WATFORD NEW HOPE TRUST

England & Wales · Charity number 1080784

Details

Status	Registered
Legal form	Charitable company
Company number	03969063
Registered	2000-05-18
Register	View on the Charity Commission register

Contact

Address	Watford New Hope Trust 67 Queens Road Watford WD17 2QN
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Website	www.newhope.org.uk

Activities

Objects: TO MAINTAIN ENHANCE AND PROMOTE THE CHRISTIAN FAITH BY ANY MEANS THAT ARE EXCLUSIVELY CHARITABLE INCLUDING THE RELIEF OF POVERTY AND DISTRESS AMONG THE PEOPLES OF THE WORLD AND IN PARTICULAR THE PEOPLES IN THE AREA OF WATFORD HERTFORDSHIRE THE PROVISION OF ACCOMMODATION MATERIAL FINANCIAL AND OTHER ASSISTANCE THE ADVANCEMENT OF EDUCATION THE PROTECTION AND PRESERVATION OF MENTAL HEALTH AND SUCH OTHER CHARITABLE MEANS BENEFICIAL TO THE COMMUNITY AS DO NOT FALL UNDER ANY OF THE PRECEDING OBJECTS

Activities: Watford New Hope Trust exists to serve homeless and vulnerably-housed people by providing accommodation and opportunities to rebuild damaged lives.

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Other Defined Groups

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Geography

- **Area of benefit:** WATFORD HERTFORDSHIRE
- Hertfordshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,993,323	£3,568,968	£2,811,741	43
2024-03-31	£3,590,288	£2,717,470	£3,387,386	42
2023-03-31	£2,484,343	£2,336,021	£2,514,568	42
2022-03-31	£1,976,349	£2,162,187	£2,366,246	44
2021-03-31	£2,437,583	£2,375,730	£2,552,084	47

Trustees

Name	Role	Appointed
John Ford	Chair	
Andrew John Robertson		2019-09-26
Annette Susan Reeve		2025-07-10
Claire Elizabeth Logan		2025-09-11
Mark Alexander Bailey		2023-11-23
Melanie Jane Sills		2023-09-14
Samuel Charles Patrick Meldrum		2025-07-10
Timothy William Robson OBE		2024-09-12

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WATFORD NEW HOPE TRUST

England & Wales - Charity number 1080784

Accounts

PREVENTING HOMELESSNESS.
TRANSFORMING LIVES.

Watford New Hope Trust (trading as New Hope)

Annual Report and Consolidated Financial Statements

For the year ended 31 March 2025

Company Registration Number: 3969063
Charity number: 1080784

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Chair and CEO's Welcome

National statistics show that the number of households facing homelessness rose another 14% in 2024 to the highest on record at 354,000. Those sleeping rough rose 20%. On top of the underlying issues of domestic breakdown, mental health and substance misuse that blight so many lives, the continued increase in rents, cost of living and shortage of affordable housing continue to push up evictions and the number of people who can't afford a roof over their heads.

As well as the human tragedy, there is a high cost to the public purse as hospitals, police and councils struggle to confront the issues that arise from those facing homelessness. In our area, Watford Borough Council (WBC) is having to spend large sums of money (often between £150,000 and £200,000 per month) on temporary accommodation to meet its statutory obligations.

The remarkable dedication of the New Hope team and other local partners supported by Watford Borough Council and Hertfordshire County Council has helped protect Watford from the worst of the continued increase as we strive to help people get away from the streets and into longer term accommodation. We are, however, all too aware that there are areas where our service could be more effective and we continue to benchmark ourselves and review how we can serve those facing homelessness better.

As part of that effort, a revised strategic plan was launched in 2024 entitled 'Cornerstone'.

There are three main strands to the strategy. Firstly, we have seen that partnership working is critical in helping those facing homelessness. Our vision for a 'one-stop shop' for those facing homelessness (which we call 'The Hub') has moved a step closer. Following last year's incredibly generous donation we have now completed the purchase of the Sanctuary (currently home to our Emergency Accommodation and Outreach Plus teams). This building has been the scene of much remarkable work in its lifetime from 1898 when it was built as the Salvation Army Citadel and during the last 25 years as the Sanctuary. Owning it will help make us more sustainable in the short-term as we will no longer be paying annual rental of over £120,000. However, we know it is very sub-optimal and in dire need of attention. We will either have to upgrade it or, God willing, replace it with a new building in line with our vision of The Hub. There are still some significant hurdles to bring this vision to reality, but the history of New Hope is a history of answers to prayer, enabling us to meet the needs of those who have somehow fallen through the cracks.

The second strand relates to health. The average age of death for those sleeping rough is 47 for men and 43 for women. Our focus is to prevent homelessness and transform lives. Without basic levels of health, transformation and reintegration into society is nigh on impossible. In the last year we have held a series of health days at the Haven where we have offered a wide range of tests and treatments in an accessible way. The response and impact have been humbling. Building on this, we assembled the Watford Homelessness Health Forum which first met in February 2024. It brings together senior health professionals and funders to focus on addressing this urgent need. A baseline survey in 2025/26 to assess the health of 150 people facing homelessness or vulnerably-housed in Watford will help measure the success of the work that is beginning to be implemented as more services work together to address this 'intolerable injustice' (as the lack of healthcare for people experiencing homelessness is described in the new NHS 10-year plan).

The third strand is to redouble our efforts to improve efficiency and effectiveness. We have started holding service user forums to improve feedback mechanisms as well as getting more input on what service users would most value in

'The Hub'. The importance of being treated as individuals, having a sense of community and belonging, and being listened to have been themes as well as having access to a range of services under one roof. Interestingly the work of both Cultivate, our horticultural therapy team, and Chaplaincy, often comes up. As we focus on the configuration of a new building, this is a healthy reminder that building trust and relationship will remain critical to getting people back on their feet.

During the year our team at the Haven ran another very successful Watford Winter Shelter, providing not only a bed but also food and various activities for those sleeping rough at what is often the most testing time of year. As always, our goal is not only to meet the immediate need but also to try to ensure we use the time to help people move off the streets and address underlying issues behind their homelessness. We couldn't run this service without the amazing support of the volunteers who support our paid staff.

We opened a new HopeHome supported by WBC and Watford Community Housing (WCH) and run by our Tenancy Sustainment Team (TST). The work of TST often goes under the radar but by working with those who are vulnerably-housed they do invaluable work in preventing homelessness. The complex needs of some of the tenants demands a combination of patience, skill, knowledge, love (often of the tough variety) and persistence.

Without the support of volunteers, donors, statutory funders and our prayer warriors, we wouldn't be able to function. Thank you to them for all their work and huge thank you to everyone who supports us. We are so appreciative of your support and give praise to God for His faithfulness.

John Ford Chair

Matthew Heasman CEO

Objectives and Operations

Our Mission

New Hope exists to serve people with current or recent experience of homelessness by providing accommodation and opportunities to rebuild damaged lives. Founded upon Christian values, which are at the core of our operation, we support people regardless of faith.

New Hope is a Christian charity. This means we value everybody and work to support people regardless of faith, class, disability, ethnicity, gender and sexual orientation. It doesn't mean that our staff and volunteers have to be Christian, to pray, or to share all of our motivations. We do however ask that all staff and volunteers are sympathetic to our mission, ethos and values.

Our mission is encapsulated in our strapline:
'PREVENTING HOMELESSNESS, TRANSFORMING LIVES'.

Our Primary Objectives

We aspire to help the people we work with access pleasant, permanent accommodation that they can call 'home'.

Our values

- **Be professional** – staff will be trained to enable them to operate in accordance with best practice
- **Be responsive** – we will assess and respond to the needs and aspirations of service users as individually and constructively as possible
- **Be fair** – we will give equal consideration to service users of all creeds or none, and all lifestyles and abilities
- **Be accountable** – we will monitor our performance and communicate with our funders and supporters in order to improve the quality and efficiency of our services
- **Be honourable** – we will manage our activities with integrity, in accordance with our mission
- **Be prayerful** – we will seek God's guidance and enabling through prayer

Our services

To achieve our aims and objectives, New Hope provided the following services in the last financial year.

INTERVENTION

24-7 emergency homelessness helpline
Only dedicated homelessness phone service in the Watford area.

Outreach Plus
This service finds and engages with individuals who are rough sleeping in Watford and provides immediate emergency accommodation (three-beds).

The Haven
Provides food, clothes, showers, laundry facilities, sleeping bags and support to people who are sleeping rough.

The Watford Winter Shelter
Running from 14th November 2024 to 17th March 2025, the Watford Winter Shelter provided vital food and accommodation (15 beds).

RECOVERY

Sanctuary Emergency Accommodation
22-bed emergency accommodation.

Recovery Services Accommodation
10-bed home providing accommodation and support for people who are in recovery from alcohol and substance misuse.

Cultivate
Horticultural therapy, creative arts, wellbeing sessions, practical projects and pre-vocational opportunities.

PREVENTION

Tenancy Sustainment Team (TST)
Support for those renting after a period of homelessness to enable them to keep their tenancy.

HopeHomes
Long-term affordable rental homes for 17 people who have been homeless and are now ready to live independently.

In the provision of these services the trustees have considered the Charity Commission guidance on public benefit. The trustees consider the services New Hope provides are within the definition of public benefit.

Our Strategy

A new strategy, Cornerstone, was launched in September 2024. This can be read at newhope.org.uk/cornerstone

This strategy consists of:

Objective 1:
Opening The Hub – we plan to open an exemplary new centre for adults facing homelessness in Watford.

Objective 2:
Prioritising Health – We want to facilitate measures to improve the general health, wellbeing and life expectancy for people experiencing homelessness in Watford.

Objective 3:
Aiming for Excellence – we want to aim to do our best in every aspect of our work.

Objective 4:
Service Improvement – we will continue to provide excellent key services, but look to continually improve them for the benefit of the service users.

We have already achieved the following:

Objective 1:
Opening The Hub – we plan to open an exemplary new centre for adults facing homelessness in Watford

- Completed the purchase of the freehold of the Sanctuary building on Exchange Rd from the freeholder, Places for People.

Objective 2:
Prioritising Health – We want to facilitate measures to improve the general health, wellbeing and life expectancy for people experiencing homelessness in Watford

- Held the first meeting of the Watford Homeless Health Forum – the terms of reference for this initiative are to bring together professionals who are passionate about inclusion health to formulate a plan to deliver long-term improved health care for people experiencing homelessness in Watford.
- A nurse, employed by CGL, has been seconded to New Hope's Outreach Plus team.
- Continued to promote the registration of all service users at a local GP's surgery.
- Developed increasingly closer links with providers working with people with addictions and other health needs; we have held several health days in 2024-25.

Objective 4
Service Improvement – we will continue to provide excellent key services, but look to continually improve them for the benefit of the service users.

- Continued to review annually all of our policies to ensure that all policies are up-to-date and for any changes to be communicated clearly.
- Held an annual team conference to foster a healthy team spirit and a mutual understanding of the different parts of New Hope.
- Held a special event to mark the 35th anniversary of New Hope in 2025.

Spotlight on Objective 2

Practical health care on the streets

We are thrilled to announce Rachiel, a trained nurse, has joined New Hope's Outreach Plus team on a temporary contract. Rachiel works for Change Grow Live, a charity supporting people with alcohol and substance misuse and is part of a nationwide pilot scheme focusing on the physical health needs of people who are currently, or have been until recently, sleeping rough.

