those at risk of being affected by, substance addiction;
2. to provide education and information services in order to try and prevent persons becoming addicted to drugs, alcohol and other substances;
3. to provide support for the families of persons who are addicted to drugs, alcohol and other substances including advice assistance and support services for the families of such person; and;
4. to promote social inclusion for the public benefit by preventing people (in particular, but not limited to women who are vulnerable) from becoming socially excluded by relieving the needs of such people who are socially excluded and assisting them to integrate into society by all means that are charitable in law.

Our services are available to the general public, including those who are either within the criminal justice system, or are at risk of being so.

Clients are only required to pay any contribution towards the support that they receive from us if they have the financial means to do so.

The Trustees have paid due regard to the Charity Commission's guidance on public benefit in deciding what activities the charity should undertake. The Trustees consider that they have acted in the public benefit.

RELATIONSHIPS WITH CONNECTED PARTIES

The charity has had no financial transactions with connected parties with the exception of those transactions disclosed in note 28.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution.

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

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

AUDITORS

The auditors, Monahans, will be proposed for re-appointment at the forthcoming Annual General Meeting.

The Trustees' Report was approved by the Board of Trustees, as the company directors and signed on the Board's behalf by:

Dame Janet Trotter
Chair

Janet O. V Trotter

The Nelson Trust
Date 14. XI. 22

Report of the Independent Auditor's to the Members of The Nelson Trust

Opinion

We have audited the financial statements of The Nelson Trust (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the provision of residential and community based addiction treatment, we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission, health and safety, food safety, employment law, Companies Act 2006 and Charity Law, and we considered the extent to which non-compliance might have a material effect on the financial statements of the charity. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Statement of Recommended Practice and Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, management override, and management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation policy, valuation of debtors, accounting for multi year grants and valuation of fixed asset investments. Audit procedures performed by the audit engagement team included:

- discussions with management and Trustees, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud;
- understanding and review of management's internal controls designed to prevent and detect irregularities, and fraud;
- review of the minutes of the Trustees meetings;
- designing audit procedures to incorporate unpredictability;
- performing analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud;
- review of the financial statements disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations discussed above;
- enquiring of the Trustees and third-party advisors about actual and potential litigation and claims;
- testing transactions entered into outside of the normal course of the charity's business;
- identifying and testing journal entries, in particular any journal entries with fraud characteristics such as journals with round numbers;
- reviewing accounting estimates for management bias; and
- designing audit procedures over the timing of grant income.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and the transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Independent Auditor's Report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Fiona Westwood (Senior Statutory Auditor)
for and on behalf of Monahans
Statutory Auditor
Chartered Accountants
Hermes House
Fire Fly Avenue
Swindon
Wiltshire
SN2 2GA

Date: 17 November 2022

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

	Notes	Unrestricted funds £	Restricted funds £	Endowment funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM						
Donations and legacies	3	290,188	60,000	-	350,188	1,025,783
Charitable activities						
Residential Services		1,685,867	202,092	-	1,887,959	1,754,345
Women's Community Services		3,712,881	978,151	-	4,691,032	2,123,853
Hub Community Recovery		124,848	26,500	-	151,348	130,504
Other trading activities	4	130,210	-	-	130,210	-
Total		5,943,994	1,266,743	-	7,210,737	5,034,485
EXPENDITURE ON						
Raising funds	6	221,240	-	-	221,240	76,651
Charitable activities	7					
Residential Services		1,567,663	233,408	-	1,801,071	1,779,049
Women's Community Services		2,449,900	1,302,904	-	3,752,804	2,311,974
Hub Community Recovery		224,137	62,680	-	286,817	300,036
Total		4,462,940	1,598,992	-	6,061,932	4,467,710
Net gains/(losses) on investments		-	-	6,056	6,056	(912)
NET INCOME/(EXPENDITURE)		1,481,054	(332,249)	6,056	1,154,861	565,863
RECONCILIATION OF FUNDS						
Total funds brought forward		2,238,958	4,711,655	41,265	6,991,878	6,426,015
TOTAL FUNDS CARRIED FORWARD		3,720,012	4,379,406	47,321	8,146,739	6,991,878

The notes form part of these financial statements

THE NELSON TRUST (COMPANY NO. 03211815)
BALANCE SHEET
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Tangible assets	14	3,033,230	3,118,245
Investments	15	47,321	41,265
		3,080,551	3,159,510
CURRENT ASSETS			
Stocks	16	837	1,223
Debtors	17	2,357,748	1,613,993
Cash at bank and in hand		4,125,471	3,255,219
		6,484,056	4,870,435
CREDITORS			
Amounts falling due within one year	18	(1,171,233)	(766,332)
NET CURRENT ASSETS		5,312,823	4,104,103
TOTAL ASSETS LESS CURRENT LIABILITIES		8,393,374	7,263,613
CREDITORS			
Amounts falling due after more than one year	19	(246,635)	(271,735)
NET ASSETS		8,146,739	6,991,878
FUNDS	24		
Unrestricted funds:			
General fund		2,163,704	655,647
Designated Fund - Fixed Assets Funds		1,556,308	1,583,311
		3,720,012	2,238,958
Restricted funds		4,379,406	4,711,655
Endowment funds		47,321	41,265
TOTAL FUNDS		8,146,739	6,991,878

The financial statements were approved by the Board of Trustees and authorised for issue on 12.XI.22 and were signed on its behalf by:

Janet O. Trotter

J Trotter - Trustee

The notes form part of these financial statements

THE NELSON TRUST
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	973,004	1,120,698
Interest paid		(10,642)	(10,992)
Net cash provided by operating activities		962,362	1,109,706
Cash flows from investing activities			
Purchase of tangible fixed assets		(71,510)	(135,337)
Net cash used in investing activities		(71,510)	(135,337)
Cash flows from financing activities			
Loan repayments in year		(24,275)	(23,757)
Bank interest and investment income		3,675	3,803
Net cash used in financing activities		(20,600)	(19,954)
Change in cash and cash equivalents in the reporting period		870,252	954,415
Cash and cash equivalents at the beginning of the reporting period		3,255,219	2,300,804
Cash and cash equivalents at the end of the reporting period		4,125,471	3,255,219

The notes form part of these financial statements

THE NELSON TRUST

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net income for the reporting period (as per the Statement of Financial Activities)	1,154,861	565,863
Adjustments for:		
Depreciation charges	156,525	143,108
(Gain)/losses on investments	(6,056)	912
Interest paid	10,642	10,992
Bank interest and investment income	(3,675)	(3,803)
Decrease in stocks	386	557
(Increase)/decrease in debtors	(743,755)	163,324
Increase in creditors	404,076	239,745
Net cash provided by operations	973,004	1,120,698

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1 April 2021 £	Cash flow £	At 31 March 2022 £
Net cash			
Cash at bank and in hand	3,255,219	870,252	4,125,471
	3,255,219	870,252	4,125,471
Debt			
Debts falling due within 1 year	(24,553)	(825)	(25,378)
Debts falling due after 1 year	(271,735)	25,100	(246,635)
	(296,288)	24,275	(272,013)
Total	2,958,931	894,527	3,853,458

1. CHARITY INFORMATION

The Nelson Trust is incorporated in the United Kingdom as a company limited by guarantee with Companies House (registered number 03211815) and has no share capital. The liability of the charity's members is set out in note 2 below. The Nelson Trust is also registered with the Charity Commission (registered number 1056672). The address of its registered office is Nelson House, Brimscombe Hill, Brimscombe, Stroud, Gloucestershire, GL5 2QP.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value, as modified by the revaluation of certain assets.

The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Going concern
The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Liability of the members of the charity
The members of the charity undertake to contribute such amount as may be required, up to £10 from each member to the charity's assets in the event that the charity is wound up.

Critical accounting judgements and key sources of estimation uncertainty
Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where material judgements and estimates have been made include:

- Useful economic lives of tangible fixed assets - Annual depreciation charges for the tangible fixed assets are sensitive to changes in their estimated useful economic lives and residual values. Useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets.

- Impairment of debtors - The charity makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.

2. ACCOUNTING POLICIES - continued

- Income recognition of multi-year grants of restricted funds - The full value of multi-year grants of restricted funds have been included in the year in which they are awarded where there are no substantive criteria which the charity believes prevents it from having entitlement to the funds, where receipt is deemed to be probable and where the amounts receivable can be clearly measured.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations are recognised when received unless amounts receivable can be determined with reasonable accuracy.

Income within our Hubs Community Recovery activities is recognised when it falls due.

Income from grants (including government grants), where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Charitable activities include all costs directly relating to the objectives of the charity including costs involved in supporting that work. Specifically:

- Residential Services costs include the staff, premises and infrastructure costs for our residential treatment and resettlement properties. Client specific costs such as provision of food and the cost of delivering education, training and employment programmes are also included;

- Women's Community Services costs include the staff, premises and infrastructure costs for our Women's Centres in Gloucester, Swindon, Somerset and Bristol.

- Hub Community Recovery costs include the staff, catering supplies, premises and infrastructure costs for the Clean Plate in Gloucester, the Hub Maintains and the Hub Academy in Stroud, and the Sober Parrot in Cheltenham.

Irrecoverable VAT is charged as a cost against the activity to which the associated expenditure relates.

2. ACCOUNTING POLICIES - continued

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

Freehold property and long leasehold property	- 2% on straight line basis
Improvements to property	- in accordance with the property
Furniture, fittings and equipment	- 25% on straight line basis
Motor vehicles	- 25% on straight line basis
Computer equipment	- 33% on straight line basis

Investments
Investments are stated at market value at the balance sheet date. The Statement of Financial Activities (SOFA) includes the net gains and losses arising on revaluations and disposals throughout the year.

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

Cash and cash equivalents
Cash is represented by cash in hand and bank deposits accessible within 90 days, held at UK financial institutions.

Creditors
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

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. Bank loans are measured at amortised cost. Investments are valued at market value as at the balance sheet date.

Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the term of the lease.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation
The charity is exempt from corporation tax on its charitable activities.

2. ACCOUNTING POLICIES - continued

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

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

Permanent endowment funds are an investment in an investment fund which transferred to the charity in 2016. Only the income, not the capital, of this donation can be spent.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charity admits employees to a defined contribution scheme. Contributions to that scheme are charged to the statement of financial activities as they become payable in accordance with the rules of the schemes. The charity does not operate a defined benefit scheme.

Where an employee's salary is funded by Restricted Funds, that funding also covers the pension contribution for that employee.

3. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations towards the establishment of a Women's Centre in Bristol	-	761,000
Donations	350,188	264,783
	350,188	1,025,783

4. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Fundraising events	130,210	-

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2022	2021
		£	£
Residential services	Residential Services	1,887,959	1,754,345
Women's Community services	Women's Community Services	4,691,032	2,123,853
Hub Community recovery, including capital grants	Hub Community Recovery	151,348	130,504
		6,730,339	4,008,702

6. RAISING FUNDS COSTS

Raising donations and legacies

	2022	2021
	£	£
Staff costs	99,288	62,324
Direct costs	114,722	4,221
Depreciation	1,357	1,188
Support costs (see note 8)	5,873	8,918
	221,240	76,651

7. CHARITABLE ACTIVITIES COSTS

	Other direct costs	Direct staff costs	Total direct costs	Support costs (see note 8)	Totals
	£	£	£	£	£
Residential Services	487,168	1,265,150	1,752,338	48,733	1,801,071
Women's Community Services	858,655	2,722,075	3,580,730	172,074	3,752,804
Hub Community Recovery	98,055	171,699	269,754	17,063	286,817
	1,443,878	4,158,924	5,602,822	237,870	5,840,692

Hub Community Recovery costs include the costs of our 'Hub Maintains' activity which is resourced by individuals living with an addiction, and which provides in-house maintenance services to the charity.

Costs are allocated to operating activities by reference to factors including the number of employees for HR and payroll costs, the number of IT users for IT costs, and by underlying activity levels for financial, central management and business development costs.

8. SUPPORT COSTS

Analysis of support costs

	2022	2021
	£	£
IT and office costs	152,751	131,539
Legal and professional costs including audit cost, recruitment and training	24,712	26,036
Other costs, including marketing and website costs, membership of sector bodies and regulatory costs	52,440	44,757
Financing costs	13,840	13,691
	243,743	216,023

Governance costs included within the above total £55,609 (2021: £44,410).

9. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Auditors' remuneration	12,075	11,500
Depreciation - owned assets	156,525	143,108
Auditor's remuneration - preparation of the statutory financial statements	925	-
Operating lease rentals - plant and machinery	12,484	22,766
Operating lease rentals - land and buildings	86,620	83,120
Bank loan interest payable	10,624	10,992
Bank interest and investment income received	(3,675)	(3,803)

10. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

11. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	3,823,716	2,875,135
Social security costs	274,205	219,861
Other pension costs	213,873	166,032
	4,311,794	3,261,028

The average monthly number of employees during the year was as follows:

	2022	2021
Residential & Women's Community Services	147	117
Support, including fundraising	20	18
Hub Community Recovery	7	10
	174	145

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£70,001 - £80,000	1	1

In the year contributions of £20,280 (2021: £20,280) were made in respect of the highest paid employee into a personal defined contribution pension arrangement.

The average number of full time equivalent employees ("FTE") analysed by function was:

	2022	2021
Residential and Women's Community Services	131	98
Support, including fundraising and business development	19	17
Hub Community Recovery	5	6
	155	121

Key management personnel
The remuneration of the key management personnel (including gross pay, employers national insurance and employers pension contributions) was £391,637 (2021: £400,009)

Key management personnel are listed on page 1 of these financial statements, and comprised an average of 6.0 full time equivalent employees in the year (2021: 6.2 FTE).

12. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Endowment funds £	Total funds £
INCOME AND ENDOWMENTS FROM				
Donations and legacies	264,783	761,000	-	1,025,783
Charitable activities				
Residential Services	1,754,345	-	-	1,754,345
Women's Community Services	1,627,861	495,992	-	2,123,853
Hub Community Recovery	119,504	11,000	-	130,504
Total	3,766,493	1,267,992	-	5,034,485
EXPENDITURE ON				
Raising funds	76,651	-	-	76,651
Charitable activities				
Residential Services	1,779,049	-	-	1,779,049
Women's Community Services	1,461,163	850,811	-	2,311,974
Hub Community Recovery	254,955	45,081	-	300,036
Total	3,571,818	895,892	-	4,467,710
Net gains/(losses) on investments	-	-	(912)	(912)
NET INCOME/(EXPENDITURE)	194,675	372,100	(912)	565,863
RECONCILIATION OF FUNDS				
Total funds brought forward	2,044,283	4,339,555	42,177	6,426,015
TOTAL FUNDS CARRIED FORWARD	2,238,958	4,711,655	41,265	6,991,878

13. GOVERNMENT GRANTS

Included within income are Government grants totalling £878,712 (2021: £648,703) comprising:

	2022 £	2021 £
Police and Crime Commissioners (Gloucestershire, Wiltshire & Avon & Somerset)	117,254	321,733
Local Government grants	346,334	186,197
Grants under the Job Retention Scheme	1,829	80,773
Ministry of Justice	140,000	60,000
Welsh Government grant	273,295	-
	878,712	648,703

The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset and Gloucestershire Clinical Commissioning Group, have provided grants to deliver support services to women with multiple and complex needs. This group of clients includes street sex-working women and women who find it difficult to engage with statutory services because of rural isolation

Gloucestershire County Council and Cheltenham Borough Councils have provided grants to support the charity as a result of the pandemic, arising from the impacts of reduced income within our hospitality activities, and the additional costs to deliver services.

The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset, Stroud District Council, Cheltenham Borough Council, Gloucester City Council, Sedgemoor District Council and the Ministry of Justice have provided grants to support the charity with the additional costs, and the replacement of lost income, as a result of the disruption caused by the pandemic.

In 2021/22 the Ministry Of Justice has provided a grant to fund core costs to enable us to sustain, improve and further develop existing quality support to women in contact with or at risk of encountering the criminal justice system. In 2020/21 it provided grant funding to support the charity through the disturbance caused by the pandemic.

The Welsh Government grant is to support the establishment of our Women's centre in Cardiff.

There are no unfulfilled conditions or other contingencies attaching to these grants and the charity has not directly benefited from any other forms of government assistance.

THE NELSON TRUST

14. TANGIBLE FIXED ASSETS

	Freehold property and long leasehold property £	Improvements to property £	Furniture, fittings and equipment £
COST			
At 1 April 2021	3,009,145	701,937	283,882
Additions	-	-	3,559
At 31 March 2022	3,009,145	701,937	287,441
DEPRECIATION			
At 1 April 2021	469,878	282,169	239,014
Charge for year	47,962	27,191	23,638
At 31 March 2022	517,840	309,360	262,652
NET BOOK VALUE			
At 31 March 2022	2,491,305	392,577	24,789
At 31 March 2021	2,539,267	419,768	44,868

	Motor vehicles £	Computer equipment £	Totals £
COST			
At 1 April 2021	46,072	267,160	4,308,196
Additions	-	67,951	71,510
At 31 March 2022	46,072	335,111	4,379,706
DEPRECIATION			
At 1 April 2021	37,367	161,523	1,189,951
Charge for year	6,939	50,795	156,525
At 31 March 2022	44,306	212,318	1,346,476
NET BOOK VALUE			
At 31 March 2022	1,766	122,793	3,033,230
At 31 March 2021	8,705	105,637	3,118,245

Included in cost or valuation of land and buildings is freehold land of £340,000 (2021: £340,000) which is not depreciated.

15. FIXED ASSET INVESTMENTS

	Investments £
MARKET VALUE	
At 1 April 2021	41,265
Revaluations	6,056
At 31 March 2022	47,321
NET BOOK VALUE	
At 31 March 2022	47,321
At 31 March 2021	41,265

There were no investment assets outside the UK.

Investments are 36,637.49 units invested in the COIF Charities Property Fund (2021: 36,637.49).

At 31 March 2022 unit bid price was 129.16 pence (2021: 112.63 pence). The fund has been revalued to reflect this increase.

The investments are the assets that underlie the Permanent Endowment Fund.

During the year ended 31 March 2016 the Gloucestershire Probation Officer's Samaritans Trust closed and transferred the balance of its COIF account to the charity at nil cost.

16. STOCKS

	2022 £	2021 £
Goods held for Resale - Food and Non-Alcoholic Beverages	837	1,223

17. DEBTORS

	2022 £	2021 £
Amounts falling due within one year:		
Trade debtors	884,506	441,184
Other debtors	796,744	474,006
Prepayments and accrued income	309,795	123,720
	1,991,045	1,038,910
Amounts falling due after more than one year:		
Other debtors	366,703	575,083
Aggregate amounts	2,357,748	1,613,993

18. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Bank loans and overdrafts (see note 20)	25,378	24,553
Trade creditors	232,857	114,743
Social security and other taxes	86,506	72,454
Other creditors	90,040	117,654
Accruals and deferred income	736,452	436,928
	1,171,233	766,332

Deferred income represents income received in advance of project delivery and totals £592,599 as at 31 March 2022 (2021: £321,718).

19. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022 £	2021 £
Bank loans (see note 20)	246,635	271,735

20. LOANS

An analysis of the maturity of loans is given below:

	2022 £	2021 £
Amounts falling due within one year on demand:		
Bank loans	25,378	24,553
Amounts falling between one and two years:		
Bank loans - 1-2 years	26,184	25,378
Amounts falling due between two and five years:		
Bank loans - 2-5 years	98,125	94,997
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 years by installment	122,326	151,360

21. SECURED DEBTS

The following secured debts are included within creditors:

	2022	2021
	£	£
Bank loans	272,013	296,288

The bank loans arise from two bank loans:

One bank loan is repayable with interest paid at a variable rate. At 31 March 2022, the balance of the loan was £114,028 (2021: £127,319). The loan bears interest at 2.16% above the bank base rate and is repayable by December 2029. At 31 March 2022, the rate charged was 2.91% (2021: 2.26%).

The second loan is repayable with interest paid at a fixed rate. At 31 March 2022, the balance of the loan was £157,984 (2021: £168,969). The loan bears interest at 4.54% and is repayable by November 2032.

As at 31 March 2022 the loans were secured on Covington House and East Wharf Cottage, both in Brimscombe, Stroud, and 1 Brunswick Square, Gloucester.

22. LEASING AGREEMENTS

At 31 March, the charity had the following total minimum lease payments under operating leases in respect of equipment:

	2022	2021
	£	£
Within one year	12,790	9,929
Between one and five years	21,571	22,812
In more than five years	-	-

At 31 March, the charity had the following total minimum lease payments under operating leases in respect of land & buildings:

	2022	2021
	£	£
Within one year	61,410	69,785
Between one and five years	-	9,500
In more than five years	-	-

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	Endowment fund £	2022 Total funds £	2021 Total funds £
Fixed assets	1,828,319	1,204,911	-	3,033,230	3,118,245
Investments	-	-	47,321	47,321	41,265
Current assets	3,269,561	3,214,495	-	6,484,056	4,870,435
Current liabilities	(1,131,233)	(40,000)	-	(1,171,233)	(766,332)
Long term liabilities	(246,635)	-	-	(246,635)	(271,735)
	3,720,012	4,379,406	47,321	8,146,739	6,991,878

24. MOVEMENT IN FUNDS

	At 1 April 2021 £	Net movement In funds £	At 31 March 2022 £
Unrestricted funds			
General fund	655,647	1,508,057	2,163,704
Designated Fund - Fixed Assets Funds	1,583,311	(27,003)	1,556,308
	2,238,958	1,481,054	3,720,012
Restricted funds			
Women's Community Services	1,471,504	(345,738)	1,125,766
Funding for the purchase and start up of our Women's Centre in Bridgewater	191,379	(31,039)	160,340
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	1,972,201	(207,587)	1,764,614
Capital funding for the delivery of our Hub Enterprise activities	1,072,571	(31,180)	1,041,391
Residential services	4,000	10,000	14,000
Funding for the set up of our Women's Centre in Cardiff	-	273,295	273,295
	4,711,655	(332,249)	4,379,406
Endowment funds			
Samaritan fund	41,265	6,056	47,321
TOTAL FUNDS	6,991,878	1,154,861	8,146,739

24. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	5,943,994	(4,435,937)	-	1,508,057
Designated Fund - Fixed Assets Funds	-	(27,003)	-	(27,003)
	5,943,994	(4,462,940)	-	1,481,054
Restricted funds				
Women's Community Services	704,856	(1,050,594)	-	(345,738)
Funding for the purchase and start up of our Women's Centre in Bridgewater	-	(31,039)	-	(31,039)
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	-	(207,587)	-	(207,587)
Capital funding for the delivery of our Hub Enterprise activities	26,500	(57,680)	-	(31,180)
Residential services	202,092	(192,092)	-	10,000
Funding for the set up of our Women's Centre in Cardiff	273,295	-	-	273,295
Fundraising	60,000	(60,000)	-	-
	1,266,743	(1,598,992)	-	(332,249)
Endowment funds				
Samaritan fund	-	-	6,056	6,056
TOTAL FUNDS	7,210,737	(6,061,932)	6,056	1,154,861

THE NELSON TRUST

24. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1 April 2020 £	Net movement in funds £	Transfers between funds £	At 31 March 2021 £
Unrestricted funds				
General fund	510,735	304,771	(159,859)	655,647
Designated Fund - Fixed Assets Funds	1,533,548	(110,096)	159,859	1,583,311
	2,044,283	194,675	-	2,238,958
Restricted funds				
Women's Community Services	1,708,167	(236,663)	-	1,471,504
Funding for the purchase and start up of our Women's Centre in Bridgewater	228,736	(37,357)	-	191,379
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	1,292,000	680,201	-	1,972,201
Capital funding for the delivery of our Hub Enterprise activities	1,103,863	(31,292)	-	1,072,571
Residential services	-	4,000	-	4,000
Hub Community Recovery Centre	6,789	(6,789)	-	-
	4,339,555	372,100	-	4,711,655
Endowment funds				
Samaritan fund	42,177	(912)	-	41,265
TOTAL FUNDS	6,426,015	565,863	-	6,991,878

24. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	3,766,493	(3,461,722)	-	304,771
Designated Fund - Fixed Assets Funds	-	(110,096)	-	(110,096)
	3,766,493	(3,571,818)	-	194,675
Restricted funds				
Women's Community Services	495,992	(732,655)	-	(236,663)
Funding for the purchase and start up of our Women's Centre in Bridgewater	-	(37,357)	-	(37,357)
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	761,000	(80,799)	-	680,201
Capital funding for the delivery of our Hub Enterprise activities	-	(31,292)	-	(31,292)
Residential services	4,000	-	-	4,000
Hub Community Recovery Centre	7,000	(13,789)	-	(6,789)
	1,267,992	(895,892)	-	372,100
Endowment funds				
Samaritan fund	-	-	(912)	(912)
TOTAL FUNDS	5,034,485	(4,467,710)	(912)	565,863

24. MOVEMENT IN FUNDS - continued

Permanent Endowment Fund
The purpose of the fund is to make small grants to individuals within the criminal justice system to offer relief from poverty, to help provide assistance with education and other charitable purposes. The charity maintains the capital of the fund and make grants from the investment income of the fund.

The income that we receive from the fund, and the grants that we make are accounted for within restricted funds.