Rachiel explained the health needs of the people she is meeting:

> "I'm seeing people with respiratory issues, wounds, skin issues and skin conditions, as well as mental health challenges, such as depression and anxiety, and people experiencing addiction."

Rachiel is able to clean and dress wounds on the spot as well as acting a bridge to help people access GP care, often accompanying people to appointments.

Much-needed dental help

Thanks to funding from Herts County Council, and the Assura Community Fund we have been able to help nine people with severe dental problems have appointments at a local dentistry practice. With 32 teeth extracted, 17 fillings, and two people referred to hospital for further investigations, everyone was incredibly grateful to receive professional care and to have their pain alleviated.

> "Even though I had five teeth removed, I've never felt as supported and secure as I've been made to feel by the Sanctuary. You're amazing."

> "I've not attended a dentist since 2007 and often had infections. I'm hoping now my mouth is much healthier."

> "I was nervous about seeing the hygienist again but I'm so grateful I was able to go. I've been smoking less so my teeth won't get stained and I'm using dental floss."

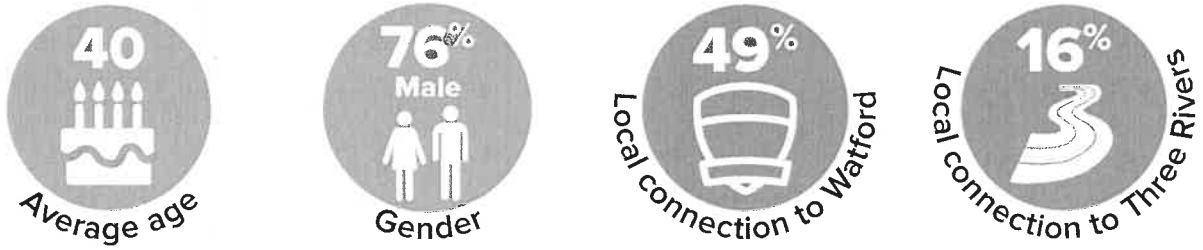
Nutritionist at New Hope House

Again, thanks to funding from Herts County Council, we have been able to pay for both group and one-to-one sessions with a nutritionist at New Hope House. She has led discussions on health and wellbeing, designed dietary plans for residents with diabetes or pre-diabetes, and made suggestions on how we can provide healthy meals on a budget.

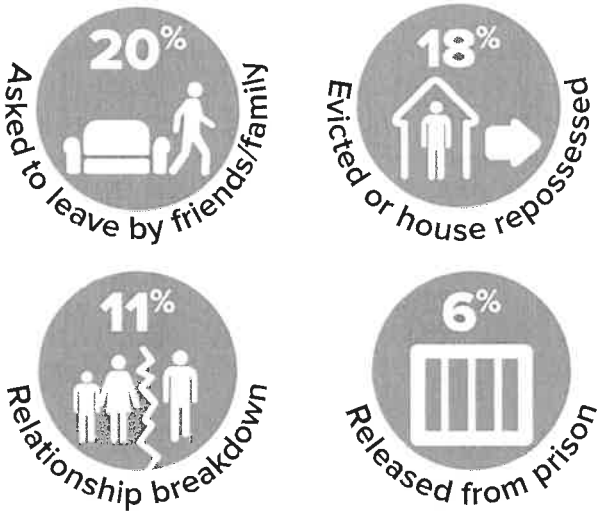
As part of the focus on Cornerstone, New Hope's strategic plan for 2025-2030, we created a film showing how New Hope is Prioritising Health:
newhope.org.uk/health

Achievements and performance

This year, we supported 482 people. In addition, there were 975 phone calls to our 24/7 emergency helpline.



Reason for homelessness



Support needs

Intervention

24/7 emergency homelessness helpline

Only dedicated homelessness phone service in the Watford area.

975 phone calls, an average of 81 per month.

This phone line is answered by the team at the Haven during the day and by the team at the Sanctuary during the night.

Outreach Plus

Finding and engaging with people who are rough sleeping in Watford and providing immediate emergency accommodation.

Outreach Plus consists of a manager, two street outreach workers, an outreach nurse, and a team of volunteers.

Outreach Plus is the first step on Watford Borough Council's Single Homeless Pathway and conducts over 40 hours of street outreach per week, including late nights and early mornings. Outreach Plus also includes three crisis bedrooms.

- Worked with over 100 different people, including 55 people who were verified as rough sleeping.
- Provided 943 nights of accommodation to 28 different people, ranging in age from 18 to 63.
- Reconnected 10 individuals from Southampton to Great Yarmouth to Abergele.
- Accompanied over 40 people to vital appointments for matters concerning immigration, health care, benefits and housing.

Future objectives:

- 50% of people accessing Outreach Plus services will have improved access to health services.
- 80% of people supported by Outreach Plus will achieve planned and positive outcomes.
- 75% of people staying in an Outreach Plus room will receive intensive support to move on to alternative arrangements within 14 days.
- To maintain and improve relationships and partnership working with local authorities, services and partner agencies.
- Complete surveys with people accessing Outreach Plus to create a service that better suits their needs.

"We have worked with over 100 different people, offering support, hot drinks, food and toiletries. We have supported people with a cheery greeting, smile and the offer of an Outreach Bag containing essential items. We form relationships with them, allowing us to support them further with the ultimate goal of getting them 'off the streets'. We work with internal and external partners to facilitate smooth transitions for people and, most importantly, we never give up."

Steve, Outreach Plus manager

The Haven

Providing expert advice in finding accommodation as well as humanitarian aid including food, showers, clothes, laundry facilities and sleeping bags.

The Haven consists of a manager, an assistant manager, a support worker focusing on people with restricted eligibility to public funds and two part-time support workers. Regular, long-term volunteers help in the kitchen and with sorting clothes and food donations.

The Haven supported 338 individuals including 149 people who had never used New Hope services before. Our support ensured that people were rapidly able to access appropriate accommodation locally, reconnect with family and friends in other places, remain in their existing accommodation, or receive help from statutory services who had a legal 'duty of care' for the individual.

The Haven support workers provided help and advice to people experiencing homelessness or threatened with homelessness. The Haven follows a PIE (psychologically informed environments) approach and treats each service user as an individual. Service users know the Haven team is on their side, acting as advocates with other professionals.

- 338 people were helped, including 16 people with restricted eligibility to public funds.
- 149 new people were helped and we were able to help 56 of these into accommodation:
  - 20 people were helped to access social housing.
  - 15 people moved into New Hope's Emergency Accommodation.
  - 7 people were reconnected to other areas of the country or their family.
  - 6 people moved into New Hope's Outreach Plus beds.
  - 6 people were helped with applications to One YMCA.
  - One person was referred to Watford and Three Rivers Refugee Partnership.
  - One person was helped into private rental accommodation.
- Sadly, many people had limited accommodation options because they didn't have a local connection to Watford, Three Rivers, St Albans, Dacorum or Hertsmere. The Haven was able to support them with humanitarian aid, such as food, showers, toilets, provision of clothes and sleeping bags, and laundry facilities. Other people chose not to engage with our services after an initial visit; this could be because they were able to resolve their accommodation situation themselves or were not yet ready for organised accommodation services.
- 111 people helped by the Haven did not have a local connection to a Hertfordshire borough council. 182 people had a local connection to Watford Borough Council.
- An average of 40 people per month attended the Haven drop-in for humanitarian aid.
- 7,481 hours of support were given over the year.
- Debby McKinlay, our dedicated manager of the Haven, was awarded Highly Commended Charity Worker of the Year at the Watford Borough Council Audentior Awards! Debby is an incredibly hardworking member of the team, popular with staff, volunteers and people visiting the Haven – always going the extra mile for the good of others.

Future objectives:

- Host two health and wellbeing events for all New Hope service users and promoting health and wellbeing services throughout the year.
- Ensure that at least 95% of regular service users have a completed risk and needs assessment.

"I had a long-term girlfriend; we had a son and I worked hard to make sure they were fed and happy. Then, my girlfriend started spending nights with family until one day she just decided not to come home.

I didn't think anything was wrong until she stopped wanting to be with me. I left the house and started living in my van.

So my son wasn't all alone in that house, especially over Christmas, I came back sometimes but she wanted me gone so I moved into the van permanently.

I didn't think anything like this could ever happen.

It was freezing in the winter. I kept going into work to get warm and wash. One night I got a gas heater but it caught fire and almost blew up in the van.

I went to the Haven and they gave me nothing but kindness. Every time they asked me what I needed. I had no way of doing any of the things I needed to do on a computer so they helped with that and got me on the list for a flat.

One morning I felt really bad so my son took me to hospital and they told me if I hadn't come in, I would've died. I had an infection in my lungs because the van was freezing cold, stuffy and dirty.

I've had time to reflect on how one minute you go from a family and a home to being on the street, no food, no showers, but still going to work to try and keep a smile on your face. It's a really lonely place.

When I got out of hospital, the Haven helped me get this flat and I'm back at work."

"In my darkest of times, even in the face of almost killing myself, you came and gave me hope, thank you for trying to help me. I don't see many try so I'm grateful to those that do, thank you, once again."

"Volunteering to cook breakfast at New Hope is an amazingly rewarding experience. Everyone that works there is so friendly and giving and people are so appreciative of the food that we serve. I would highly recommend people dedicate just a little time to volunteer as it makes such a big difference."

Russell from IGT

The Watford Winter Shelter

Running from 14th November 2024 to 17th March 2025 and funded by Watford Borough Council, the Watford Winter Shelter provided vital food and accommodation to 85 individuals. This temporary life-saving addition augmented our year-round Emergency Accommodation provision and was a humanitarian response to the colder and wetter weather. We are grateful for the council's proactive approach; the Watford Winter Shelter was available every night in the winter, regardless of temperature. This went above and beyond the statutory minimum, enabling us to provide a unique, exemplary service to people in desperate need.

Bunkbeds accommodating 15 people were put up in the first-floor rooms at the Haven and each evening varied and delicious hot meals were served. In addition, a glamping pod was purchased (via a fundraising Crowdfunder) to provide an additional sleeping area for people with mobility challenges, pets, and PTSD.

- 41 volunteers helped over 123 nights (1,476 volunteer hours).
- 85 people stayed in the Watford Winter Shelter, including five people in the pod. We also accommodated three dogs in the pod.
- 41 people moved on from the Watford Winter Shelter to other accommodation.

> "Everyone was really welcoming; I was scared at first but staff helped me feel safe and security was really good."

Mia, an 18-year-old woman who stayed at the shelter

> "I'm so grateful to the team behind New Hope, for the invaluable work they do day in and day out to build a supportive and inspiring community for people experiencing homelessness. Volunteering at the winter shelter has been incredibly rewarding. It's helped me build up my confidence, make new connections, and feel part of the local community in ways I'd never have expected. I would absolutely recommend giving some of your time to New Hope, you never know where it may lead."

Daisy, volunteer

> "This was my first winter of volunteering at the Watford Winter Shelter and already I am looking forward to helping there next winter too. All the people I met - staff, other volunteers and most importantly those experiencing homelessness - were so friendly and to hear the room full of genuine laughter most evenings was a joy. I'm the first to admit how 'sheltered' my life has been to date and it was truly humbling to speak to those experiencing homelessness and to realise how easily anyone can find themselves in the same position. The relentless positivity, and joy in the 'small stuff', so many of the people we took care of showed was heart-warming."