Restricted funds
Significant movements in individual funds during the year were:

	At 1 April 2021 £	Incoming resources £	Resources Expended £	At 31 March 2022 £
National Lottery Community Fund "Women and Girls Initiative"	72,131	-	(72,131)	-
Establishment of Bridgwater Women's Centre	191,379	-	(31,039)	160,340
Hinkley Point C Community Fund	152,891	-	(100,177)	52,714
Development of our services to provide support to the women of Bristol, with the aim of establishing a women's centre in Bristol	1,972,202	-	(212,587)	1,759,615
Supporting sex working women - Gloucestershire County Council	42,500	100,000	(92,500)	50,000
National Lottery Community Fund -RC South West Region - "Empowering Change Somerset"	455,927	-	(118,248)	337,179
National Lottery Community Fund - RC South West Region - "Sex Worker Outreach Project"	435,210	-	(115,044)	320,166
Funding for the delivery of our Hub Enterprise activities	1,072,571	-	(28,000)	1,044,571

24. MOVEMENT IN FUNDS - continued

Making a difference for children and young people - funded by BBC Children in Need	85,105	-	(37,380)	47,725
Gloucestershire mentoring programme - funded by CHK Foundation	-	150,000	(37,500)	112,500
Core costs - funded by Fidelity UK Foundation	-	40,000	(40,000)	-
Local Leadership and Integration Fund - funded by the Ministry of Justice	-	53,642	(53,642)	-

The following work was performed during the year from grants and donations either received or receivable:

Women's Community Services

- The National Lottery Community Fund and Gloucestershire County Council to improve the life chances of street-working women in Gloucestershire and Wiltshire.
- The National Lottery Community Fund "Women and Girls Initiative" to help fund the Promoting Change programmes in Gloucestershire and Wiltshire.
- The Summerfield Charitable Trust (Gloucester) to provide an outreach service to women with complex needs in rural areas who find it difficult to engage with mainstream statutory services. This work is also part-funded by the Gloucestershire Police & Crime Commissioner.
- The income arising from the Gloucestershire Probation Officers' Samaritan Trust Permanent endowment fund is used to provide small grants for training and hardship support of those in the criminal justice system.
- Hinkley Point C Community Fund to enable us to provide services to increase the safety of women and girls in Somerset.
- Bristol Community Health CIC to enable us to develop our services to provide support to the women of Bristol, with the aim of establishing a women's centre in Bristol.
- Nationwide Community Fund to help vulnerable women in Gloucestershire who are in contact with the criminal justice system including women in HMP Eastwood Park find stable accommodation.
- The National Lottery Community Fund "Empowering Change Outreach Somerset" to help fund support to vulnerable women in Somerset who are facing severe and multiple disadvantage and complex needs.
- BBC Children in Need to fund support for young women at risk of sexual exploitation.

24. MOVEMENT IN FUNDS - continued

Hub Community Recovery Activities

- Stroud District Council to help fund education, employment and volunteer programmes for the benefit of the recovery community.

- Public Health England and Gloucestershire Environmental Trust to help fund our Hub Enterprises activities.

Designated Funds - Fixed Asset Funds
The charity has significant investment in its buildings and other fixed assets. Fixed assets have been funded from general reserves, and from borrowings. The cash expended on such assets is not available for expenditure on future charitable objectives, consequently the trustees have agreed that the amount of £1,556,308 should be designated towards the future depreciation costs of these assets.

As set out in note 29, after 31 March 2022, the Trustees formally approved an additional designated fund at a value of £1,350,000 which would have had the effect of reducing unrestricted general reserves to £813,704 as at 31 March 2022 had the formal approval occurred before 31 March 2022.

Transfers arise from fixed asset movements, including purchases and depreciation.

25. EMPLOYEE BENEFIT OBLIGATIONS

The charity operates a defined contribution pension scheme. The costs for the period was £213,873 (2021: £166,032). Contributions totalling £26,126 (2021: £20,320) were outstanding at the balance sheet date.

26. CONTINGENT LIABILITIES

In 2018/19 the charity received £172,000 of grant funding towards the purchase of our Bridgwater Women's Centre which is potentially repayable if the centre is not operated as a Women's Centre until January 2029. The Trustees anticipate that the Bridgwater Women's Centre will be used as a Women's Centre until that date.

In 2017/18 the charity received £125,000 of grant funding towards the funding of the purchase and fit out of the Sober Parrot in Cheltenham, one of our Hub Enterprise activities. The grant is potentially repayable if the site is not operated as the Hub Enterprise until May 2024. The Trustees anticipate that the site will be used a Hub Enterprise activity until that date.

In 2021/22 the charity received £273,295 of grant funding towards the establishment of our Cardiff Women's Centre which is potentially repayable if the centre is not operated as a Women's Centre until March 2027. In April 2022 the charity leased a property to act as its Women's Centre in Cardiff under a five year lease. The lease contains a break clause option. If the charity exercises that break clause option then the time-apportioned amount of the grant funding, which is pro rata to the end of the five year period would be repayable. The break clause has not been exercised.

27. CAPITAL COMMITMENTS

As at 31 March 2022 the Board had authorised the acquisition of our women's centre in Bristol at a cost of £960,000 (2021: £960,000).

28. RELATED PARTY DISCLOSURES

There were £2,685 of donations received from related parties in the year ended 31 March 2022 (2021: £1,325).

During the year, Somerset Community Foundation made three grants totalling £7,360 to the charity (2021: four grants £20,500). One of our Trustees, Justin Sargent, is a member of the key management personnel of Somerset Community Foundation. Justin did not participate in the decision by Somerset Community Foundation to make these grants to the charity.

The charity rented a property from September 2020 until January 2022 from Milestones Trust, at a cost of £750 per month inclusive of all services. This building was a temporary Women's Centre in Bristol. One of our Trustees, Naina Mandleker, was a member of the key management personnel of Milestones Trust up to 30 April 2021. The terms of the lease are on an arms length basis. Naina introduced the key personnel at the charity to their equivalent at The Milestone Trust but did not participate in any aspect of the lease agreement.

The charity is not required to disclose any other related party transactions during either the year ended 31 March 2022 or the previous year.

29. POST BALANCE SHEET EVENTS

In October 2022 the charity bought two adjoining properties to act as its Women's Centre in Swindon at a cost of £462,000. Until the date of purchase the charity had been renting these two properties.

During the year the Trustees, were mindful of the need to review and assess the reserves policy of the charity. During these reviews a designated fund for future property investment, future spend on maintaining the condition of owned properties, and the strategic development of the charity's activities was considered and agreed in principle. After 31 March 2022, the Trustees formally approved this designated fund at a value of £1,350.000.

30. FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	2022 £	2021 £
Financial assets		
Measured at market value		
- Investments	47,321	41,265
Measured at undiscounted amount receivable		
- Trade and other debtors and accrued income	2,357,748	1,613,993
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors	1,145,855	741,779
- Bank loans	272,013	296,288
	1,417,868	1,038,067

THE NELSON TRUST

England & Wales - Charity number 1056672

Accounts

Company Number 03211815
Registered Charity Number 1056672

THE NELSON TRUST

(Limited by guarantee with no share capital)

REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2021

THE NELSON TRUST

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THE NELSON TRUST
CHARITY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2021

THE NELSON TRUST

PRESIDENT
Rt Revd Rachel Treweek, Bishop of Gloucester

VICE PRESIDENTS
The Most Hon the Marquess of Reading
The Hon Hugh Tollemache
The Hon Mrs Rosie Tollemache

TRUSTEES
Dame Janet Trotter DBE, CVO (Chair)
Jo Daubeney
Andrew Jardine
Naina Mandleker
Justin Sargent
Claire Wynne Hughes
John Bensted
Amanda Fadero
Rhona MacDonald
Dr Anne-Marie Marlow (until 16 October 2020)
James Tabor QC

CHIEF EXECUTIVE
John Trolan

COMPANY SECRETARY
Stuart Thornton

SENIOR LEADERSHIP TEAM
John Trolan – Chief Executive
Kirsty Day – Head of Recovery (from 1 February 2021)
Niki Gould - Head of Women's Community Services
Christina Line – Head of Business Development
Rose Mahon – Head of Excellence (until 31 May 2021)
Louise Temple – Head of HR
Stuart Thornton - Head of Finance

REGISTERED AND PRINCIPAL OFFICE	Nelson House Brimscombe Hill Brimscombe Stroud Gloucestershire GL5 2QP	**PRINCIPAL BANKERS**	Lloyds Bank PLC 12 Rowcroft Stroud Gloucestershire GL5 3BD
SOLICITORS	Willans LLP 28 Imperial Square Cheltenham Gloucestershire GL50 1RH	**INDEPENDENT AUDITOR**	Monahans 38-42 Newport Street Swindon SN1 3DR
WEBSITE	www.nelsontrust.com		@TheNelsonTrust

THE NELSON TRUST
CHAIR OF BOARD OF TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

I am proud to have been the Chair of the Board of Trustees throughout 2020/21. It has been a year of challenge as a result of the environment created by the pandemic. All those involved in The Nelson Trust have responded magnificently supporting our clients.

My role is to help the Trust build upon its solid foundations and enable it to do more of what it does so well; helping those who can benefit from the services that it provides. We have updated our Strategy for 2021-25 which reflects what we have learned from operating in the pandemic. There is more information on this within the Trustees Report.

At the Nelson Trust we aspire to be the best at what we do. We exist to support people to overcome multiple disadvantage and deprivation including addiction, trauma and abuse, health and family issues and frequent contact with the criminal justice system. We know that anyone can change if given the opportunity of the right support at the right time. We also know that we can change and that we will improve how we work by focusing on our existing strengths and qualities.

Our 2021-25 Strategy articulates how we will increase the number of people we support and how we will get even better at what we do. We are needed as never before and our greatest assets, the skill and versatility of our staff and volunteers and the loyalty of our supporters, is awe-inspiring.

We aim to ensure that any woman with multiple and complex needs who would benefit from our services has, at the very least, the opportunity to access them. We welcome the Ministry of Justice's Concordat on Women In or at Risk of Contact with the Criminal Justice System. By delivering a whole system approach across local partnerships and multi-agency forums we can together achieve outcomes that dismantle the intergenerational cycle of trauma, abuse and disadvantage.

Looking to the future, we remain excited and very grateful to have received a significant donation restricted to the development of our services in Bristol with the aim of establishing a Women's Centre. We have been frustrated not to have acquired the Centre in 2021. We are confident, however, that we will do so in 2022.

I am fortunate to be supported by a highly capable and passionate Board of Trustees. I wish to thank them and all of the other volunteers associated with the charity across the whole spectrum of our activities, including front line service delivery, Hubs community recovery activities, and fundraising.

Last year I acknowledged the valuable contribution of Anne-Marie Marlow as a Trustee, who came to the end of her term of office in October 2020. This year, having reviewed the skills and experience of our current Trustees, I am delighted that we have recruited three new trustees to join the Board in early 2022, adding to its skillset.

As you read this Report and the accompanying financial statements, I hope that you will feel heartened by the commitment of the Trust to delivering only the best quality services to our clients who are impressively courageous in the face of trauma. The Board is grateful to its staff, and particularly to the Senior Leadership Team under who take the Nelson Trust forward in imaginative and innovative ways.

I also thank our clients for continually fuelling our belief that long-term recovery leads to thriving lives; and all of our supporters, including the organisations listed on page 5 whose significant or long-term donations, grants, pledges and partnerships have enabled us to achieve such positive outcomes with our clients.

Janet O. Trotter

8. xii. 21

Dame Janet Trotter
Chair of the Board of Trustees

Date:

THE NELSON TRUST
LIST OF SUPPORTING ORGANISATIONS
FOR THE YEAR ENDED 31 MARCH 2021

We offer a sincere thank you to the members of our Gloucestershire Fundraising Committee; and their supporters. We also thank the following organisations for their support across all of the areas in which we work and those with whom we have worked in partnership during the year:

Ashley Family Foundation
Avon & Somerset Constabulary
Avon and Wiltshire Health Partnership
Barnwood Trust
BBC Children in Need

Beatrice Hankey Foundation
Bibury with Winson and Barnsley Parochial Church Council
Bristol Community Health
Bristol North West Food Bank
C&JP Endowment Income Fund
CHK Foundation
Commonweal Housing

Diocese of Gloucester
EW Consulting Limited
Fairshares
Family Action
Family Space
Fluck Convalescent Fund
Gloucester City Council
Gloucester Quays Rotary Club
Gloucestershire Clinical Commissioning Group
Gloucestershire Community Foundation
Gloucestershire County Council
Gloucestershire Gateway Trust
Gloucestershire Health & Care NHS Foundation
Hinkley Point C Community Fund
Homes in Sedgemoor
J and M Britton Charitable Trust
KPR Charitable Trust
Lister Communications Limited
Masonic Charitable Foundation
Ministry of Justice
MV Hillhouse Trust
Nationwide Community Foundation
NHS England
Operation Blue Light
PCC Brimscombe
Police & Crime Commissioner - Avon and Somerset
Police & Crime Commissioner - Gloucestershire
Police & Crime Commissioner - Wiltshire
Quartet Community Foundation
Sedgemoor District Council
Somerset Community Foundation
Somerset County Council
Stroud District Council Community Support Fund
Stroud Town Council
Stroud United Charities
Sumner Wilson Charitable Trust
Susanna Peake Charitable Trust
Thames Water Splash
The Asda Foundation
The Coutts Charitable Foundation
The Gloucester Charities Trust
The Gloucestershire Society
The John Armitage Charitable Trust
The Julia and Hans Rausing Trust
The Long Table
The National Lottery Community Fund
The Pilgrim Trust
The Soroptimists, Bridgwater
The Spirax-Sarco Group Charitable Trust
The Worshipful Company of Pewterers
TKMaxx & Homesense Foundation
Wessex Water Foundation Recovery Fund
Western Power Distribution

The Trustees, who are also the directors for the purpose of company law, present their report and the financial statements of the charity for the year ended 31 March 2021.

VISION, MISSION & BELIEFS

In a constantly changing environment, it is more important than ever to retain a clear sense of:

1. Our long-term ambition for the organisation ("Our Vision")
2. What we need to do to achieve that ambition ("Our Mission") and
3. What beliefs we hold that underpin the work that we do ("Our Beliefs")

Our Vision:

- A world where both the causes and consequences of multiple disadvantage are understood, effectively tackled, and ultimately eliminated.

Our Mission:

- We will be a centre of excellence bringing belief, hope and long term recovery to lives affected by addiction and multiple disadvantage.

Our Beliefs:

- We believe that anyone can change and recover from addiction.
- We believe in recovery through abstinence.
- We believe that with the right support, understanding and empowerment, individuals can achieve their full potential.

This Report details our progress towards achieving our Vision over the last twelve months.

CHARITY'S OBJECTS, ACTIVITIES AND THE PUBLIC BENEFIT REQUIREMENT

The Charity's purpose is to support those affected, both directly and indirectly, and those at risk of being affected by, substance addiction, and those who are living with complex and multiple needs.

The charity's Memorandum of Association, which was updated in 2020/21, include the following Objects:

- to relieve and assist in the relief of sickness and distress amongst persons who have, or are recovering from, drug, alcohol and other addictions by the provision of treatment, rehabilitation programmes and accommodation;
- to provide information and education services in order to try and prevent persons becoming addicted to drugs, alcohol and other substances;
- to provide support for the families of those who are addicted to drugs, alcohol and other substances including advice assistance and support services for the families of such persons; and
- to promote social inclusion for the public benefit by preventing people (in particular but not limited to women (who are vulnerable) from being socially excluded by relieving the needs of such people who are socially excluded and assisting them to integrate into society by means that are charitable in law.

The charity's services are available to the general public, including those who are either within the criminal justice system or are at risk of being so.

Clients are only required to pay any contribution towards the support that they receive from the charity if they have the financial means to do so.

We have referred to and complied with the duty within s.17 of the Charities Act 2011 to have due regard to the Charity Commission's published general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees consider how planned activities will contribute to the aims and objectives they have set.

The public benefit that the charity has delivered is conveyed within the section of this report below, 'Description of Services and Strategic Plan'.

DESCRIPTION OF SERVICES AND STRATEGIC PLAN

We are a charity which works with and beyond addiction to inspire change.

We are committed to working for the benefit of communities to prevent people from being socially excluded, to address the needs of people with substance misuse problems, those who are in recovery and those affected by addiction and its associated consequences.

We lead and innovate where the constellation of substance misuse, trauma, offending and abuse lead to severe and multiple deprivation which impacts on whole families often perpetuating problems from one generation to the next.

We will continue enthusiastically to champion our belief in the capacity for personal change and growth and to promote the values of recovery from addiction.

In the year ended 31 March 2021 we provided residential treatment bedspaces available for a maximum of 44 clients at any one time, both men and women, and resettlement housing and support opportunities for up to 25 clients (also both men and women). We also provided support for women from our four women's centres in Gloucester, Swindon, Bridgwater and Bristol. Hub recovery centre activities in two hospitality venues, through education provision and within our maintenance activities provided further support.

Strategic Aim

Our strategic aim continues to be to extend the depth and breadth of our services and to this end we created a new 5 year Strategy in early 2021. This Strategy was informed by our experiences of the impact of Covid 19 upon ourselves and those whom we support.

Operating background

In summary, the need for and demands of our services continues to increase at a time when there is a background of a potential decrease in the financial ability of the statutory sector, to invest in those services.

We were grateful to secure substantial additional funding in 2020/21 to deliver services across our region of activity, including funds from both statutory and non-statutory sources to support us through the disturbance to our services and additional costs incurred throughout the pandemic. This support demonstrates the high regard within which our services are held and the value that they deliver to the statutory sector.

We received donations in both 2019/20 and 2020/21 towards the expansion of our services in Bristol, and the creation of our Women's Centre in Bristol. We identified a preferred location to purchase that centre in early 2021, but have not yet finalised the legal completion of the acquisition. In the meantime we continue to monitor the property market in Bristol.

STRATEGIC REPORT

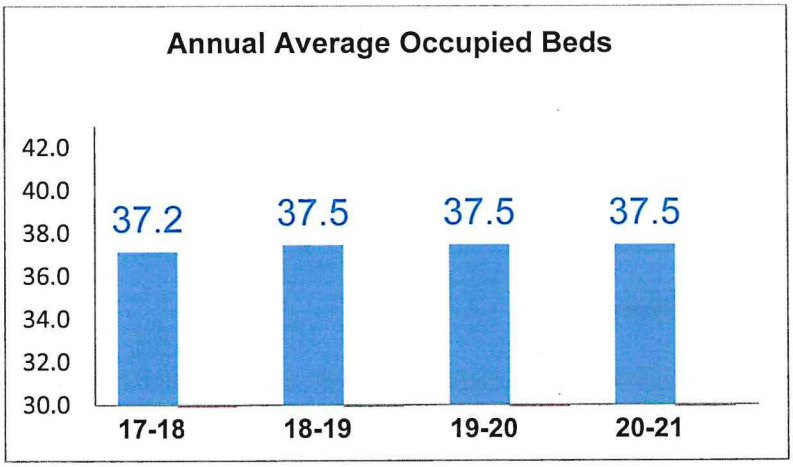
Our Strategic Plan

As stated above we have refreshed our 5 year Strategic Plan and set five new objectives for 2021-25 across all of our activities:

- **Quality** – We strive to offer services which respond to the needs of our clients. We value the expertise of lived experience to both co-produce and deliver innovative services. We will ensure that our services are safe, effective, caring, well-led and responsive to our client's needs.
- **People** – Our people make The Nelson Trust what it is. We will attract and retain the best people, and enable each member of our team to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve and sustain a work/life balance, and feel engaged and stimulated in their work.
- **Sustainability** - We can only make a transformational change in people's lives if we can be confident in our ability to sustain services over the long term. Achieving operational and financial sustainability is therefore key to our strategy. This will come through extending our reach, diversifying income streams and improving internal efficiency to ensure that we are a modern and financially stable organisation.
- **Reach** – More people than ever need our services. Although growth is important, it is not the driving factor behind our ambition to extend our reach. We are focussed on ensuring that as many people as possible can access the services they need, whether they are provided directly by The Nelson Trust, by other agencies, or in partnership. We will actively pursue partnership opportunities and innovative methods of delivery to achieve greater reach.
- **Innovation** – We will create tomorrow's best practice today.

We set out below information on our impact, achievements, and activity in the past year, together with client feedback:

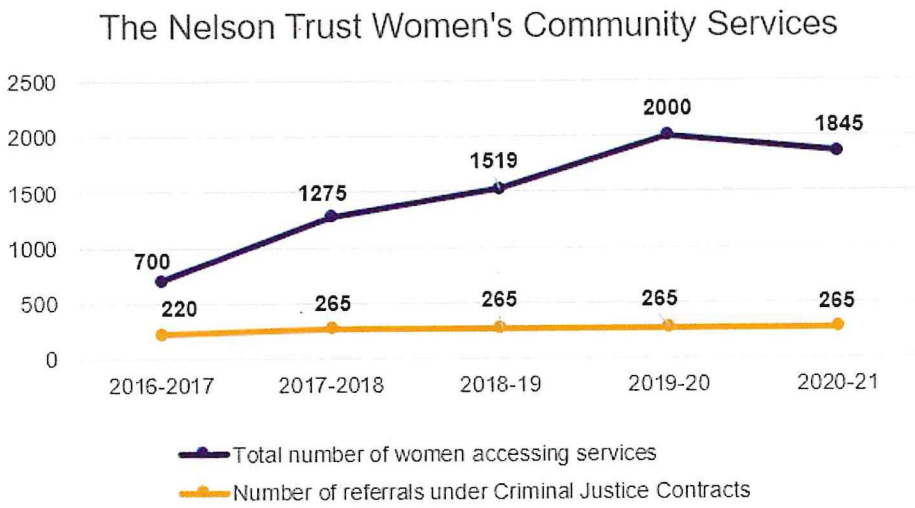
- 149 men and women were admitted to our residential treatment houses
- We constructed COVID secure spaces within our treatment services to enable visiting for families to visit their loved ones safely
- We continued to achieve 85% occupancy of our treatment beds



Our average occupancy rate for the 2021/22 year to date is 38.5 beds.

- As part of our Innovation objective, we started the co-design process for our new model of residential services – the Recovery Capital model. Our clients' voices and their experience sit at the heart of programme design, and informs exactly how we will improve our future service delivery.
- Whilst our hospitality venues were closed to the public we used their space and dedicated teams to deliver cooked meals to food banks and children on school holidays. In response to food poverty in Cheltenham and Gloucester which has been exacerbated by the pandemic, we have worked in partnership to alleviate food poverty
- 1,845 women accessed our Women's Community Services. We delivered services remotely and by outreach methods during 2020 when our Centres were temporarily unavailable
- We delivered over 90 education sessions to external organisations
- The Nelson Trust received an Action on ACEs Change Maker Award from The High Sheriff of Gloucestershire, Helen Lovett

Reaching women across the Southwest



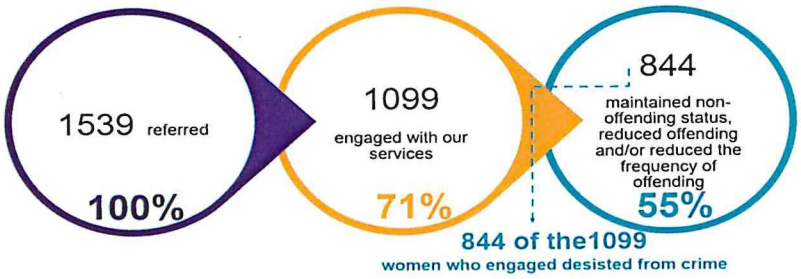
Positive progress for our clients

All women we work with have 4 or more needs, although not all women have a need across all pathways.

Our data records the following – clients are identified as having more than one need, consequently the percentages total more than 100%:

	% of Clients with need	% of clients experiencing positive progress
Accommodation	66%	81%
Health	78%	79%
Finance, Benefit and Debt	45%	76%
Attitudes, Thinking, Behaviour	82%	80%
Supporting women who have engaged in sex working	11%	86%
Skills and Employment	41%	76%
Drugs and Alcohol	59%	80%
Children, Families, Relationships	59%	80%
Supporting women who have experienced violence	35%	77%

From a sample of 1,529 Nelson Trust's Women's Service clients, for whom reducing reoffending was a target outcome, 844 desisted from crime (55%) over five years.
Although it is not easily possible to compare this with other people's desistence (given the high levels of the use of substances, mental health service need, and lack of stable employment or housing of many clients) this is a positive outcome.



THE NELSON TRUST

Impact upon the lives of those whom we support

The support delivered by the Nelson Trust makes a significant difference to the lives of those whom we support as expressed by their feedback, including:

Trevor's Story

I came to The Nelson Trust straight from prison. I spent seven months here. Before I came, my life was a wreck. I would describe myself as horrible, violent and nasty.

I had an abusive childhood. From the age of 14 until I came into rehab, I'd never been clean from drugs. In addiction I didn't care about myself. My children didn't even matter to me, that's how bad it was.

When I arrived, I wanted to turn around and leave straight away. It was very daunting and I didn't trust anyone. I lost my identical twin three years ago and three weeks after his funeral, my mum committed suicide. I wanted to die too.

It took me a good few months to start to trust the staff but they kept persevering with me. My recovery worker while I was in detox suggested The Nelson Trust because it would help me deal with my traumas. I found the counselling and EDMR fantastic. Before I came here, I wouldn't have recognised I needed help or asked for it. I would have just carried on doing what I was doing.

I've met so many good people in here who've helped me through this programme. If it weren't for the people in here, I wouldn't have got through it. There's been so many times I was feeling like walking out of this place when times got hard. And times do get hard in here. Times get really hard and challenging.

I've just started a professional cookery course at college. I didn't even know how to cook before I came here. That's through one of my peers at the house helping me. When they saw how much I enjoyed it, the staff helped me apply to do a college course.

It's been an eventful journey. I wouldn't like to do it again. It's taught me a lot about myself and what I was like back in addiction. I wouldn't want to put myself through that again.

Now I'm happy, healthy, clean and honest. I'm willing to do things. Being clean, I can now make my own choices. The Nelson Trust has given me my life back.

Carol's Story

I was born into a life of domestic abuse and ended up in women's refuges with my mum and little brother. I was sexually abused at ages 5 and 7 but I kept my horrendous secrets in fear I would not be believed.