Annette, volunteer

Recovery

Sanctuary Emergency Accommodation

22-bed emergency short-term accommodation

The Emergency Accommodation team consisted of a newly-appointed manager, a newly-appointed assistant manager, and a team of support workers. Staffing has been a challenging issue with the permanent team supported by skilled casual workers.

This service focuses on helping people with a statutory local connection to Watford Borough and is key to the council's Single Homeless Pathway. Individuals work with a support worker to create an individualised plan to help them move towards longer-term accommodation.

The Emergency Accommodation is often the first step off the street for people and provides a literal sanctuary for people when they are at their most broken and have lost hope. The service users accessing Emergency Accommodation continue to be incredibly vulnerable and often with complex needs.

- 88 people stayed at the Sanctuary Emergency Accommodation.
- Each month, there was an average of four positive move-ons to longer-term accommodation, including New Hope accommodation, rehab, social housing and private rental.
- Donation of pool table from a local company has built a sense of community.

Future objectives:

- To promote health and wellbeing events and services for all the residents.
- To work with the Team Around Me and Made Every Adult Matter teams at Herts County Council to ensure that all residents have appropriate support.
- To ensure (now that we have full responsibility for the Sanctuary building) that repairs are carried out in a timely manner.

"I would like to say massive thanks to the management and all the staff members at Sanctuary for supporting and helping me to move on with my life independently. Without your support I wouldn't be able to achieve all this - I got a new room and I absolutely loved it. And all the credit goes to Sanctuary management and staff."

"I had depression and on New Year's Eve I was so low that I took an overdose of tablets. My partner, who I had been with for 12 years, always found my mental health a struggle. They couldn't cope and ended our relationship and asked me to leave home. I was at the hospital with nowhere to go. I thought I would have to sleep in my car. I didn't have a clue. Someone at the hospital put me in touch with the council who referred me to New Hope. I stayed at the winter shelter for two nights before moving into the Sanctuary Emergency Accommodation. Now I feel like I can relax. I think I can get better and cope with life again. I still have up and down days but I am getting some help with my medication and counselling. I want to get back into work to get right in myself and try again. My niece has already made a donation to New Hope and I'd love to as well. I want to give back."

Recovery Service Accommodation

10-bed home for people who are in recovery from alcohol and substance misuse

The Recovery Service team consists of a manager, two support workers and three night workers.

The Recovery Service provides hope, understanding and help to people caught in the grip of alcohol and substance addiction. The house provides a safe and positive space for people to engage with their journey of recovery.

- Recruitment of six volunteer befrienders to support the staff and residents. This new initiative has been a game-changer.
- Two residents received funding to access a professional life coach, particularly to help with looking at employment.
- Two people moved on to their own homes successfully and are continuing to thrive.
- One person achieved a year of sobriety after many years of alcoholism and homelessness.
- 95% daily attendance to the daily group meetings.
- 50% of residents were stable on their journeys of recovery.

Future objectives:

- 70% of people to have increased periods of abstinence.
- 100% of residents to be engaged with the in-house groups and wellbeing sessions.
- 65% of residents to move on in a planned and positive way.

Melissa moved into our Recovery Service in May 2024 and recently celebrated one year's sobriety.

"I tried other places but nothing worked. I knew I had to get back to New Hope. My family were saying the same thing: 'You need to get to New Hope.'

On 8th May, I moved into the Recovery Service. Everything just fell into place and I've never looked back. I love the fact I can say I've been sober for over a year! If my life had continued the way it was going, I wouldn't be here.

When I was in the madness, drinking, I would ignore calls from my family for weeks and would go missing. I'm so grateful that they didn't push me away. My daughter has her mum back and is very happy!

I can't say anything bad about the Recovery Service. It's all good! The support network has been amazing and my key worker amazing. It's not just a job for the staff. They work so hard. They don't just come in and do a 9-5. They want us to be well.

I've been poorly since I've been in here, developing type one diabetes. People kept looking out for me and were so supportive.

I wouldn't be here without New Hope, New Hope saved my life. You get your life back when you come to New Hope – if you want it."

In the future, Melissa is keen to give back and use her experiences to help others.

"I have appreciated the non-judgemental, professionalism, time and space given to me by my life coach. It has given me some stability in my life, together with identifying certain behavioural traits and then making changes. I was a shell of my former self. I now feel like I have my own identity and have begun to appreciate, value and understand myself and my needs."

From one of the residents who had coaching sessions

"I was looking to volunteer as I wanted to do something different and get more involved in my local community. When I heard about the befriender role at the Recovery Service accommodation and the fantastic work it does, it sounded like the perfect fit. On a typical day I arrive on a Saturday morning to be greeted by the lovely Michael (support worker) and we begin with the morning check-in meeting, a chance to catch up with all the residents and plan the day. I help with various administration duties, but my favourite part is to interact with the residents. Everyone has been so welcoming and I enjoy getting to know the residents, hearing their stories and I feel honoured to be in some way a part of their recovery journey. Becoming a volunteer is one of the best things I have done and I tell all my friends and family how much I love it. As a result, my mum is now volunteering at a shelter in Liverpool."

Beth, befriender at the Recovery Service

Cultivate

A flexible and mobile service providing opportunities for greater wellbeing, outdoor experiences, creativity and practical projects

Cultivate consists of a full-time manager (a qualified horticultural therapist) and a part-time support worker (a qualified gardener who is training in psychodynamic counselling). Cultivate is an evolving and developing service, responsive to people's needs and deepening the whole charity's understanding of trauma behaviours, universal needs, and mental health.

Cultivate is not tied or restricted to one building or location and staff have the freedom to work closely with individuals on a one-to-one basis, offering intense support enabling people to make faster progress. Cultivate also offers transitional support to people moving from one service to another. This consistent thread of relational support helps avoid re-traumatisation and shame, especially if a person has been asked to leave a residential service.

- Weekly wellbeing group sessions ran at the Recovery Service. This new initiative has been one of the most successful with lots of engagement and positive feedback from the residents.
- Cultivate also started work with families in temporary accommodation in Three Rivers (families supported by our Tenancy Sustainment Team). This started with planting seeds in the raised beds in the communal garden plus crafts and nature-spotting for the children. Further sessions included making a huge tree mural with hand-prints, Christmas crafts and music.
- Cultivate connected with 91 different people.
- 426 sessions were held, including walks, horticultural activities, wellbeing, music, art, poetry, bereavement support, and outings.
- 15 outings were organised, including Top Golf, Tring Natural History Museum, Amersham climbing wall, St Albans Abbey and Hollywood Bowl.
- 16 goal-focused one-to-one programmes were held.
- 73% of Recovery Service residents supported remained abstinent for longer, showing increasingly longer periods of abstinence from alcohol and drugs.
- 75% who were in the Recovery Service for a subsequent stay remained in the service for longer because of support from Cultivate.
- 23 Cultivate sessions were held at the Watford Winter Shelter and a beautiful mosaic was created.
- The Cultivate manager delivered talks and presentations with internal and external partners, including probation, Watford Strategic Homelessness Forum, and the Three Rivers Anti-Social Behaviour Group.

Future objectives:

- 70% of Recovery Service residents supported by Cultivate will remain abstinent from alcohol or other substances for longer than previously experienced.
- 75% of those taking part in goal-oriented programmes will demonstrate a greater recognition of their strengths and feel more able to make positive choices in their lives.
- At least 75% of unplanned and low-commitment support will make a positive change in people's current wellbeing.

> The mosaic making at the Watford Winter Shelter provided a way of reducing barriers and helping people feel relaxed. It shows people their contribution matters, leaving a part of their creativity for future visitors to enjoy when it is displayed outside.

Ian, the manager of Cultivate

> Finding places for the broken mosaic tiles really fixed my focus and put my anxiety at ease.

> I made this tree myself. I put the last bit on the tree and I feel so happy!

> Really pleased I have now signed up for volunteering at canal rivers trust and friends of Cassiobury park. That was a good day. Thank you. I liked going to the garden centre.

> I had a minor stress due to a very trivial confrontation this morning but I feel better now after the session. It's finding the balance and keeping things at a safe, positive and constructive level. Being mindful, not flying ahead, staying grounded.

> My mood isn't too good this week. I had a lapse and it really gave my confidence a battering. I am feeling better each day since Sunday but it's going to take some more time. I haven't lost sight of my goals and I still believe in myself. Onwards and upwards.

> Today's session was very thought provoking and inspiring. It's nice to see how far I've come in such a short time and how I've progressed in so many different areas of my life. I can't thank Ian/Lee enough for their perseverance with me because it hasn't been easy all the time and they never gave up on me, ... I never gave up on me.

Over the October half-term, Cultivate ran a session with some of the families we support in the one of the temporary accommodation sites.

About 15 residents, more than half of which were children, clearly enjoyed the activity and joined together in collective creative expression, laughing, interacting across the generations and discovering their own unique ways to add to a large tree mural, creating a colourful collage of vivid autumn colours.

> I enjoyed drawing, getting messy and having something to do.

Some feedback from adults

> Absolutely wonderful!

> Kids had fun getting messy, lovely staff. Thank you.

The residents, together with staff from New Hope and Three Rivers District Council, created the mural for display in their newly restored garden, decorating it with autumn coloured hand prints, and positive messages written on fabric leaves. The theme of the mural was our universal needs, each of which was written on a root. Participants were asked to reflect on what these needs meant to them personally and write key words on their fabric leaves which were then stuck to the mural. Examples of this were "Friendship", "mum", and "acceptance".

It is well established that spending time in natural spaces such as gardens can be a healing experience of connection and restoration. Many of the families have experienced trauma and this is part of an ongoing attempt to encourage residents to enjoy the garden space and benefit from it. Natural spaces meet many of our needs. Trauma often disconnects us from our needs and so this mural was an attempt to highlight and celebrate our core needs, especially those for community belonging and being creative.

Prevention

Tenancy Sustainment Team

Support for people renting after a period of homelessness to enable them to maintain their tenancies (including complex needs support and support for people in temporary accommodation in the Three Rivers borough)

The Tenancy Sustainment Team, which also manages HopeHomes, consists of a manager, assistant manager, two complex needs support workers, two support workers for the families in temporary accommodation and two HopeHomes workers. TST is also supported by a volunteer and New Hope's maintenance worker.

The team's work includes tenancy set-up, helping with benefits, furnishing new accommodation (which is generally completely empty), reducing barriers to moving i.e. debt, supporting people's costs of living needs, advocating for service users, providing emotional support, and taking part in multi-disciplinary team meetings.

The team worked on some complex cases involving childcare issues, court cases, probation, mental health services, children's services, and drug and alcohol services. The team provided steady, knowledgeable support for people in crisis and has advocated on their behalf to statutory housing teams.

- Supported over 70 people in total (Next Steps Accommodation Programme, Rough Sleepers Accommodation Programme, temporary accommodation and people who have moved through the New Hope services to their own homes) and no one lost a tenancy
- Three successful move-ons from the Complex Needs Next Steps Accommodation Programme
- Supported 40 families (including over 50 children) in temporary accommodation to successfully maintain their tenancy, providing support with benefits, housing, council tax, rent arrears and bills.
- Helped 21 families move from temporary accommodation to permanent social housing. We sourced white goods, applied for Discretionary Housing Payments, and applied for grants for children's beds and furniture.
- Total amount of grants, including from Children in Need and Watford Health Trust, approved for people in temporary accommodation was £3,678.95. However, when we include donations of gifts in kind, this total exceeds £10,000.
- £10,000 was used from New Hope's Project Home fund to pay for rent deposits, white goods and furniture. This fund is now empty.
- The Christmas gift donations were remarkable. Families expressed gratitude for the gifts which brought beautiful smiles to children's faces.