As I grew up, I got into relationships with abusive partners and I was getting into trouble with the police. My mental health was rapidly declining and I turned to drugs and alcohol to block out my memories. I hated everything about myself and took an overdose to try and end my life.

I hit rock bottom when my children went to stay full time with my mum and step-dad. Without my children I felt I had lost everything. I got into another abusive relationship and was arrested when I would snap and hit him back. He would call the police and claim it was him being abused.

This is when things changed. While in police custody I was told about the SHE project. I agreed to a referral and received phone calls, texts and letters from a SHE worker offering support and the reassurance she would be there for me when I was ready to meet. For months I was too scared to answer or respond, I didn't think anyone could help me or understand my pain.

Soon after I met Kate there was another incident with my abusive 'ex' where I ended up being arrested again, but this time Kate was there for me, reassuring me I was not alone and making sure I was safe when I came home and that my family knew I was okay. I was never charged by the Police, an officer told me they could see I was the victim.

Kate helped make my house safe from my ex, she came to meetings with my drug and alcohol worker, housing officer and social worker. Together we sorted out my debt, arranged doctors' appointments and she supported me with the application The Nelson Trust rehab in Stroud. She helped me understand I did not need to feel scared and was not on my own anymore.

Now I am a Peer Support Volunteer and I have my family back. I see my daughters every day and together we are making happy memories. I am the happy, confident, healthy Mum I always wanted to be and am now one year sober.

My keyworker always reminds me to feel empowered and she says that it is me who has done all the hard work - she has just been there alongside me. Without her support I wouldn't be here today. I have so much thanks to her and the amazing Nelson Trust team on the SHE project who are so dedicated to making a change and difference in women's' lives.

The evidence on the impact of Women's Centres

- A Social Return on Investment analysis conducted by Women's Resource Centre and the New Economics Foundation found that for every pound invested in their services, women's organisations can generate, over five years, between £5 and £11 worth of social value to women, their children, and the state. This figure was calculated based on data from five frontline women's organisations

- A rapid evidence assessment of effective interventions for women offenders, conducted for the National Offender Management Service identified that substance abuse treatment and gender-responsive cognitive behavioural programmes both reduce women's offending. It also highlighted that gender-responsive approaches "show promise relative to gender-neutral programmes"

- Academic analysis has shown that outcomes for women who are given community orders are significantly better than for those sent to prison with 55.8% of women released from prison reoffending within a year compared to 26% of those commencing a community order.

FINANCIAL REVIEW

Annual Movement in Funds

The Trust's Total Funds increased by £565,863 in the year ended 31 March 2021 (*2020: increase of £1,731,528*):

- An increase of £372,100 in Restricted Funds including new funds received to enable us to develop the services that we deliver in Bristol and establish a Women's Centre in the city. We have started to deliver services, and incur costs, funded by Restricted Grant Income which was pledged in the last quarter of 2019/20 (and accounted for as income within that year). Further information on the charity's Restricted Funds is contained in Note 20 to the accounts.

- The presentation of funds has been reviewed in the preparation of these accounts and as a result the balance sheet at 31 March 2020 has been restated.

  The Board has agreed that the funds received under grants agreements to fund our Hub Enterprise activities should be treated as restricted funds and not expendable endowment funds, as previously presented, except where the restriction has already lapsed and in that circumstance the funding is treated as unrestricted.

  The funds previously described as 'Unrestricted Fixed Asset Funds' have been renamed as 'Designated Fund – Fixed Asset Funds'.

  Further information on the restatement of Funds is included in Note 3 to the accounts.

- An increase in total Unrestricted Funds of £194,675.

Income and Expenditure - Unrestricted

The Board recognises the need to operate with unrestricted income in excess of expenditure. However, the operating environment of the hospitality elements of our Hub Enterprises continues to be challenging, and short term investment of unrestricted funds in those activities is still likely to be required.

Investments and Cash Balances

In view of the ongoing uncertainty of the economic outlook, the charity holds all of its cash funds on current and short term deposit accounts with its bankers.

Cash at bank and in hand amounted to £3,255,219 as at 31 March 2021 (2020: £2,300,804).
The amount of this cash balance predominantly arises from the amount of unspent Restricted Funds, including the Funds in respect of our Bristol services and centre.

- Cash balances relating to unrestricted funds - £792,000
- Cash balances relating to Restricted Funds - £2,463,000

The Trust also holds units in the COIF Charity Funds "Charities Property Fund Income Units" in respect of its Permanent Endowment Fund, as set out in Note 11.

THE NELSON TRUST

Our Reserves and Our Reserves Policy

The term "reserves" (in accordance with the Charities SORP (FRS 102) definition) is used to describe income funds that are freely available to help the Trust meet its objectives.

"Free Reserves" are represented by our "Unrestricted General Funds".

As at 31 March 2021:

- our Unrestricted General Funds ("Free Reserves") stood at £655,647 (*2020: £510,735*)
- our Total Funds stood at £6,991,878 *(2020: £6,426,015)*
- Permanent Endowment Funds being £41,265 (*2020: £42,177*)
- Restricted Funds being £4,711,655 *(2020: £4,339,555)*
- Designated – Fixed Asset of £1,583,311 *(2020: £1,533,548).*

Over the last two financial years the charity has received a substantial number of restricted grants, totalling over £3 million, to fund projects which have to a limited extent commenced in 2020/21, but will substantially be delivered in future years, In future years costs will be incurred on these projects, for which no income will be recognised in the financial statements.

The Trustees have agreed the following Reserves Policy:

'The Trustees are aware of the need to maintain sufficient free reserves to enable the Trust to support the investment in sustainable services and to support clients. The Policy will be reviewed no less than annually, alongside the risks facing the Trust, to ensure that appropriate Unrestricted Free Reserves exist or can be generated.

The Finance & Performance Committee regularly reviews the general financial performance of the Trust, and its current and forecast Reserves and Cash positions. It will alert the Board of any concerns that it has in respect of these, together with any recommended actions arising from those concerns.'

The Trust will ensure that it has adequate free cash and reserves by having in place the structures and systems for rigorous planning, monitoring and reporting of financial performance, effective risk management and contingency planning and the requirement for swift management action to address any financial challenges.

The Trustees review the level of free reserves at each Board Meeting, and are satisfied with their level as at 31 March 2021, bearing in mind that, in addition to the free reserves and cash balances, the charity is also able to borrow funds secured against its property asset base.

The balance sheet includes freehold and long leasehold properties at a net book value of £2,957,000 as at 31 March 2021, and secured borrowings of £296,000.

These figures indicate the charity's asset strength and its ability to obtain additional cash funds, if needed.

Risk management

Systems and controls are in place to mitigate the major risks facing the charity. Risk management processes and procedures are reviewed by the Finance and Performance Committee and are subsequently reported upon to the Board

The principal risks affecting the charity and the actions to address those risks are:

Risk	Actions to address risk
Pandemic outbreak impacts on the ability to deliver services	Specific Business Continuity Plans to address the impact of the pandemic which contain action plans to address how we continue to deliver services in a safe and effective manner, and to proactively manage our occupancy levels. Staff management plans to divert staff to front line services where necessary. Strong management of working cpaital to limit potential negative impact on cash flows
Adverse change in public finances results in reduced funds available for our services, including a potential reduction of demand for residential based services	Close relationships with key individuals within Government bodies, giving us the ability to plan for anticipated changes
Significant loss of income, such as the loss of a major contract or failure of a significant customer.	Regular contact maintained with major customers and funders which may provide intelligence for the charity to anticipate and mitigate the impact of such an event. Maintaining contact with key funders. Reviewing the duration of funding streams and taking actions to replace the funding stream or deploying resources to alternative activities. We are highly engaged in the discussions with the Ministry of Justice's approach to its forthcoming reconfiguration of probation services in Summer 2021 so that we can anticipate and react to risks and opportunities
Failure to keep our clients, staff and volunteers safe	We carry inherent risk as a result of the nature of the types of our activities, particularly front line workers and volunteers within our Women's Community Services. We operate processes to manage effective recruitment, staff training and supervision, and compliance with Health and Safety legislation. We also have in place a robust approach to Safeguarding and Lone Working
The Hub community enterprises do not achieve the planned improvements in performance.	Strong management of performance indicators and ongoing review of financial information and future direction
Risk that we are unable to recruit and retain skillful staff; or maintain a workforce with the necessary skills; or that we are overdependent on a few key employees	As a result of feedback from our staff survey we have created a management/employee forum during which relevant matters are discussed. We have documented competency and training records and create development and performance improvement plans within our robust line management and appraisal process. We have identified areas of risk of dependence and developed succession plans

Going concern

The Trustees have considered the going concern position of the charity, particularly having regard to the strength of the charity's asset base and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Future plans

We will be acting in accordance with the aims contained within our 5 year Strategic Plan.
These include:

- establishing a long term base for our Women's Services in Bristol;
- continuing to prioritise Equality, Diversity and Inclusivity to ensure that we have access to the broadest talent pool;
- continuing to review staffing structures to improve progression and leadership opportunities throughout the Trust;
- continuing to implement innovative services that enhance our distinctiveness and reputation whilst measuring ourselves against agreed best practice;
- enhancing the ways in which our clients' voices are heard, so as to ensure that the needs and voices of our beneficiaries are at the heart of all our operations;
- reviewing and developing systems that support us to be more efficient, produce the information we need and aid growth through the articulation of our impact;
- growing direct delivery in targeted areas including Criminal Justice and housing for women where we can make a real difference

We have already been successful in the Ministry of Justice's procurement process for the women's lots within their contract to support women at risk of entering the Criminal Justice system. This contract which started in June 2021, and runs until March 2025 has a total income value of £2.9 million, across the Bristol, Gloucestershire, Swindon and Wiltshire region. We were an existing supply chain partner for this area, and our income for this service was £360,000 in 2019/20.

We were also awarded the same contract covering South Wales, Gwent and Dyfed-Powys at an income value of nearly £2.0 million for the period from June 2021 until June 2023.

In 2022 we will also be commencing delivery of a new housing based service for women in Swindon.

STRUCTURE, GOVERNANCE & MANAGEMENT

The Nelson Trust is constituted as a company limited by guarantee (registered in England and Wales), incorporated on 13 June 1996 and is governed by its Memorandum and Articles of Association.

The company is a registered charity and acts entirely as a non-profit-making organisation. The registered company number is 03211815. The registered charity number is 1056672. There are no subsidiary undertakings.

Structure and decision-making process

The Governing Body of the charity is the Board of Trustees. This currently comprises ten members and meets four times a year for board meetings, one of which includes an "away" day for strategic planning. Trustees can be appointed or re-appointed at a general meeting or by the Trustees, subject to the conditions set out in the Articles of Association. Typically, Trustees are appointed for a three-year term of office and, if eligible, may offer themselves for re-election.

The Trustees are a body of volunteers drawn from a wide range of relevant areas of expertise. New Trustees are appointed, as required, by the Board with reference to these areas of relevant experience. On appointment, new Trustees are given an induction programme to familiarise themselves thoroughly with the work of The Trust and their role and responsibilities, and are introduced to Charity Commission guidance. This programme includes meeting with existing Trustees and spending time with the Chief Executive, senior managers and departmental team leaders. The Trustees are encouraged to attend relevant training courses and these are regularly brought to their attention.
Sub-committees of Trustees and relevant senior managers meet to review specific issues such as strategy, finance and performance, remuneration, and fundraising with reports to the full Board as required.

The Trustees as a Board have the decision-making authority in the following areas:

- Approval of the Strategic Plan
- Approval of Business Plans
- Approval of Annual Budgets
- Appointment of key executive staff
- Authority for the Trust to enter into significant transactions involving the:
    - Acquisition and disposal of property
    - Entering into loan or other borrowing agreements
    - Entering into significant contracts to deliver services;
    - Application for capital and significant revenue grants committing the Trust to buy property or provide services

The Senior Leadership Team meets at least once per month, depending on the business need, and carries operational responsibilities. The members of the Senior Leadership Team attend all Board meetings.

The remuneration of the Chief Executive is considered by the Remuneration Committee and is determined by the Trustees, with reference to comparable positions in non-profit organisations of a similar size and complexity. The salaries of other members of the Senior Leadership Team are determined by the Chief Executive with reference to the Remuneration Committee.

Internal controls

The Trustees confirm that internal control procedures are in place to provide reasonable, but not absolute, assurance against material misstatement or loss.

These procedures include:

- a comprehensive system of annual budgets, which are approved by the Trustees
- monthly financial performance reporting including monitoring of performance against budget
- monitoring of operational performance against targets, including Trustees taking an active interest in operational delivery and seeking feedback directly from the charity's staff
- Trustees reviewing controls through discussion with management

Fundraising Statement

Donors to The Nelson Trust can be assured that the charity complies with the Regulatory Standards for Fundraising.

The charity is registered with the Fundraising Regulator and is committed to the Fundraising Promise and adherence to the Code of Fundraising Practice.

This statement covers the requirements that charities must follow as set out in the Charities Act 2016.

It cost £4.4 million to provide our charitable activities this year. We raised over £260,000 through fundraising activities and donations towards these costs.