Future objectives:

- To ensure 95% of tenancies are successfully maintained (including move-ons).

"Our dedicated team has made a significant difference in the lives of many. Their unwavering commitment and hard work are genuinely inspiring. Our team is committed to providing comprehensive, practical, and emotional support for people, showing kindness, calmness and firmness. Our team's collaborative spirit has been the key to our success. Together, we have brought consistency and continuity to our service, ensuring it runs smoothly."

Prisca, TST manager

"I'm really glad to find you. I don't have family here in England but you are so close to me, you help me and R a lot and I feel very grateful for everything! You are part of my life, my family. Thank you."

Sean's Story

A home for good

Sean was facing several challenges to being able to maintain his own home. He had been evicted before and had a history of anti-social behaviour but like everyone, Sean needed a safe place to stay.

He was drinking daily and used substances when the opportunity was there. He wouldn't engage with any of the support offered to him, not New Hope's support workers, mental health services nor drug and alcohol support. Our team was tenacious however, and regularly visited Sean, building a trusting relationship with him.

> "We knew it would be hard, his situation was volatile and it was a forwards and backwards process for him and for us."
>
> **John, TST Complex Needs Support Worker**

As Sean slowly began to accept New Hope was there to help him, he increasingly worked with us to make changes that would help him move forward. Together we worked through his claim for Universal Credit and in making a connection at CGL, a local support service for people struggling with addiction. With our help, Sean significantly reduced his drinking from daily to weekly and as he became more stable in his flat, options for longer-term housing became available to him.

Sean was offered a property to move into but he was really apprehensive so we regularly got in touch, ensuring him it was the best thing for him and that it would all work out. A fortnight later, Sean moved into a flat with a local social housing provider. With our help, Sean has arranged his housing benefit and utilities, and he was helped to get hold of white goods. This will be his home for good if he chooses to stay.

HopeHomes

Long-term, affordable shared houses for people who have been homeless and are now ready to live independently. Our HopeHomes portfolio grew to four properties and 17 residents on 1 April 2024

- 17 residents maintained their tenancies (sadly, two were evicted due to breach of tenancy).
- Three people successfully moved on to independent living.
- Three people moved into the Recovery Service accommodation as they needed more support.
- Two people remained in employment.
- The HopeHomes handbooks were reviewed, updated and reprinted.
- We developed new monitoring and tracking systems.
- We improved our repairs and maintenance schedule with over 50 repair issues resolved.
- We attended training with the National Residential Landlord Association on HMOs.

Future objectives:

- For occupancy to be at 95% and for residents' rent arrears to be under 2.5%.

> "Just wanted to say a huge thank you for your help. Your support means a lot to me. God bless you."

Chaplaincy

The chaplain, a committed Christian, and a team of three volunteers spend time with people in our different services in a relaxed and informal way.

New Hope is a signatory of Housing Justice's Charter for Christian Homelessness Agencies. The Chaplaincy service is completely optional for people accessing New Hope support.

The team listen, encourage, and pray with people (as requested). They build up relationships of trust and people find it very easy to open up to them. The chaplains are not tied to a particular building or service so they are able to work with people as they move from service to service, progressing or relapsing. This consistency of care and demonstration of grace is invaluable.

- 177 different people had at least one conversation with a chaplain with a total of 1,295 different interactions taking place.
- Three people now attend local churches and live in more permanent accommodation.
- The growth of the volunteer chaplains multiplied the impact of this support.
- The Alpha Course was run for the second time at New Hope House and Bible studies were run at the Sanctuary.
- The Christmas service was well-attended by a variety of people.

"When I originally moved in to New Hope House, I was very despondent and generally quite negative with regards to 'religion' and the whole God-thing following my childhood experiences. I was introduced to Sarah through New Hope after I became a resident and we would chat in general about anything and everything. I know, through being in and out of recovery for several years, that I needed a 'Higher Power'/Spiritual Awakening of some sort in order to recover and give myself a better chance of sustaining my abstinence from alcohol and drugs, as well as surviving and not becoming another statistic. Although I had a few relapses along the way, Sarah didn't give up on me.

I got myself a sponsor in Cocaine Anonymous who is taking me through The 12 Steps of Recovery. My studies with Sarah are working hand in hand with my step work and it all seems to be fitting together, rather like a jigsaw where the picture becomes clearer with each piece that's added. My Bible is a 12 step Bible, which explains where the readings link to the steps. I'm finding the whole process so much easier to navigate while working with my sponsor, in conjunction with Sarah. I no longer dread the recovery process, where I did previously.

The 'difficult' & 'challenging' steps no longer phase me. In fact, I'm now embracing them and look forward to living a clean and healthy life, as well as excited with anticipation with what my future will hold for me..."

Fundraising and Communications

This year, the Fundraising and Communications Team raised £818,663 for the work of New Hope with costs of £174,098. The team also generated £113,063 worth of gifts in kind, including regular food donations which help keep our food bills exceptionally low, Christmas presents for service users, and items for the services, such as towels, bedlinen and kitchen equipment.

The team consisted of a part-time manager, a part-time administrator, a full-time officer, a part-time graphic designer, and a regular volunteer who helps one day per week. The full-time equivalent was 2.71 with costs kept as low as possible. The administrator left towards the end of the financial year and will be replaced with a part-time Community and Events Fundraiser in 2025/26.

Fundraising Appeals:

Once again, we appreciated the opportunity to take part in two match-funded campaigns organised by The Big Give. Restore and Recover in May raised almost £11,000 for Cultivate's work with people facing wellbeing and mental health challenges. Then our Christmas appeal, Home for Christmas, raised £70,000. We also ran a Crowdfunder which raised £3,000 for a new sleep pod for the Watford Winter Shelter so that people with pets could have a safe and warm place to sleep.

Gifts in kind:

The amount of food donations we receive from the local community is staggering. Weekly donations from local supermarkets and shops are complemented by both our annual Harvest appeal and regular donors. Huge thanks goes to our volunteer drivers who collect items from Costco, Marks and Spencer and Lidl and to our fundraising volunteer who logs all the donations. We also received hundreds of donations at Christmas time, especially from customers in our local Dunelm store. These gifts were passed onto service users throughout New Hope.

Trusts:

We are grateful for continued support from the Garfield Weston Foundation, the Albert Hunt Trust and Joseph Rank Trust (the third of three instalments of £15,000). We also received £10,000 from the Shanly Foundation. Two grants were given specifically for our new focus on health: £2,000 from Watford Community Fund making possible an important piece of research into the needs of people rough sleeping in Watford and £7,790 from the Assura Community Fund allowing us to provide significantly increased health provision including dental care and podiatry.

Events:

We held two celebration events during this financial year, one in April 2024 and one in March 2025. The latter celebration event focused on Cornerstone, our new strategy. We also took part in another Stadium Sleep Out at the Vicarage Road Stadium which raised over £7,000 for New Hope.

Fundraisers:

We are pleased that more people are choosing to run their own events and fundraise for New Hope. Fundraisers took part in RideLondon, the Jurassic 100km and their own sporting challenges, and held a plant sale.

Corporate volunteers:

We had regular volunteering from local businesses in the Haven and Sanctuary kitchens with companies buying the ingredients and then cooking and serving the breakfast and dinner. This volunteering is incredibly helpful to us and we are grateful for the compassion and positivity these groups bring.

Internal and external communications:

The Fundraising and Communications Team is responsible for all internal communications which are vital in a charity based in multiple locations and with staff working different shifts. Regular internal emails and posters are sent out. The Fundraising and Communications Team is responsible for producing all internal and external printed and digital materials. The Fundraising and Communications Manager plays a strategic role, which included overseeing the annual policy review and publication of the policies and procedures handbook.

The Fundraising and Communications Team was also responsible for Knowing Me, Knowing You, the team conference. Over 70 staff and volunteers gathered together as we sought to help all staff and volunteers deepen their knowledge and understanding of all the facets of New Hope. The conference was hosted by Wellspring Church, who generously let us use their modern conference facilities for free.

> "This was for a good cause. It was a cold night, but I did manage to get some sleep. It made me think about what homeless people go through every night and how no one should have to do that."
>
> **Adam Taylor**

> "The sleep out was a first for us. A very cold, uncomfortable experience but for us, unlike others, it was just for one night and again unlike others, we were in a safe place. It was a privilege to be a part of it. Many thanks to all who supported us with the fundraising."
>
> **Valerie**

Volunteers

Nic Platt joined the team to oversee volunteering. We had 145 volunteers, 85 of whom volunteer all year round, across all of our centres. This included 48 people who regularly volunteer at our two charity shops, with the Watford shop being run entirely by volunteers, including the shop manager. This year the Recovery Service welcomed six new volunteers, supporting the staff and residents. The remaining 60 volunteers were ad hoc or seasonal; helping at the Watford Winter Shelter, assisting with projects, and cooking for our services at Christmas. The Watford Winter Shelter ran for 123 nights, with 41 volunteers helping – this alone amounted to 1476 hours of volunteering.

"I have been volunteering as a cook at the Sanctuary since December 2024. I've always had a passion for cooking and I like to help people. I used to take homemade meals out to rough sleepers on the streets of Watford and then my friend Dave from New Hope's Outreach Plus team suggested I apply to be a volunteer cook for New Hope. I usually cook for up to 25 residents every Tuesday evening – it may be roasting the meats and peeling the veg or preparing a big salad – the meal will be different each week and will depend on the food donations we have received. I have a lot of time to give, I've had a good life so far and feel good about giving back to those who need it. I love cooking and really enjoy chatting to the residents. I would encourage anyone who has some spare time to volunteer. All the staff are amazing people and will really support the volunteers and the residents."

Lee, evening cook at the Sanctuary Emergency Accommodation

Partnership

Partnership work is key and we have been pleased to work well with the following local organisations..