Further information on our income is included in Note 5 to the financial statements.

Our Fundraising activities include a calendar of well attended and high profile events, individual donations, major gifts, and grants. A small Fundraising team is employed by the Nelson Trust and we are fortunate to benefit from the work of volunteer fundraising committees.

The charity does not use external fundraisers.

We only contact people who have expressed their specific consent to receiving communications from us, and we will not contact those who have withdrawn their consent. We are ISO27001 accredited, and, as part of our processes to ensure that we keep data secure, we have internal audits; within the scope of these is our compliance with the General Data Protection Regulations. As part of our compliance audits we ensure that we act in accordance with people's consent.

We have a policy that sets out that we do not tolerate fundraising from vulnerable persons.

We received no complaints about our fundraising activity during the year and have met the Fundraising Regulator's standards throughout the year.

RELATIONSHIPS WITH CONNECTED PARTIES

The Trust has had no financial transactions with connected parties with the exception of those transactions disclosed in Note 17.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions, disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution.

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

Insofar as each of the Trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each Trustee has taken all of the steps that he/she should have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The Trustees' Report was approved by the Board of Trustees, as the company directors and signed on the Board's behalf by:

Janet O. Trotter

Dame Janet Trotter
Chair

The Nelson Trust
Date 8 December 2021

Opinion

We have audited the financial statements of The Nelson Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its result, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Report and Financial Statements, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements
- the Trustees' Report has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us
- the financial statements are not in agreement with the accounting records and returns
- certain disclosures of trustees' remuneration specified by law are not made
- we have not received all the information and explanations we require for our audit
- the trustees were not entitled to take advantage of the small companies exemption from the requirement to prepare a Strategic Report or in preparing the Trustees' Report

THE NELSON TRUST

Report of the Independent Auditors to the Members of The Nelson Trust

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Based on our understanding of the charity and the provision of residential and community based addiction treatment, we identified that the principal risks of non-compliance with laws and regulations related to Care Quality Commission, health and safety, food safety, employment law, Companies Act 2006 and Charity Law, and we considered the extent to which non-compliance might have a material effect on the financial statements of the charity. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Statement of Recommended Practice and Companies Act 2006.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls) and determined that the principal risks were related to revenue recognition, management override, and management bias in accounting estimates and judgemental areas of the financial statements such as the depreciation policy, valuation of debtors, accounting for multi year grants and valuation of fixed asset investments. Audit procedures performed by the audit engagement team included:

- discussions with management and Trustees, including consideration of known or suspected instances of non-compliance with laws and regulations and fraud
- understanding and review of management's internal controls designed to prevent and detect irregularities, and fraud
- review of the minutes of the Trustees meetings
- designing audit procedures to incorporate unpredictability
- performing analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud
- review of the financial statements disclosures and testing to supporting documentation to assess

compliance with relevant laws and regulations discussed above
- enquiring of the Trustees and third-party advisors about actual and potential litigation and claims
- testing transactions entered into outside of the normal course of the charity's business
- identifying and testing journal entries, in particular any journal entries with fraud characteristics such as journals with round numbers
- reviewing accounting estimates for management bias
- designing audit procedures over the timing of grant income

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and the transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Report of the Independent Auditors to the Members of The Nelson Trust

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

MHA Monahans

Fiona Westwood (Senior Statutory Auditor)
for and on behalf of MHA Monahans
Statutory Auditor
Chartered Accountants
38-42 Newport Street
Swindon
SN1 3DR

Date: 14 Decabo 2021

THE NELSON TRUST
STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted Funds	Restricted Funds	Permanent Endowment Funds	2021 Total Funds	*2020 Total Funds*
		£	£	£	£	*£*
INCOME & ENDOWMENTS FROM:						
Donations		264,783	761,000	-	**1,025,783**	*1,760,428*
Charitable activities		3,501,710	506,962	-	**4,008,702**	*4,294,728*
Total income	**5**	3,766,493	1,267,992	-	**5,034,485**	*6,055,156*
EXPENDITURE ON:						
Raising funds		(76,651)	-	-	**(76,651)**	*(184,612)*
Charitable activities		(3,495,167)	(895,892)	-	**(4,391,059)**	*(4,137,914)*
Total expenditure	**6**	(3,571,818)	(895,892)	-	**(4,467,710)**	*(4,322,526)*
Losses on investments	**11**	-	-	(912)	**(912)**	*(1,102)*
Net income/(expenditure)		194,675	372,100	(912)	**565,863**	*1,731,528*
Transfers between funds		-	-	-	-	-
Net movement in funds		194,675	372,100	(912)	**565,863**	*1,731,528*
Reconciliation of funds:						
Total funds brought forward		2,044,283	4,339,555	42,177	**6,426,015**	*4,694,487*
Total funds carried forward		**2,238,958**	**4,711,655**	**41,265**	**6,991,878**	*6,426,015*

The notes on pages 28 to 45 form part of these financial statements.

THE NELSON TRUST
(COMPANY NO. 03211815)
BALANCE SHEET
AS AT 31 MARCH 2021

	Note	2021	*2020*
		£	*£*
FIXED ASSETS			
Tangible fixed assets	10	**3,118,245**	3,126,016
Investments	11	**41,265**	42,177
		3,159,510	3,168,193
CURRENT ASSETS			
Stock	12	**1,223**	*1,780*
Debtors	13	**1,613,993**	*1,777,317*
Cash at bank and in hand		**3,255,219**	*2,300,804*
		4,870,435	*4,079,901*
LIABILITIES			
Creditors: Amounts falling due within one year	14	**(766,332)**	(525,822)
NET CURRENT ASSETS		**4,104,103**	3,554,079
Creditors: Amounts falling due after more than one year	15	**(271,735)**	*(296,257)*
TOTAL NET ASSETS		**6,991,878**	*6,426,015*
FUNDS OF THE CHARITY			
Permanent Endowment Funds	19	**41,265**	*42,177*
Restricted Funds	20	**4,711,655**	*4,339,555*
Designated – Fixed Asset Funds	22	**1,583,311**	*1,533,548*
Unrestricted – General Funds	22	**655,647**	*510,735*
TOTAL CHARITY FUNDS		**6,991,878**	*6,426,015*

The financial statements were approved and authorised for issue by the Board of Trustees on 8 December 2021 and signed on its behalf by:

Janet O Trotter

Dame Janet Trotter
Chair

The notes on pages 28 to 45 form part of these financial statements.

THE NELSON TRUST
STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021	2020
		£	£
Cash flows from operating activities:			
Net cash provided by operating activities	**24**	**1,120,698**	*1,509,377*
Cash flows from investing activities			
Proceeds from the sale of property and equipment		-	*600*
Purchase of property and equipment		**(135,337)**	*(106,183)*
Recovery of input VAT on fixed assets acquired in prior years		-	*44,197*
Net cash used in investing activities		**(135,337)**	*(61,386)*
Cash flows from financing activities:			
Repayment of borrowings		**(23,757)**	*(23,189)*
Bank interest and investment income received		**3,803**	*6,036*
Bank interest paid		**(10,992)**	*(12,013)*
Net cash used in financing activities		**(30,946)**	*(29,166)*
Change in cash and cash equivalents in the reporting period		**954,415**	*1,418,825*
Cash and cash equivalents at the beginning of the reporting period	**25**	**2,300,804**	*881,979*
Cash and cash equivalents at the end of the reporting period	**25**	**3,255,219**	*2,300,804*

The notes on pages 28 to 45 form part of these financial statements.

1. CHARITY INFORMATION

The Nelson Trust is incorporated in the United Kingdom as a company limited by guarantee with Companies House (registered number 03211815) and has no share capital. The liability of the charity's members is set out in note 2(r) below. The Nelson Trust is also registered with the Charity Commission (registered number 1056672). The address of its registered office is Nelson House, Brimscombe Hill, Brimscombe, Stroud, Gloucestershire, GL5 2QP.

2. ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are shown as market value.

(b) Going concern

The Trustees have considered the impact of COVID-19 on the going concern position of the charity and, having regard to the strength of the charity's asset base and consider that there are no material uncertainties about the charity's ability to continue as a going concern.

Accordingly, they continue to adopt the going concern basis for preparing the financial statements as outlined in the Statement of Trustees' responsibilities on page 20.

(c) Tangible fixed assets and depreciation

Tangible fixed assets are included at cost less an appropriate provision for depreciation.
Depreciation is calculated to write off the cost of an asset less its estimated residual value over the useful economic life of the asset.
Freehold land is not depreciated.

Freehold property and improvements	2%	Straight line method
Leasehold improvements	Over term of lease	Straight line method
Furniture, fittings and equipment	25%	Straight line method
Computer equipment	33%	Straight line method
Motor vehicles	25%	Straight line method

(d) Income

Income is dealt with in accordance with the terms of the nature of the receipt.

Income is recognised in the period to which it relates and entitlement has arisen.

Donations are recognised when received unless amounts receivable can be determined with reasonable accuracy.

Income within our Hubs Community Recovery activities is recognised when it falls due.

Income from grants (including government grants), where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

(e) Expenditure
Expenditure on raising funds includes those costs incurred in inducing others to make contributions to the charity, including those associated with running fundraising events.

Charitable activities include all costs directly relating to the objectives of the charity including costs involved in supporting that work. Specifically:

- Residential Services costs include the staff, premises and infrastructure costs for our residential treatment and resettlement properties. Client specific costs such as provision of food and the cost of delivering education, training and employment programmes are also included
- Women's Community Services costs include the staff, premises and infrastructure costs for our Women's Centres in Gloucester, Swindon, Somerset and Bristol
- Hub Community Recovery costs include the staff, catering supplies, premises and infrastructure costs for the Clean Plate in Gloucester, the Hub Maintains and the Hub Academy in Stroud, and the Sober Parrot in Cheltenham

Governance costs include costs of the Trustees to discharge their duties, and are included within support costs.

Support costs are those costs incurred directly in support of expenditure on the objects. These have been allocated to activities on a basis consistent with the use of resources.

(f) Pension costs
The charity admits employees to a defined contribution scheme. Contributions to that scheme are charged to the statement of financial activities as they become payable in accordance with the rules of the schemes. The charity does not operate a defined benefit scheme.

Where an employee's salary is funded by Restricted Funds, that funding also covers the pension contribution for that employee.

(g) Debtors
Trade debtors, other debtors and accrued income are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

(h) Cash and cash equivalents
Cash is represented by cash in hand and bank deposits accessible within 90 days, held at UK financial institutions.

(i) Creditors
Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

(j) Permanent endowment funds
Permanent endowment funds are an investment in an investment fund which transferred to the charity in 2016. Only the income, not the capital, of this donation can be spent.

(k) Restricted funds
The restricted funds comprise donations and grants earmarked by the donors for specific purposes. The aim and use of the restricted funds is set out in the notes to the financial statements.

(l) Unrestricted funds
Unrestricted funds are expendable at the discretion of the Trustees in furtherance of the objects or administration of the charity.

(m) 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. Bank loans are measured at amortised cost. Investments are valued at market value as at the balance sheet date.

(n) Significant estimates and judgements
Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where material judgements and estimates have been made include:

- Useful economic lives of tangible fixed assets - Annual depreciation charges for the tangible fixed assets are sensitive to changes in their estimated useful economic lives and residual values. Useful economic lives and residual values are amended when necessary to reflect current estimates and the physical condition of the assets. See Note 10 for the carrying amount of the tangible assets and Note 2(c) for the useful lives of each asset class.
- Impairment of debtors - The charity makes an estimate of trade debtors and other debtors. When assessing the impairment of trade debtors and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience.
- Income recognition of multi-year grants of restricted funds - The full value of multi-year grants of restricted funds have been included in the year in which they are awarded where there are no substantive criteria which the charity believes prevents it from having entitlement to the funds, where receipt is deemed to be probable and where the amounts receivable can be clearly measured.

(o) Operating leases
Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities on a straight line basis over the term of the lease.

(p) Taxation
The company is a registered charity, and as such is entitled to taxation exemptions on all its income and gains, properly applied for its charitable purposes.

(q) VAT
Irrecoverable VAT is charged as a cost against the activity to which the associated expenditure relates.

(r) Liability of the members of the charity
The members of the charity undertake to contribute such amount as may be required, up to £10 from each member to the charity's assets in the event that the charity is wound up.

3. PRIOR YEAR ADJUSTMENT

The treatment of funds has been reviewed in the preparation of these accounts, and as a result the balance sheet at 31 March 2020 has been restated.

After the review of the funding agreements for capital grants given to fund the purchase of a number of properties, it has been determined that the funds should be treated as restricted fund as opposed to expendable endowment funds except where the restriction has already lapsed and in that circumstance the funding is treated as unrestricted.

The funds previously described as 'Unrestricted Fixed Asset Funds' have been renamed as 'Designated Fund – Fixed Asset Funds'.

The impact upon the funds section of the balance sheet has been:

	2020 (as restated) £	*2020 (as previously reported £)*
Expendable Endowment Funds	**-**	*1,148,021*
Permanent Endowment Funds	**42,177**	*42,177*
Restricted Funds	**4,339,555**	*3,067,132*
Designated Funds – Fixed Asset Funds	**1,533,548**	*1,657,950*
Unrestricted – General Funds	**510,735**	*510,735*
TOTAL CHARITY FUNDS	**6,426,015**	*6,426,015*

4. STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2020

	Note	Unrestricted Funds	Restricted Funds	Permanent Endowment Funds	Total Funds
		£	£	£	£
INCOME & ENDOWMENTS FROM:					
Donations		410,820	1,349,608	-	1,760,428
Charitable activities		3,064,610	1,230,118	-	4,294,778
Total income	**4**	3,475,430	2,579,726	-	6,055,156
EXPENDITURE ON:					
Raising funds		184,612	-	-	184,612
Charitable activities		3,198,887	939,027	-	4,137,914
Total expenditure	**5**	3,383,499	939,027	-	4,322,526
Losses on investments	**19**	-	-	(1,102)	(1,102)
Transfers between funds	**22**	7,356	(7,356)	-	-
Net movement in funds		99,287	1,633,343	(1,102)	1,731,528
Reconciliation of funds:					
Total funds brought forward	**19-22**	1,944,996	2,706,212	43,279	4,694,487
Total funds carried forward	**19-22**	2,044,283	4,339,555	42,177	6,426,015

5. INCOME

	2021	2020
	£	£
Income from fundraising activities and donations	264,783	460,428
Donations towards the establishment of a Women's Centre in Bristol	761,000	1,300,000
	1,025,783	1,760,428
Charitable activities		
Residential services	1,754,345	1,720,971
Women's Community services	2,123,853	2,348,205
Hub Community recovery, including capital grants	130,504	225,552
	5,034,485	6,055,156

Government Grants

Included within income are Government grants totalling £648,703 *(2020:£158,730)* comprising:

	2021	2021
	£	£
Police and Crime Commissioners (Gloucestershire, Wiltshire & Avon & Somerset) grants to support service delivery and to support the charity during the disturbance arising from the pandemic	321,733	151,730
Local Government grants to support service delivery and to support the charity during the disturbance arising from the pandemic	186,197	7,000
		-
Grants under the Job Retention Scheme	80,773	-
Ministry of Justice to support the charity during the disturbance arising from the pandemic	60,000	-
	648,703	158,730

The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset and Gloucestershire Clinical Commissioning Group, have provided grants to deliver support services to women with multiple and complex needs, This group of clients includes:

- street sex-working women
- women who find it difficult to engage with statutory services because of rural isolation

Stroud District Council has provided a grant to support the development of our Hub Community Recovery activities in the town.

Sedgemoor District Council has provided a grant to support women who are at risk of being involved in, or are already involved in, serious organised crime.

The Police and Crime Commissioners in Gloucestershire, Wiltshire and Avon & Somerset, Stroud District Council, Cheltenham Borough Council, Gloucester City Council, Sedgemoor District Council and the Ministry of Justice have provided grants to support the charity with the additional costs, and the replacement of lost income, as a result of the disruption caused by the pandemic.

There are no unfulfilled conditions or other contingencies attaching to these grants and the charity has not directly benefited from any other forms of government assistance.

6. ANALYSIS OF TOTAL EXPENDITURE

	Staff Costs £	Support Costs £	Other Direct Costs £	Dep'n £	2021 Total £	*2020 Total £*
Raising Funds	**62,324**	**8,918**	**4,221**	**1,188**	**76,651**	*184,612*
Charitable expenditure						
Residential Services	**1,187,913**	**72,779**	**451,270**	**48,363**	**1,760,325**	*1,708,490*
Women's Community Services	**1,811,772**	**97,335**	**331,099**	**46,024**	**2,286,230**	*1,909,955*
Hub Community Recovery	**183,909**	**5,292**	**60,961**	**47,553**	**297,695**	*475,059*
Governance	**15,110**	**31,699**	**-**	**-**	**46,809**	*44,410*
TOTAL EXPENDITURE	**3,261,028**	**216,023**	**847,551**	**143,108**	**4,467,710**	*4,322,526*

Comparative figures for 2020 are:

	Staff Costs £	*Support Costs £*	*Other Direct Costs £*	*Dep'n £*	*2020 Total £*
Raising Funds	*117,486*	*18,293*	*48,141*	*692*	*184,612*
Charitable expenditure					
Residential Services	*1,154,614*	*73,144*	*434,101*	*46,631*	*1,708,490*
Women's Community Services	*1,394,842*	*111,976*	*355,437*	*47,700*	*1,909,955*
Hub Community Recovery	*299,892*	*11,311*	*125,187*	*38,689*	*475,059*
Governance	*13,333*	*31,077*	*-*	*-*	*44,410*
TOTAL EXPENDITURE	*2,980,167*	*245,801*	*962,866*	*133,692*	*4,322,526*

Governance costs include £15,110 in respect of the cost of staff preparing for and attending Board Meetings (2020: £13,333), £13,800 in respect of the audit fee for the annual accounts (2020: £14,820) £17,899 in respect of the audit of our IT governance arising from our ISO27001 accreditation (2020: £14,124) and £750 in respect of trustee training, travel expenses, insurance and other costs (2020: £2,133).

Costs are allocated to operating activities by reference to factors including the number of employees for HR and payroll costs, the number of IT users for IT costs, and by underlying activity levels for financial, central management and business development costs.

7. SUPPORT COSTS

	2021	2020
	£	£
IT and office costs	129,971	121,821
Insurance	1,568	46,472
Legal and professional costs, including audit costs recruitment and training	26,036	33,042
Other costs, including marketing and website costs, membership of sector bodies and regulatory cost	44,757	32,505
Financing costs	13,691	11,961
	216,023	245,801

In 2020/21, £47,088 of insurance costs has been presented as a direct cost of our operational activities within Note 6 (2019/20 - £nil).

8. ANALYSIS OF STAFF COSTS AND REMUNERATION OF KEY MANAGEMENT PERSONNEL

	2021	2020
	£	£
Wages and salaries	2,875,135	2,636,851
Social security costs	219,861	187,284
Pension contributions	166,032	156,032
	3,261,028	2,980,167

Where an employee's salary is funded by Restricted Funds, that funding also covers the employers' pension contributions for that employee.

The average number of fulltime equivalent employees analysed by function was:

	2021	2020
	No.	No.
Direct charitable:		
- Residential and Women's Community Services	98	88
- Support, including fundraising and business development	17	16
- Hub Community Recovery	6	15
	121	119

The average headcount of persons employed by the Trust during the year was as follows:

- Residential and Women's Community Services	117	103
- Support, including fundraising and business development	18	18
- Hub Community Recovery	10	21
	144	142

The number of higher paid employees was:

£70,001 - £80,000	1	1

In the year contributions of £20,280 *(2020: £20,280)* were made in respect of the highest paid employee into a personal defined contribution pension arrangement.

The Trustees received no remuneration in either year.

The remuneration of the key management personnel (including gross pay, employers national insurance and employers pension contributions) was:

	2021	*2020*
	£	*£*
Key management personnel remuneration	400,009	*341,981*

Key management personnel are listed on page 3 of these financial statements, and comprised an average of 6.2 full time equivalent employees in the year *(2020:5.3 FTE).*

9. NET INCOME/EXPENDITURE FOR THE FINANCIAL YEAR

Net income/expenditure is stated after charging/(crediting):

		£	*£*
Auditor's remuneration for statutory audit		11,500	*12,350*
Depreciation		143,108	*133,692*
Loss on disposal of fixed asset		-	*4,956*
Bank loan interest payable		10,992	*12,013*
Bank interest and investment income receivable		(3,303)	*(6,035)*
Operating lease rentals	- plant and machinery	22,766	*32,546*
	- land and buildings	83,120	*83,870*

10. TANGIBLE FIXED ASSETS

	Freehold and Long Leasehold Property £	Freehold and Long Leasehold Improve-ments £	Leasehold Improve-ments £	Motor Vehicles £	Furniture Fittings & Equipment £	Computer Equipment £	Total £
COST							
At 1 April 2020	*3,009,145*	*593,101*	*96,797*	*46,072*	*269,344*	*158,400*	*4,172,859*
Additions	-	12,039	-	-	14,538	108,760	135,337
At 31 March 2021	3,009,145	605,140	96,797	46,072	283,882	267,160	4,308,196
DEPRECIATION							
At 1 April 2020	*421,912*	*164,844*	*92,335*	*27,478*	*209,144*	*131,130*	*1,046,843*
Charge for the year	47,966	21,830	3,160	9,889	29,870	30,393	143,108
At 31 March 2021	469,878	186,674	95,495	37,367	239,014	161,523	1,189,951
NET BOOK VALUE							
At 31 March 2021	2,539,267	418,466	1,302	8,705	44,868	105,638	3,118,245
At 31 March 2020	*2,587,233*	*428,257*	*4,462*	*18,594*	*60,200*	*27,270*	*3,126,016*

All fixed assets were used for charitable purposes.

Included in Freehold Property is an amount of £340,000 (*2020: £340,000*) representing freehold land.

11. INVESTMENTS

	Balance at 1 April 2020 £	Revaluation £	Balance at 31 March 2021 £
Investments	42,177	(912)	41,265

Investments are 36,637.49 units invested in the COIF Charities Property Fund (2020 – 36,637.49).

At 31 March 2021 unit bid price was 112.63 pence (2020*: 115.12pence*). The fund has been revalued to reflect this decrease.

The investments are the assets that underly the Permanent Endowment Fund (see Note 19).

During the year ended 31 March 2016 the Gloucestershire Probation Officer's Samaritans Trust closed and transferred the balance of its COIF account to the charity at nil cost.

12. STOCK

	2021 £	*2020 £*
Goods held for Resale		
Food and Non-Alcoholic Beverages	1,223	1,780

13. DEBTORS

	£	*£*
Amounts falling due within one year		
Trade debtors	441,184	*280,422*
Other debtors	474,006	*510,204*
Prepayments and accrued income	123,720	*77,276*
	1,038,910	*867,902*
Amounts falling due after more than one year		
Other debtors	575,083	*909,415*
	1,613,993	*1,777,317*

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	£	*£*
Trade creditors	114,743	*75,409*
Taxation and social security	72,454	*55,220*
Accruals and deferred income	436,928	*255,033*
Bank loans	24,553	*23,788*
Other creditors	117,654	*116,372*
	766,332	*525,822*

Deferred income represents income received in advance of project delivery and totals £321,718 as at 31 March 2021 *(2020: £140,751).*

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	*2020*
	£	*£*
Bank loans, repayable by instalments	271,735	*296,257*
Included within the above are amounts falling due as follows:		
Amounts due between 1 and 2 years	25,378	*24,553*
Amounts due between 2 and 5 years	94,997	*93,268*
Amounts due after more than 5 years	151,360	*178,436*
	271,735	*296,257*

The total amount of bank loans outstanding is £296,288, including the amount due within one year, which is included within Note 14, *(2020: £320,045)* arises from two bank loans:

One bank loan is repayable with interest paid at a variable rate. At 31 March 2021, the balance of the loan was £127,319 *(2020: £140,359)*. The loan bears interest at 2.16% above the bank base rate and is repayable by December 2029. At 31 March 2021, the rate charged was 2.26% *(2020: 2.91%)*.

The second loan is repayable with interest paid at a fixed rate. At 31 March 2021, the balance of the loan was £168,969 *(2020: £179,686)*. The loan bears interest at 4.54% and is repayable by November 2032.

As at 31 March 2021 the loans were secured on Covington House and East Wharf Cottage, both in Brimscombe, Stroud, and 1 Brunswick Square, Gloucester.

16 . CONTINGENT LIABILITY

In 2018/19 the charity received £172,000 of grant funding towards the purchase of our Bridgwater Women's Centre which is potentially repayable if the centre is not operated as a Women's Centre until January 2029. The Trustees anticipate that the Bridgwater Women's Centre will be used as a Women's Centre until that date.

In 2017/18 the charity received £125,000 of grant funding towards the funding of the purchase and fit out of the Sober Parrot in Cheltenham, one of our Hub Enterprise activities. The grant is potentially repayable if the site is not operated as the Hub Enterprise until May 2024. The Trustees anticipate that the site will be used a Hub Enterprise activity until that date.

17. TRANSACTIONS WITH TRUSTEES AND RELATED PARTY TRANSACTIONS

During the year Bristol Community Health ('BCH'), a Community Interest Company, made further donations to the charity, for the establishment of a women's centre in Bristol, of £750,000 following a decision made by its Board to distribute BCH's reserves by donations *(2019/20: £1,300,000)*.

Two members of the Board of BCH, who served until July 2020, were connected to The Nelson Trust. One of our Trustees, Rhona MacDonald, was a member of the BCH Board. Aileen Fraser, who is married to the charity's Chief Executive, was also a member of the BCH Board. These relationships facilitated the introduction of the charity's senior team to the BCH Board.

During the year, Somerset Community Foundation made four grants totalling £20,500 to the charity *(2019/20 – three grants totalling £58,250)*. One of our Trustees, Justin Sargent, is a member of the key management personnel of Somerset Community Foundation. He did not participate in the decisions by Somerset Community Foundation to make these grants to the charity.