Ascend
Atria
Change Grow Live
Charis Tiwala
Citizens Advice
Community Mental Health Services
Community Safety Partnership
Emerging Futures
HACRO
Haircuts for Homeless
Hertfordshire Probation
Hertfordshire Social Services
Meadowell Health Services
Metro
MIND
One YMCA
Oxygen Routes
Salvation Army Homes
St Albans and Watford Probation
The Living Room
Three Rivers District Council
Top Golf
Waterways Chaplaincy
Watford BID
Watford Foodbank
Watford Borough Council
Watford Community Housing Trust
Watford Police
Watford Town Centre Chaplaincy

Thank you

As a local charity focusing on Watford and Three Rivers, we are dependent upon the support of our community. We are grateful to everyone who has donated, either a financial gift or a gift in kind, such as food, toiletries, or household items. We cannot possibly thank everyone who has donated here but please be assured that every donation matters to us. We would, however, like to say a special thank you to the following donors

Statutory

Hertfordshire County Council
Mayor's Small Grants
NHS Herts & West Essex ICS
Three Rivers District Council
Watford Borough Council
Watford Neighbourhood Fund

Trusts and Foundations

29th May 1961 Charitable Trust
Ako Foundation
The Champniss Foundation
CMW Charitable Trust
Garfield Weston Foundation
Groundworks UK
Hand on Heart
Helping Herts Homeless
Hertfordshire Community Foundation
Jandsford Charitable Trust
Richard Platt's Relief-In-Need Charity
Rutherford Charitable Trust
Shanly Foundation
The Albert Hunt Trust
The Big Give
The Joseph Rank Trust
Watford and Three Rivers Trust

Faith groups, community groups, and schools

Ark Community Church
Bograts Explorer Scouts
Burning Bush Masonic Lodge
Cathedral and Abbey Church of St Alban
Church of Our Lady and St Michael
Connect Church
Cornerstone Church
Derby Road Baptist Church
Dream Earth Project
Grace Fellowship
KindheART Charity
Holy Rood Church
South Oxhey Baptist Church
Soul Survivor Watford Church
Sri Guru Singh Sabha Gurdwara
St Andrew's Church Chorleywood
St George's Day Charity Club
St Luke's Watford
The Ark Synagogue
The Rotary Club Watford
Watford Lions
Wellspring Church
West Watford Golfing Society

Companies

ADM Agriculture
Costco Watford
De Lage Landen Leasing Limited
Dunelm
I am Wow
International Craft (Wholesale) Ltd
J P Hildreth Ltd
Lidl
London Building Control
Marks and Spencers
Myers Clark
Urenco Ltd
VWV Solicitors
Warner Bros Studios
Wenzel's

We would also like to thank the sponsors of the Stadium Sleepout: Foxtons, Top Golf, Gather and Gather, West Hertfordshire Teaching Hospitals, Morgan Sindall, and Warner Bros. We are also incredibly grateful to Watford FC Community Sports Education Trust for all their hard work in putting on the Stadium Sleep Out and inviting New Hope to be involved.

Financial Review

Following a highly successful result, New Hope made a significant strategic investment through the purchase of the freehold of one of its largest buildings. This acquisition supports the planned development of the Hub, a key strategic initiative of the new Cornerstone Strategy.

This purchase was funded using a combination of generous donations received both in the current and previous financial years, as well as restricted funds remaining from a legacy. The building element of the purchase (£841,549) was written off during the year, in line with our assessment of the building's useful economic life. The land element of the freehold (£320,000) was capitalised under Fixed Assets.

This major capital investment resulted in the charity reporting a year end deficit of £575,645. However, it is important to note that this deficit is primarily attributable to the one-off nature of the building purchase. Excluding this capital expenditure, the charity achieved an operations surplus of £101,904, demonstrating continued financial resilience.

The charity's total income for the year was £2,993,323, a decrease of £596,965 compared to the previous year. This reduction is primarily due to the absence of a one-off, exceptionally generous donation received from a benefactor in 2023/24.

Operating expenditure remained broadly in line with the previous year. However, total expenditure increased to £3,568,968, reflecting the significant capital purchase. Core operating costs were effectively controlled due to ongoing cost management measures and careful review of the charity's services during the year.

Going Concern

The trustees consider that sufficient income has been secured to cover all anticipated liabilities. The trustees are not aware of any material uncertainties which will restrict New Hope's ability to continue as a going concern and the financial statements have, therefore, been prepared on a going concern basis.

Reserves Policy

New Hope's Reserves policy is designed to comply with the guidelines set out by the Charity Commissioner's guidance on reserves (CC19-40) which states: "To justify their holding of reserves, trustees should have a reserves policy based on a realistic assessment of their reserves' needs."

This policy has been established so that the trustees can be confident that reserves levels match New Hope's needs, primarily: to protect the organisation and its charitable activity by providing time to adjust to changing financial circumstances.

New Hope maintains three types of reserves; restricted reserves are given for specific purposes and cannot be spent on the general costs of the charity. At the 31 March 2025 New Hope had restricted reserves of £132,685 (2024: £449,582). Designated reserves are funds set aside by the trustees from the unrestricted funds for specific future purposes or project. On the 31 March 2025 New Hope had designated funds of £1,984,693 (2024: £2,294,569). General reserves are available for the trustees to spend on the charitable activities. At 31 March 2025 New Hope had general funds of £694,363 (2024: £643,235). The free reserves available from this are £642,995 (2024: £572,309).

The trustees have agreed to maintain a free reserves level of approximately three months of budgeted annual expenditure. This decision has been made giving consideration to the current sources of income and the likelihood of a decrease in any one funding stream. The trustees have taken into account current trends and the reliance on any single funding stream. When setting this policy the trustees have taken into consideration the length of time the charity will need to adjust to a change in funding.

At 31 March 2025 the required level of free reserves under this policy is £641,635. As above New Hope currently has free reserves of £642,995.

Risks

New hope has compiled a risk register identifying the actions necessary to eliminate control and

reduce or accept the risk. An annual review of the register is carried out by the trustees, although the leadership team keep the risks under review on a regular basis. The trustees are satisfied that there are sufficient policies and procedures in place and applied for all the main areas of risk.

The register addresses the risk in eight key categories: operational risk, retail risk, financial risks, fundraising and communications, personnel, property, IT, external environment and governance. All risks are assessed due to their likelihood and impact. Where appropriate mitigating controls are put into place.

During their last review the trustees identified the following as the four highest areas of risk for the charity:

- Incidents or accidents arising from working with challenging service users. All staff are trained to a high standard and provided with adequate supervision. The leadership team also implement a full portfolio of policies and procedures.
- Increase in level of competition for contracts and funding. The local government reorganisation may result in a change in competition for local level funding. The trustees and leadership team are closely monitoring the changes that will take place and the impact these may have. Annual budgets are always produced and the charity maintains regular communication with key funders.
- The trustees have identified an increased risk of expensive maintenance costs following the purchase of our Emergency Accommodation building. During the survey a number of improvements were noted. The building is earmarked in the charity's strategy for significant refurbishment, however until this is completed the building carries a high risk of increased costs resulting from essential maintenance to the fabric of the building. The budget for the year includes higher maintenance costs and an amount of £37,902 is held in the building repairs fund in designated funds. The team are also working to minimise the time between purchase and redevelopment of the property.
- On one of the key strategic aims in the current Cornerstone document is to develop a new homeless hub on the current site of the Emergency Accommodation. This will provide improved facilities and an integrated service, providing better services for the Town. The plans involve a full redevelopment of the site and the trustees have identified the risk that insufficient funds will be raised for the redevelopment. The trustees have identified the need for clear budgeting and cost appraisals to be carried out on the project. The trustees have also identified alternative uses or designs for the building if insufficient funds are available.

Governance

Structure

Watford New Hope Trust is a charitable company limited by guarantee, established under a Memorandum of Association which sets out the objects and powers of the charitable company. It is governed under its Articles of Association. On 1 April 2014 the charity introduced a trading name, New Hope, and now operates under that name. The charity set up a wholly owned trading company, New Hope Retail Limited, in June 2011. New Hope Retail is a company limited by guarantee, registered company number 7667185.

Organisational Structure

The Trustees govern the business of New Hope and decide matters of policy, governance and strategy at regular meetings. The Trustees delegate the day-to-day running of New Hope to the Chief Executive, Mr M Heasman. The Chief Executive works with a leadership team and service managers to implement the strategy and the charity's policies and procedures.

The Trustees

The Trustees are directors for the purposes of company law and trustees for the purpose of charity law. The Trustees act on advice and information from regular meetings with the Chief Executive and with regard to the Charity

Commission's guidance on public benefit. Other decisions made within the organisation are reported to the Board.

The Trustees who served during the period and up to the date of signing were:

Mr J Ford (Chair)

Dr T Robson OBE (appointed September 2024)

Mr S Meldrum (appointed July 2025)

Mrs C Logan (appointed September 2025)

Mr D Evans (Treasurer) (resigned September 2025)

Mrs M Sills

Mr A Robertson

Mr M Bailey

Mrs A Reeve (appointed July 2025)

Third party indemnity insurance was in place for Trustees during the year.

Guarantees

Trustees, whilst serving, and for a period of twelve months after ceasing to be Trustees, guarantee to contribute an amount not exceeding £10 each to the assets of New Hope in the event of winding up. The total number of Trustee guarantees at 31 March 2025 was six (2024: five).

Appointment and Training

New Trustees are recommended by the existing Trustees and are chosen for their ability to contribute to the needs and ethos of New Hope. All new Trustees are fully inducted on appointment. Trustees are also regularly advised of relevant training opportunities.

Sub Committees

The Trustees operate three subcommittees:

- The **Finance and Audit Committee** consists of three Board members. The committee meets before each trustee meeting to consider financial reports in more detail. The committee also reviews the annual budget and financial statements and makes recommendations prior to approval by the full Board of Trustees.
- The **Remuneration Committee** consisting of three board members and one staff member meets annually to review the CEO's remuneration and to review management's recommendations regarding overall remuneration structure and make recommendations to the board.
- The **Board Development Committee** consists of three trustees and meets on an ad hoc basis to seek and review new candidates for the board.

Reference and Administrative Information

Charity registration number: **1080784**

Company registration number: **03969063**

Registered office:

67 Queens Road
Watford
Hertfordshire
WD17 2QN

The Trustees (Directors):

Mr J R Ford	(Chair)
Dr T Robson OBE	
Mrs M Sills	(Treasurer)
Mr A Robertson	
Mr M Bailey	
Mrs A Reeve	
Mr S Meldrum	

Leadership Team:

Mr M Heasman	Chief Executive
Mr R Edmonds	Deputy CEO and Head of Services
Mrs S Holford	Head of Finance
Mrs A Bowyer	Head of Resources

Bankers and other Financial Advisers:

Royal Bank of Scotland
36 St Andrews Square
Edinburgh
EH2 2YB

CafCash Limited
Kings Hill
West Malling
Kent
ME19 4TA

Auditors:

Dux Advisory Limited
Kennel Club House
Gatehouse Way
Aylesbury
Buckinghamshire
HP19 8DB

Responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements the trustees are required to:

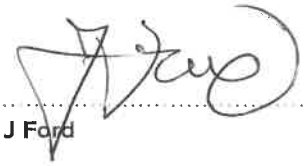
- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make the judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures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

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees on 11th September 2025 and signed on behalf of the Trustees



Mr J Ford

Independent Auditor's Report to the Members of Watford New Hope Trust

Opinion

We have audited the consolidated financial statements of Watford New Hope Trust (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, Consolidated 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 consolidated financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2025, and of the group's 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 auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 consolidated 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 group's and the charitable parent company's and 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 other information comprises the information included in the trustees annual report, other than the consolidated financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the consolidated 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the course of 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 (Trustees Annual Report for the year ending 31 March 2025) for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Trustees Annual Report for the year ending 31 March 2025 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 parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the financial statements as on 31 March 2025 and the trustees report.

We have nothing to report in respect of the following matters in relation to which 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 consolidated financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable parent company for the purposes of company law) are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the trustees are responsible for assessing the charitable parent 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 parent company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report 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 consolidated

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:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity.
- We communicated identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. We examined and discussed with management any known or suspected instances of fraud or non-compliance with laws and regulations.