During the year, Gloucestershire Community Foundation made two grants totalling £7,500 to the charity *(2019/20 – nil)*. One of our Trustees, James Tabor, is the chair of the board of Gloucestershire Community Foundation and the Chair is the patron, although she is not involved in the Foundations governance. He did not participate in the decisions by Gloucestershire Community Foundation to make these grants to the charity.

The charity has rented a property (which was standing vacant pending the outcome of an options appraisal process) from Milestones Trust, commencing in September 2020, which acts as our temporary Women's Centre in Bristol, at a cost of £750 per month inclusive of all services. The agreement is terminable by either party by serving one month's written notice. One of our Trustees, Naina Mandleker, was a member of the key management personnel of Milestones Trust up to and including 30 April 2021. The terms of the lease are on an arms length basis. She introduced the key personnel at The Nelson Trust to their equivalents at The Milestone Trust but did not participate in any aspect of the lease agreement.

No expenses were reimbursed to Trustees *(2020: 2 Trustees were reimbursed totalling £1,823)* in respect of travel costs whilst acting as Trustees of the charity.

The charity is not required to disclose any other related party transactions during either the year ended 31 March 2021 or the previous year.

18. OPERATING LEASE COMMITMENTS

At 31 March, the charity had the following total minimum lease payments under operating leases in respect of equipment:

	2021	*2020*
	£	*£*
Payments to be made within one year	**9,929**	*21,592*
Payments to be made between one and two years	**9,929**	*6,306*
Payments to be made in more than two years	**12,883**	*14,399*
	32,741	*42,297*

At 31 March, the charity had the following total minimum lease payments under operating leases in respect of land & buildings:

	£	*£*
Payments to be made within one year	**69,785**	*69,035*
Payments to be made between one and two years	**9,500**	*38,000*
Payments to be made in more than two years	**-**	*9,500*
	79,285	*116,535*

19. PERMANENT ENDOWMENT FUND

	Balance at 1 April 2020 £	Movement in funds: Income £	Expenditure £	Losses £	Balance at 31 March 2021 £
Samaritan Fund	42,177	-	-	(912)	41,265

The purpose of the fund is to make small grants to individuals within the criminal justice system to offer relief from poverty, to help provide assistance with education and other charitable purposes. The charity maintains the capital of the fund and make grants from the investment income of the fund.

The income that we receive from the fund, and the grants that we make are accounted for within restricted funds. The related investment assets are set out in Note 11.

Comparative figures for 2020 are:

	Balance at 1 April 2019 £	Movement in funds: Income £	Expenditure £	Losses £	Balance at 31 March 2020 £
Samaritan Fund	43,279	-	-	(1,102)	42,177

20. RESTRICTED FUNDS

	Balance at 1 April 2020 (as restated)	Movement in funds: Income	Movement in funds: Expenditure	Transfers Out	Balance at 31 March 2021
	£	£	£	£	£
Women's Community Services	1,708,167	495,992	(732,655)	-	1,471,504
Funding for the purchase and start up of our Women's Centre in Bridgwater	228,736	-	(37,357)	-	191,379
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	1,292,000	761,000	(80,799)	-	1,972,201
Funding for the delivery of our Hub Enterprise activities	1,103,863	-	(31,292)		1,072,571
Residential services		4,000	-		4,000
Hub Community Recovery Centres	6,789	7,000	(13,789)	-	-
TOTAL RESTRICTED FUNDS	4,339,555	1,267,992	(895,892)	-	4,711,655

Comparative figures for 2020 (as restated) are:

	Balance at 1 April 2019	*Movement in funds: Income*	*Movement in funds: Expenditure*	*Transfers Out*	*Balance at 31 March 2020*
	£	*£*	*£*	*£*	*£*
Women's Community Services	*1,249,667*	*1,249,376*	*(790,876)*	*-*	*1,708,167*
Funding for the purchase and start up of our Women's centre in Bridgwater	*296,407*	*12,350*	*(77,665)*	*(2,356)*	*228,736*
Funding for the development of services in Bristol and the establishment of a Women's Centre in Bristol	*-*	*1,300,000*	*(8,000)*	*-*	*1,292,000*
Funding for the delivery of our Hub Enterprise activities	*1,136,966*	*-*	*(33,103)*		*1,103,863*
Hub Community Recovery Centres	*23,172*	*18,000*	*(29,383)*	*(5,000)*	*6,789*
TOTAL RESTRICTED FUNDS	*2,706,212*	*2,579,726*	*(939,027)*	*(7,356)*	*4,339,555*

21. SIGNIFICANT MOVEMENTS IN INDIVIDUAL FUNDS

Significant movements in individual funds during the year were:

	Balance at 1 April 2020 (as restated)	Movement in funds		**Balance at 31 March 2021**
		Income	**Utilised**	
	£	**£**	**£**	**£**
Restricted Funds				
National Lottery Community Fund "Women and Girls Initiative"	*220,372*	-	(148,241)	**72,131**
Establishment of Bridgwater Women's Centre	*228,736*	-	(37,357)	**191,379**
Hinkley Point C Community Fund	*222,208*	-	(69,317)	**152,891**
Development of our services to provide support to the women of Bristol, with the aim of establishing a women's centre in Bristol	*1,292,000*	761,000	(80,799)	**1,972,201**
Supporting sex working women - National Lottery Community Fund "Reaching Communities" and Gloucestershire County Council	*75,651*	85,000	(118,151)	**42,500**
National Lottery Community Fund -RC South West Region – "Empowering Change Somerset"	*489,087*	-	(33,160)	**455,927**
National Lottery Community Fund - RC South West Region – "Sex Worker Outreach Project"	*473,256*	-	(38,046)	**435,210**
Young women's project funded by CHK Foundation	*75,000*	-	(40,625)	**34,375**
Hard to Home Gloucestershire project, principally funded by Nationwide Community Foundation	*49,250*	5,000	(14,337)	**39,913**
Funding for the delivery of our Hub Enterprise activities	*1,103,863*	-	(31,292)	**1,072,571**
Making a difference for children and young people – funded by BBC Children in Need	-	109,795	(24,690)	**85,105**
The Gloucestershire Gateway Trust	-	20,000	(20,000)	-

The following work was performed during the year from grants and donations either received or receivable:

Women's Community Services

- The National Lottery Community Fund and Gloucestershire County Council to improve the life chances of street-working women in Gloucestershire and Wiltshire.
- The National Lottery Community Fund "Women and Girls Initiative" to help fund the Promoting Change programmes in Gloucestershire and Wiltshire.
- The Summerfield Charitable Trust (Gloucester) to provide an outreach service to women with complex needs in rural areas who find it difficult to engage with mainstream statutory services. This work is also part-funded by the Gloucestershire Police & Crime Commissioner.
- The income arising from the Gloucestershire Probation Officers' Samaritan Trust Permanent endowment fund is used to provide small grants for training and hardship support of those in the criminal justice system.
- Hinkley Point C Community Fund to enable us to provide services to increase the safety of women and girls in Somerset.
- Bristol Community Health CIC to enable us to develop our services to provide support to the women of Bristol, with the aim of establishing a women's centre in Bristol.
- Nationwide Community Fund to help vulnerable women in Gloucestershire who are in contact with the criminal justice system including women in HMP Eastwood Park find stable accommodation
- The National Lottery Community Fund "Empowering Change Outreach Somerset" to help fund support to vulnerable women in Somerset who are facing severe and multiple disadvantage and complex needs
- BBC Children in Need to fund support for young women at risk of sexual exploitation.

Hub Community Recovery Activities

- Stroud District Council to help fund education, employment and volunteer programmes for the benefit of the recovery community.
- Public Health England and Gloucestershire Environmental Trust to help fund our Hub Enterprises activities.

22. UNRESTRICTED FUNDS

	Balance at 1 April 2020 (as restated)	Movement in funds: Income	Movement in funds: Expenditure	Transfers Between Funds	Balance at 31 March 2021
	£	£	£	£	£
General Funds	510,735	3,766,493	(3,461,722)	(159,859)	655,647
Designated - Fixed Asset Funds	1,533,548	-	(110,096)	159,859	1,583,311
	2,044,283	3,766,493	(3,371,818)	-	2,239,958

The charity has significant investment in its buildings and other fixed assets. Fixed assets have been funded from general reserves, and from borrowings. The cash expended on such assets is not available for expenditure on future charitable objectives, consequently the trustees have agreed that the amount of £1,583,311 should be designated towards the future depreciation costs of these assets.

Transfers arise from fixed asset movements, including purchases and depreciation.

Comparative figures for 2020 (as restated) are:

	Balance at 1 April 2019	*Movement in funds: Income*	*Movement in funds: Expenditure*	*Transfers Between Funds*	*Balance at 31 March 2020*
	£	*£*	*£*	*£*	*£*
General Funds	*408,532*	*3,475,430*	*(3,286,308)*	*(86,919)*	*510,735*
Designated - Fixed Asset Funds	*1,536,464*	*-*	*(97,191)*	*94,275*	*1,533,548*
	1,944,996	*3,475,430*	*(3,383,499)*	*7,356*	*2,044,283*

23. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed Assets £	Current Assets £	Current Liabilities £	Long Term Liabilities £	2021 Total £
Unrestricted Funds					
General Funds	-	1,397,426	(741,779)	-	655,647
Designated Funds - Fixed Asset Funds	1,879,599	-	(24,553)	(271,735)	1,583,311
Total Unrestricted Funds	1,879,599	1,397,426	(766,332)	(271,735)	2,238,958
Restricted Funds	1,238,646	3,473,009	-	-	4,711,655
Permanent Endowment Funds	41,265	-	-	-	41,265
Total Funds	3,159,510	4,870,435	(766,332)	(271,735)	6,991,878

Comparative figures for 2020 (as restated) are:

	Fixed Assets £	*Current Assets £*	*Current Liabilities £*	*Long Term Liabilities £*	*2020 Total £*
Unrestricted Funds					
General Funds	-	*1,012,769*	*(502,034)*	-	*510,735*
Designated Funds -Fixed Asset Funds	*1,853,593*	-	*(23,788)*	*(296,257)*	*1,533,548*
Total Unrestricted Funds	*1,853,593*	*1,012,769*	*(525,822)*	*(296,257)*	*2,044,283*
Total Restricted Funds	*1,272,423*	*3,067,132*	-	-	*4,339,555*
Permanent Endowment Funds	*42,177*	-	-	-	*42,177*
Total Funds	*3,168,193*	*4,079,901*	*(525,822)*	*(296,257)*	*6,426,015*

24. RECONCILIATION OF NET INCOME TO NET CASH FLOW PROVIDED BY OPERATING ACTIVITES

	2021 £	*2020 £*
Net income for the reporting period (as per statement of financial activities)	**565,853**	*1,731,528*
Adjustments for:		
Depreciation charges	**143,108**	*133,692*
Loss on disposal of fixed assets	**-**	*4,656*
Losses on fixed asset investments	**912**	*1,102*
Bank loan interest paid	**10,992**	*12,013*
Bank interest and investment income received	**(3,803)**	*(6,035)*
Decrease in stock	**557**	*2,481*
Decrease/(increase) in debtors	**163.324**	*(335,184)*
Increase/(decrease) in creditors	**239,745**	*(34,876)*
Net cash flow provided by operating activities	**1,120,698**	*1,509,377*

25. ANALYSIS OF CASH AND CASH EQUIVALENTS

	1 April 2020	Cash Flows	31 March 2021
	£	£	£
Cash and cash equivalents:			
Bank balances, including balances in Notice Deposits (less than 3 months)	*2,294,958*	956,027	3,250,985
Cash in Hand	*5,846*	(1,612)	4,234
	2,300,804	954,415	3,255,219

26. ANALYSIS OF CHANGES IN NET DEBT

	1 April 2020	*Cash flows*	Other non-cash changes	31 March 2021
	£	*£*	£	£
Cash and cash equivalents:	*2,300,804*	***954,415***	-	3,255,219
Bank loans falling due within one year	*(23,788)*	***23,757***	(24,522)	(24,553)
Bank loans falling due after more than one year	*(296,257)*	*-*	24,522	(271,735)
	1,980,759	***978,172***	-	2,958,931

27. CAPITAL COMMITMENTS

As at 31 March 2021 the Board had authorised the acquisition of our women's centre in Bristol at a cost of £960,000 (2020 : £nil).

There were no commitments which had been entered into to purchase capital assets as at 31 March 2021.

28. FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	2021	*2020*
	£	*£*
Financial assets		
Measured at market value		
- Investments (see Note 11)	41,265	*42,177*
Measured at undiscounted amount receivable		
- Trade and other debtors and accrued income	1,576,119	*1,777,317*
- Cash at bank and in hand	3,255,219	*2,300,804*
	4,831,338	*4,078,121*
Financial liabilities		
Measured at undiscounted amount payable#		
-Trade and other creditors	741,769	*502,034*
- Bank loans	296,288	*320,045*
	1,038,087	*822,079*