We assessed the risks of material misstatement in respect of fraud as follows:

- The audit team discussed whether there were any areas that were susceptible to misstatement as part of their fraud discussion.
- In addressing the risk of management override of controls, we tested the appropriateness of journal entries with a focus on large or unusual transactions based on criteria determined using our knowledge of the organisation and industry. We also challenged assumptions and judgements made.
- We incorporated an element of unpredictability in the selection of the nature, timing and extent of our audit procedures.
- Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud, including bribery and non compliance

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the consolidated financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the consolidated financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable parent 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 parent company's members those matters we are required to state to them in an auditor's 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 parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

B Permal

Bianca Permal FCA
(Senior Statutory Auditor)
for and on behalf of Dux Advisory Limited
Kennel Club House
Gatehouse Way
Aylesbury
Buckinghamshire
HP19 8DB

Date 16 December 2025

Watford New Hope Trust (trading as new hope)
Consolidated Statement Of Financial Activities (including income & expenditure account)

Year ended 31 March 2025

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	Unrestricted funds £	Restricted funds £	Total funds 2024 £
Income							
Donations and legacies	2	570,094	361,632	931,726	1,303,666	421,472	1,725,138
Charitable activities:							
Intervention	3a	153,547	85,000	238,547	119,687	-	119,687
Recovery	3b	1,112,371	-	1,112,371	1,131,984	-	1,131,984
Prevention	3c	348,708	-	348,708	295,228	-	295,228
Other trading activities:							
Retail income		287,715	-	287,715	278,043	-	278,043
Investments		74,256	-	74,256	40,208	-	40,208
Other income		-	-	-	-	-	-
Total income		**2,546,691**	**446,632**	**2,993,323**	**3,168,816**	**421,472**	**3,590,288**
Expenditure							
Raising funds:							
Retail	4	151,535	-	151,535	156,261	-	156,261
Fundraising and communications	4	174,098	-	174,098	156,231	-	156,231
Charitable activities:							
Intervention	4	175,034	336,672	511,706	115,051	345,067	460,118
Recovery	4	1,406,490	58,299	1,464,789	1,488,653	73,009	1,561,662
Prevention	4	367,276	58,015	425,291	321,159	62,039	383,198
Other expenditure		531,006	310,543	841,549	-	-	-
Total expenditure		**2,805,439**	**763,529**	**3,568,968**	**2,237,355**	**480,115**	**2,717,470**
Net income/ (expenditure) for the year		(258,748)	(316,897)	(575,645)	931,461	(58,643)	872,818
Reconciliation of funds							
Total funds brought forward		2,937,804	449,582	3,387,386	2,006,343	508,225	2,514,568
Total funds carried forward	8,9	**2,679,056**	**132,685**	**2,811,741**	**2,937,804**	**449,582**	**3,387,386**

All of the charitable company's activities are considered to be continuing.

There were no recognised gains or losses other than the result for the year

The notes numbered 1 to 17 form part of these financial statements

Consolidated Balance Sheet

At 31 March 2024

	Note	2025 Charity £	2025 Group £	2024 Charity £	2024 Group £
Fixed Assets					
Tangible assets	5	1,525,629	1,525,629	1,249,567	1,249,567
Current Assets					
Current asset for sale		-	-	675,000	675,000
Debtors	6	200,139	128,370	222,275	150,505
Cash at bank and in hand		1,151,200	1,222,969	1,366,203	1,437,973
		1,351,339	1,351,339	2,263,478	2,263,478
Creditors: Amounts falling due within one year	7	65,227	65,227	125,659	125,659
Net Current Assets		1,286,112	1,286,112	2,137,819	2,137,819
Total Assets Less Current Liabilities		2,811,741	2,811,741	3,387,386	3,387,386
Net Assets		**2,811,741**	**2,811,741**	**3,387,386**	**3,387,386**
Funds					
Unrestricted:					
Designated	8,10	1,984,693	1,984,693	2,294,569	2,294,569
General funds	8,10	694,363	694,363	643,235	643,235
		2,679,056	2,679,056	2,937,804	2,937,804
Restricted	9,10	132,685	132,685	449,582	449,582
Total Funds		**2,811,741**	**2,811,741**	**3,387,386**	**3,387,386**

These financial statements have been prepared in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006. These financial statements were approved by the Trustees on 11th September 2025 and are signed on their behalf by:

.....

Mr J Ford

Company number 03969063

The notes numbered 1 to 17 form part of these financial statements

Cashflow Statement

At 31 March 2025

		2024		2023
		£		£
Cashflows from operating activities		(575,645)		872,818
Net income/(expenditure) for the reporting period				
Adjustments for:		881,778		46,177
Depreciation		(74,256)		(40,208)
Investment income		675,000		(675,000)
Current asset for sale				
(Increase)/decrease in debtors		22,135		43,823
Increase/(decrease) in creditors		(60,432)		2,415
Net cash provided by / (used in) operating activities		868,580		250,025
Cashflows from investing activities				
Purchase of fixed assets	(1,157,840)		(4,272)	
Investment income	74,256		40,208	
Net cash provided by/(used in) investing activities		(1,083,584)		35,936
Net increase in cash and cash equivalents		215,004		285,961
Cash and cash equivalents at 1 April		1,437,973		1,152,012
Cash and cash equivalents at 31 March		**1,222,969**		**1,437,973**
Analysis of cash and cash equivalents:				
Cash in hand		1,222,969		1,437,973
Total cash and cash equivalents		**1,222,969**		**1,437,973**

Notes to The Consolidated Financial Statements Year ended 31 March 2025

1 Accounting Policies

Company information

Watford New Hope Trust is a private charitable company limited by guarantee, incorporated in England & Wales. Details of the registered office and principal address can be found on the reference and administrative information pages. Members guarantee to contribute an amount not exceeding £10 each to the assets of New Hope in the event of winding up.

Legal status:
The liability of the members is limited.

Every member of the Charity undertakes to contribute such amount as may be required (not exceeding £10) to the Charity's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the Charity's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves.

If the Charity is wound up or dissolved and after all its debts and liabilities have been satisfied there remains any property it shall not be paid to or distributed among the members of the Charity, but shall be given or transferred to some other charity or charities having similar purposes to the objects of the Charity, which prohibits the distribution of its or their income and property to an extent at least as great as is imposed on the Charity by Clause 5 of the Memorandum and Articles of Association, chosen by the member of the Charity at or before the time of dissolution and if that cannot be done then to some other charitable object.

Basis of accounting

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The trustees consider that sufficient income has been secured to cover all anticipated liabilities. The trustees are not aware of any material uncertainties which will restrict New Hope's ability to continue as a going concern and the financial statements have, therefore, been prepared on a going concern basis.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

Critical accounting judgements and key sources of estimation uncertainty

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

Income

Income is recognised in the period in which New Hope is legally entitled to the income provided that:

- any performance conditions have been met,
- it is probable that the income will be received and
- the amount can be quantified with reasonable accuracy.

Legacies are recognised in the Statement of Financial Activities when notification of the legacy has been received and a reasonable estimate of the value of the legacy can be made. Donations and grants are recognised when the Charity has been notified in writing of the amount. In the event that a grant or donation is subject to conditions, that require a level of performance before the Charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the Charity and it is probable that those conditions will be fulfilled in the reporting period.

Expenditure

Expenditure is accounted for on an accruals basis, inclusive of VAT, which cannot be recovered. Certain expenditure is directly attributable to specific activities and has been allocated to those cost categories. Where these costs are attributable to more than one activity, they have been apportioned to the individual activities on the basis of the time spent by staff on matters relating to those activities. Head Office costs have been allocated on the basis of incoming resources and direct costs and have been apportioned to the cost centres of fundraising and publicity and individual projects within charitable expenditure in accordance with the requirements of the Statement of Recommended Practice.

Gifts in kind

Donated gifts and services are recognised as income when the Charity has control over the item and the economic benefit can be measured reliably. Such goods and services are recognised on the basis of the value that the Charity would have been willing to pay to obtain such services or facilities on the open market. In accordance with the Charities SORP (FRS 102) the time and commitment donated by the volunteers has not been recognised in the Statement of Financial Activities. Gifts donated for resale are included as income when they are sold due to the administrative difficulty in estimating the fair value of the goods.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

Tangible fixed assets

Individual assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows: Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold buildings	2% per annum straight line
Leasehold buildings	over the length of the lease
Equipment	25% per annum straight line
Fixtures and fittings	10% to 25% per annum straight line

Depreciation is calculated monthly and is included from the first full month after purchase. Freehold land is not depreciated. Other property interests are depreciated over the term of the lease of the property concerned or the relevant management agreement.

Cash and cash equivalents

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values but are not held for investment purposes.

Debtors

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

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.

Financial instruments

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

Tax status

New Hope is a registered charity and therefore it is not assessable to corporation tax on any surplus charitable funds.

Pensions

New Hope operates both a stakeholder pension scheme for employees, to which the employer does not make contributions and a group personal pension. The group personal pension is a defined contribution scheme and New Hope makes a 3% contribution where employees are also contributing to the group personal pension scheme. This scheme is managed by Smart Pensions and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. New Hope has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

Funds

Funds held by New Hope are:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

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

The nature and purpose of each fund is explained further in the notes to the financial statements.

Group financial statements

The consolidated accounts incorporate those of Watford New Hope Trust (trading as New Hope) and its subsidiary undertaking, New Hope Retail, for the year ended 31 March 2025. As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent company is not presented as part of these financial statements. The result of the Charity alone for the year was a deficit of £575,645 (2024 : surplus £872,818). New Hope Retail has not carried out any trading during the year (2024: dormant).

2 Donations And Legacies

	2025 Unrestricted	2025 Restricted	2025 Total	2024 Unrestricted	2024 Restricted	2024 Total
	£	£	£	£	£	£
Grants	20,445	258,694	279,139	10,272	343,889	354,161
Legacies	15,986	-	15,986	66,198	-	66,198
Individual donations	318,131	91,123	409,254	944,662	63,616	1,008,278
Tax reclaimed	24,790	340	25,130	43,142	12	43,154
Other donations	190,742	11,475	202,217	239,392	13,955	253,347
	570,094	361,632	931,726	1,303,666	421,472	1,725,138

Gifts in Kind

New Hope receives significant donations of food, toiletries, clothing and other items from local companies, schools, churches and individuals. All donations are included in the financial statements at the estimated value the Charity would have paid for them. From time to time New Hope also received other gifts to assist in the operation of New Hope's activities. The total amount of gifts in kind included in the financial statements is £113,063 (2024: £809,575).

3 Charitable Activities

	2025 Unrestricted £	2025 Restricted £	2025 Total £	2024 Unrestricted £	2024 Restricted £	2024 Total £
3a Intervention						
Housing Benefit	71,215	-	71,215	12,731	-	12,731
Contracts	82,332	85,000	167,332	106,956	-	106,956
Total Intervention	**153,547**	**85,000**	**238,547**	**119,687**	-	**119,687**
3b Recovery						
Housing Benefit	795,037	-	795,037	729,229	-	729,229
Ineligible charges	24,167	-	24,167	22,921	-	22,921
Contracts	293,167	-	293,167	379,834	-	379,834
Total Recovery	**1,112,371**	-	**1,112,371**	**1,131,984**	-	**1,131,984**
3c Prevention						
Housing Benefit	148,786	-	148,786	145,146	-	145,146
Ineligible charges	8,128	-	8,128	6,314	-	6,314
Contracts	191,794	-	191,794	143,768	-	143,768
Total Prevention	**348,708**	-	**348,708**	**295,228**	-	**295,228**
Total charitable income	**1,614,626**	**85,000**	**1,699,626**	**1,546,899**	-	**1,546,899**

4 Total Expenditure

	Intervention	Recovery	Prevention	Other Expenditure	Fundraising and communications	Retail	Head office	2025 Total costs	2024 Total costs
	£	£	£		£	£	£	£	£
Staff costs	315,121	777,702	225,453	-	97,083	31,112	331,414	1,777,885	1,726,879
Other staff costs	9,511	12,303	11,223	-	179	-	68,855	102,071	84,595
RSL charges	9,776	255,642	-	-	-	-	-	265,418	252,229
Premises costs	15,993	92,925	71,997	-	1,276	50,435	8,703	241,329	285,330
Office costs	2,837	3,090	3,144	-	10,015	4,283	3,819	27,188	24,727
IT costs	-	-	-	-	-	-	6,936	6,936	5,887
Service user costs	52,759	81,730	14,134	-	-	-	-	148,623	188,245
Insurance	3,761	3,287	4,211	-	680	5,747	9,061	26,747	22,366
Depreciation	7,016	2,542	9,113	837,840	2,271	13,936	9,060	881,778	46,177
Professional costs	2,189	5,154	1,901	3,709	1,247	1,044	54,348	69,592	62,830
Other costs	359	1,319	602	-	8,561	-	10,560	21,401	18,205
Head office costs	92,384	229,095	83,513	-	52,786	44,978	(502,756)	-	-
Total	**511,706**	**1,464,789**	**425,291**	**841,549**	**174,098**	**151,535**	-	**3,568,968**	**2,717,470**

4 Expenditure (continued)

Staff Costs

	2025	2024
	£	£
Wages and salaries	1,469,920	1,302,348
Social security costs	137,794	109,096
Pension costs	30,049	26,864
Agency and security costs	140,122	288,571
Redundancy costs	-	-
	1,777,885	**1,726,879**

During 2025 one employee earned in the bracket between £70,000 and £80,000, excluding company pensions (2024: one employee earned in the bracket between £60,000 and £70,000. Pensions costs for higher paid employees totalled £1,321 (2024:£1,320).

In addition to around 200 volunteers during the year the full time equivalent number of staff employed by New Hope during the year, excluding trustees, are set out below.

Employee Numbers

	2025	2024
	No.	No.
Direct charitable work	30.3	30.4
Fundraising and communications	2.7	2.7
Head office	9.0	7.9
Retail	1.0	1.0
	43.0	**42.0**

Key Management

No trustee was remunerated during the year (2024: nil) and there were no trustee expenses during year (2024: nil).

The leadership team is considered the only key management of the organisation. Total remuneration and benefits paid to the leadership team during the year was £183,705 (2024: £175,615). The leadership team consists of three employees; CEO, Deputy CEO and Head of Services and Head of Resources. In addition the Charity engages the services of a financial consultant to carry out the role of Head of Finance.

Auditors' remuneration:

	2025	2024
	£	£
Audit	13,800	13,140
	13,800	**13,140**

Governance costs:

	2025	2024
	£	£
Governance costs inlcuded in expenditure in note 4	**19,426**	**18,681**

5 Fixed Assets

Charity & Group	Interests in property	Plant and machinery etc	Total
Cost	£	£	£
At 31 March 2024	1,834,198	346,770	2,180,968
Additions	1,157,840	-	1,157,840
Disposals	-	-	-
At 31 March 2025	2,992,038	346,770	3,338,808
Depreciation			
At 31 March 2024	655,557	275,844	931,401
Depreciation	862,220	19,558	881,778
Disposals	-	-	-
At 31 March 2025	1,517,777	295,402	1,813,179
Net Book Value			
At 31 March 2025	**1,474,261**	**51,368**	**1,525,629**
At 31 March 2024	**1,178,641**	**70,926**	**1,249,567**

During the year New Hope purchased the building on Exchange Road, currently used for the Emergency Accommodation service. This was in line with the strategy document, Cornerstone, and the charity intends to further develop the site. This development is in the planning stage and, as the building will have limited useful economic life the full value of the building has been depreciated.

The cost of plant and machinery includes donated assets valued by the trustees at £10,000 (2024: £10,000). All of the assets held by the Charity are used for charitable purposes.

New Hope owns the freehold interest in the Haven, 67 Queens Road (shop and offices), 94 Tolpits Road (HopeHomes), 31 Grosvenor Road (HopeHomes) and the Sanctuary (Emergency Accommodation). The Charity's interest in New Hope House represents costs of £171,768 which are fully depreciated. The title to the property is held by Salvation Army Homes and there is a charge registered on the title deeds at the Land Registry noting New Hope's interest. There is a management agreement between New Hope and Salvation Army Homes under which the Charity undertakes the day-to-day management of the property. If the property is sold the Charity is entitled to a 50% share in the sale proceeds. In the opinion of the trustees the amount to which the Charity would be entitled is at least equal to the value at which the Charity's interest is included in these financial statements.

Interests in property includes:	**2025**	**2024**
	£	£
The Haven	213,300	219,632
Shop and offices	493,740	502,053
Sanctuary builiding	320,000	-
HopeHomes	447,221	456,956
	1,474,261	**1,178,641**

6 Debtors

	2025 Charity	2025 Group	2024 Charity	2024 Group
	£	£	£	£
Housing benefit debtors	24,232	24,232	32,668	32,668
Prepayments and accrued income	8,380	8,380	5,942	5,942
Other debtors	86,741	86,742	97,072	97,072
Tax recoverable	9,016	9,016	14,823	14,823
Intercompany account	71,770	-	71,770	-
	200,139	128,370	222,275	150,505

7 Creditors

	2025 Charity	2025 Group	2024 Charity	2024 Group
Within one year	£	£	£	£
Accruals	53,927	53,927	86,124	86,124
Other creditors	11,300	11,300	39,535	39,535
	65,227	65,227	125,659	125,659

8 Designated Funds (Charity and Group)

	31 March 2024	Income	Expenditure	Transfers	31 March 2025
	£	£	£	£	£
Designated funds					
Property	1,095,566	-	(18,688)	320,000	1,396,878
HopeHomes	202,348	-	-	-	202,348
The Hub	953,203	215,933	(531,006)	(320,000)	318,130
Building repairs fund	27,902	10,000	-	-	37,902
Watford Winter Shelter	12,731	13,885	-		26,616
Women's hostel	2,819	-	-	-	2,819
	2,294,569	239,818	(549,694)	-	1,984,693
General unrestricted funds	643,235	2,306,873	(2,255,745)	-	694,363
Total unrestricted funds	**2,937,804**	**2,546,691**	**(2,805,439)**	-	**2,679,056**

	31 March 2024	Income	Expenditure	Transfers	31 March 2025
	£	£	£	£	£
Designated funds - Prior year					
Property	1,114,254	-	(18,688)	-	1,095,566
HopeHomes	202,348	-	-	-	202,348
The Hub	50,400	902,803	-	-	953,203
Building repairs fund	25,302	10,000	(7,400)	-	27,902
Watford Winter Shelter	-	12,731			12,731
Women's hostel	2,819	-	-	-	2,819
	1,395,123	925,534	(26,088)	-	2,294,569
General unrestricted funds	611,220	2,243,282	(2,211,267)	-	643,235
Total unrestricted funds	**2,006,343**	**3,168,816**	**(2,237,355)**	-	**2,937,804**

Purposes of designated funds

Property - This comprises a sum set aside by the trustees to reflect the investment in property held by New Hope. The amount represents the net book value of property interests less any amounts held in restricted funds for specific properties.

HopeHomes - These funds were donated through a legacy and have been set aside to assist in the costs of purchasing property for the HopeHomes service.

The Hub - This represents amounts set aside to fund the development of a new Watford Hub.

Building Repairs Fund - This represents reserves set aside by the trustees towards the cost of major repairs to the properties in which New Hope has an interest.

Watford Winter Shelter - Funds raised through housing benefit allocated for the costs of future winter Shelters.

Women's Hostel - The fund represents donations given in 2008-9 in memory of Janet Hosier. These funds are being held to fund the cost of a women's hostel.

9 Restricted Funds (Charity and Group)

	31 March 2024	Income	Expenditure	Transfers	31 March 2025
	£	£	£	£	£
The Haven - capital fund	83,075	-	(5,692)	-	77,383
The Haven - running costs	6,574	122,534	(123,056)	-	6,052
Emergency Accommodation	2,400	4,726	(4,726)	-	2,400
Street Outreach	-	104,037	(104,037)	-	-
Watford Winter Shelter	-	85,000	(85,000)	-	-
Recovery services	250	1,900	(1,900)	-	250
Cultivate	-	13,058	(13,058)	-	-
Tenancy Sustainment Team	357	32,060	(31,598)	-	819
Health Funding	-	32,790	(17,790)		15,000
Project Home	20,089	-	(4,843)	-	15,246
Rough sleeper support	5,493	-	(1,097)	-	4,396
Household support fund	-	33,772	(33,772)	-	-
Chaplain	16,425	13,316	(22,978)	-	6,763
Provision of accommodation	310,543	2,560	(313,103)	-	-
Other restricted funds	4,376	879	(879)	-	4,376
	449,582	**446,632**	**(763,529)**	-	**132,685**

Restricted funds - prior year

	31 March 2023	Income	Expenditure	Transfers	31 March 2024
	£	£	£	£	£
The Haven - capital fund	88,767	-	(5,692)	-	83,075
The Haven - running costs	7,538	148,537	(149,501)	-	6,574
Emergency Accommodation	2,394	14,450	(14,444)	-	2,400
Street Outreach	-	103,752	(103,752)	-	-
Watford Winter Shelter	-	85,000	(85,000)	-	-
Recovery services	250	596	(596)	-	250
Cultivate	-	10,700	(10,700)	-	-
Tenancy Sustainment Team	30,000	11,445	(41,088)	-	357
Project Home	24,488	39	(4,438)	-	20,089
Rough sleeper support	6,615	-	(1,122)	-	5,493
Household support fund	-	42,831	(42,831)	-	-
Chaplain	33,254	4,050	(20,879)	-	16,425
HopeHomes	310,543	60	(60)	-	310,543
Other restricted funds	4,376	12	(12)	-	4,376
	508,225	**421,472**	**(480,115)**	-	**449,582**

Purposes of Restricted funds

The Haven capital fund - This represents funding provided for the work carried out at the Haven. The provision for depreciation of the building is being charged to this fund.

Haven running costs - Various donations towards the general running costs for the service.

Emergency Accommodation - Donations to cover the costs of running the emergency accommodation within our Sanctuary building.

Street Outreach - Funds provided by Watford Borough Council to provide a an outreach support service and emergency accommodation to those engaged in rough sleeping in Watford.

Watford Winter Shelter - Funds provided by Watford Borough Council to support accommodation provided during severe weather conditions.

Recovery Services - Donations received to support the work carried out at the recovery services.

Cultivate - Donations and grants received to support the work carried out by the Cultivate team.

Tenancy Sustainment Team - Donations received towards the cost of staffing for the team.

Project Home - donations provided to run the Project Home scheme, supplying those moving from rough sleeping or homelessness to independent accommodation. This includes deposits, furniture and white goods.

Rough sleeper support -Financial assistance given to help the entrenched rough sleepers with individual support.

Household Support Fund - Represents funding from Hertfordshire County Council towards food, white goods and bedding. Funds were also provided to assist with the rental costs of service users who were not eligible for housing benefit.

Chaplain - Grants received to pay for a chaplain to support the wellbeing of staff and service users.

Provision of Accommodation - Reciept of a legacy in 2015 to provide accommodation to those who have experienced homelessness. The fund have been used this year to purchase the building housing New Hope's Emergency Accommodation.

10 Analysis of Net Assets between Restricted and Unrestricted Funds

Charity and Group

	Tangible fixed assets	Cash at bank and in hand	Net current assets/ (liabilities)	Creditors more than one year	Total
	£	£	£	£	£
Haven Support Centre - capital	77,383	-	-	-	77,383
Other restricted funds	-	55,302	-	-	55,302
	77,383	55,302	-	-	132,685
Designated funds	1,396,878	587,815	-	-	1,984,693
General unrestricted funds	51,368	579,852	63,143	-	694,363
	1,525,629	**1,222,969**	**63,143**	**-**	**2,811,741**

Prior year comparatives

	Tangible fixed assets	Cash at bank and in hand	Net current assets/ (liabilities)	Creditors more than one year	Total
	£	£	£	£	£
Haven Support Centre - capital	83,075	-	-		83,075
Other restricted funds	-	366,507	-		366,507
	83,075	366,507	-		449,582
Designated funds	1,095,566	1,199,003	-		2,294,569
General unrestricted funds	70,926	(127,537)	699,846		643,235
	1,249,567	**1,437,973**	**699,846**		**3,387,386**

11 Pensions

New Hope operates a Stakeholder Pension Scheme for all employees but does not contribute to the pension scheme on behalf of its employees. A group personal pension scheme, a defined contribution scheme, is also offered. New Hope pays a matched contribution of 3% for all employees within the scheme. The contributions payable by the charity charged to income and expenditure amounts to £30,049 (2024: £26,864). A payment of £787 is included in creditors at 31 March 2025 relating to the employer and employee contributions (2024: £266). Pension costs have been allocated based on the member of staff to whom the cost relates and the service they work in.

12 Contingencies

There are no contingent liabilities as at 31 March 2025 (2024: none).

13 Capital Commitments

There are no capital commitments as at 31 March 2025 (2024: none).

14 Ultimate Controlling Party

There is no ultimate controlling party.

15 Trading Subsidiary

New Hope Retail Ltd, the charitable company's trading subsidiary (Company number: 7667185) was incorporated on the 13 June 2011. New Hope Retail Ltd began to operate during 2011/12. The subsidiary's financial statements can be obtained from the operational address on page 3 of these financial statements.

The company was established to operate retail opportunities on behalf of New Hope. New Hope Retail Limited is a company limited by guarantee and the only member is New Hope. There are two directors, one member of the board of trustees of New Hope and the Chief Executive of the New Hope.

New Hope Retail ceased trading on 31 March 2019 and remained dormant.

16 Related Party Transactions

New Hope Retail Ltd, a wholly owned subsidiary, gift aids all profits to New Hope. The total gift aid donation relating to 2025 is £Nil (2024: £Nil).

New Hope Retail was dormant during the year and there were no payments from New Hope Retail to New Hope (2024: £nil). The total amount owing from New Hope Retail Ltd at 31 March 2025 to New Hope is £71,770 (2024: £71,770).

Donations received from trustees and other charities for which trustees act totalled £7,998 (2024: £10,710) during the reporting period.

17 Operating Lease Commitments

At 31 March 2025 New Hope had total commitments under non-cancellable operating leases as set out below:

Group & charity

	2025	2025	2024	2024
	Land and buildings	Other items	Land and buildings	Other items
Operating leases which expire:	£	£	£	£
Within one year	36,125	6,926	21,125	8,827
Within two to five years	47,667	2,113	10,667	10,468
In more than five years	-	-	-	-
	83,792	**9,039**	**31,792**	**19,295**

WATFORD NEW HOPE TRUST

England & Wales - Charity number 1080784

Accounts

NewHope

PREVENTING **HOMELESSNESS.**
TRANSFORMING **LIVES.**

Annual Report and Consolidated Financial Statements 2024

Company Registration Number: 3969063
Charity number: 1080784

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Chair and CEO's Welcome

National statistics show that homelessness in the UK increased by 27% in 2023. On top of the underlying issues of domestic breakdown, mental health and substance misuse that blight so many lives, the increase in rents, cost of living and shortage of affordable housing have pushed up evictions and the number of people who can't afford a roof over their heads.

The remarkable dedication of the New Hope team and other local partners supported by Watford Borough Council (WBC) and Herts County Council has helped protect Watford from the worst of the increase.

Winter is often the time when those facing homelessness are most vulnerable. With funding from WBC we offered an expanded version of the Watford Winter Shelter (WWS) based at the Haven.

One of our volunteers assembled bunk beds in an upstairs room at the Haven and our team set about using the winter shelter not only to offer accommodation but also to try to engage with service users more deeply to prevent them going back on the streets when the shelter closed at the end of winter. Ably led by Debby McKinlay, manager of the Haven, a mix of staff and a large team of volunteers not only gave a bed for the night but provided food, games nights, film nights and of course advice and support.

As well as intervening as early as possible in the lives of those facing homelessness through our street outreach team and the Haven, we also work hard to make sure that once we have helped someone find a tenancy they don't find themselves on the street again. The work of our Tenancy Sustainment Team (TST) is remarkable as they often work with people facing multiple challenges to help them settle in and build a solid foundation for independent and responsible living.

We are all very familiar with the demands on the health service. For those facing homelessness this can be even more challenging, both for the service users and often for the health service. At the Haven we have now run several days where a number of healthcare providers offer tests and treatment to our service users. These have been very well received and led to many service users receiving life-saving diagnoses and treatment.

For a number of years, we have been praying and working towards being able to develop a multi-disciplinary centre for those facing homelessness. This would bring together our support work and accommodation but also facilities for partners in health, mental health, Alcoholics Anonymous, Cocaine Anonymous, probation and other areas. Our Sanctuary building has been the site of so much wonderful work but is increasingly tired and barely fit for purpose. Our aspiration is to redevelop this site to bring together the work of the Haven and the Sanctuary in a well-appointed, purpose-built but flexible building.

This year we have been blessed to have been given a very generous donation which, along with some funds left from a previous legacy, will enable us to purchase the Sanctuary site. This will be very much step one of the process. Although we have detailed plans for the site, we are now getting more detailed costings and developing a plan to finance the new building.

For the last 25 years we have rented a property in Rickmansworth Road from WBC with a large garden area (previously home to our Community Market Garden). This has evolved from a community home to a recovery service while providing an area of peace and a chance to participate in a range of activities and workshops. We have known that WBC would want to develop this site at some point and that time has now arrived. During the pandemic we had set up Cultivate to take our horticultural work into the services which has proved a great success. As we leave Rickmansworth Road, WBC has committed to providing another property which we will add to our growing portfolio of HopeHomes, supported by TST as well as Cultivate and our chaplain.

Both Cultivate and our Chaplaincy services provide a crucial link for service users as they access our services, whether that be the Haven, Sanctuary, New Hope House or HopeHomes, Ian Bond's work as a horticultural therapist is such a gift to us, as is Sarah Shaw, our chaplain. Their mix of skills, compassion and prayer have been important ingredients in our work as we seek to prevent homelessness and transform lives.

For much of the time, our team works away in the background and, as our deputy CEO often reminds us, we never give up. Last year a number of the team were recognised more publicly for their work. The High Sheriff awarded us for our work with those facing homelessness and WBC's '100 people who helped make Watford' included our founders Janet Hosier, Sheila Meaning BEM and Dr Tim Robson, OBE as well as Polly Odbert, the volunteer manager of our charity shop in Watford.

Without the support of volunteers, donors, statutory funders and our army of prayer warriors, we wouldn't be able to function. Last year, our fundraising and communications team excelled themselves putting on a number of events and telling our story in such an effective way. The sleepout at Watford FC's stadium, the Big Give, the Thames Bridges Trek are the most visible but the many grant applications, wonderful prayer letters and many other initiatives help provide the finances to underpin our work. Thank you to them for all their work and big thank you to everyone who supports us. We are so appreciative of your support and give praise to God for His faithfulness.

John Ford Chair

Matthew Heasman CEO

Objectives and Operations

Our Mission

New Hope exists to serve people with current or recent experience of homelessness by providing accommodation and opportunities to rebuild damaged lives. Founded upon Christian values, which are at the core of our operation, we support people regardless of faith.

New Hope is a Christian charity. This means we value everybody and work to support people regardless of faith, class, disability, ethnicity, gender and sexual orientation. It doesn't mean that our staff and volunteers have to be Christian, to pray, or to share all of our motivations. We do however ask that all staff and volunteers are sympathetic to our mission, ethos and values.

Our mission is encapsulated in our strapline: 'preventing homelessness, transforming lives'.

Our Primary Objectives

We aspire to help the people we work with access pleasant, permanent accommodation that they can call 'home'.

Our values

- **Be professional** – staff will be trained to enable them to operate in accordance with best practice
- **Be responsive** – we will assess and respond to the needs and aspirations of service users as individually and constructively as possible
- **Be fair** – we will give equal consideration to service users of all creeds or none, and all lifestyles and abilities
- **Be accountable** – we will monitor our performance and communicate with our funders and supporters in order to improve the quality and efficiency of our services
- **Be honourable** – we will manage our activities with integrity, in accordance with our mission
- **Be prayerful** – we will seek God's guidance and enabling through prayer

Our services

To achieve our aims and objectives, New Hope provided the following services in the last financial year.

INTERVENTION

24-7 emergency homelessness helpline
Only dedicated homelessness phone service in the Watford area.

Outreach Plus
This service finds and engages with individuals who are rough sleeping in Watford and provides immediate emergency accommodation (three-beds).

The Haven
Provides food, clothes, showers, laundry facilities, sleeping bags and support to people who are sleeping rough.

RECOVERY

Sanctuary Emergency Accommodation
22-bed emergency accommodation.

Recovery Services Accommodation
Two homes providing accommodation for up to 14 individuals who are in recovery from alcohol and substance misuse.

Cultivate
Horticultural therapy, creative arts, wellbeing sessions, practical projects and pre-vocational opportunities.

PREVENTION

Tenancy Sustainment Team (TST)
Support for those renting after a period of homelessness to enable them to keep their tenancy.

HopeHomes
Long-term affordable rental homes for people who have been homeless and are now ready to live independently.

In the provision of these services the trustees have considered the Charity Commission guidance on public benefit. The trustees consider the services New Hope provides are within the definition of public benefit.

Our Strategy

In July 2021, we launched 'Roots', our strategic plan for 2021 – 2026. Roots is divided into two strands under the headings: Service User Priorities and Organisational Improvement. It is important to note that the second strand feeds into the first i.e. as the organisation continually improves so do the outcomes for service users.

To read the Roots strategy in full, please visit www.newhope.org.uk/roots-strategy

Strand A: Service User Priorities

My Home

We will work with service users to help access pleasant, permanent homes and then support them in maintaining, and where necessary, keeping possession of their tenancy, developing their independence, and helping them to become integrated, contributing members of their local community. We recognise that this will be a challenge because of the lack of affordable housing in the Watford and Three Rivers areas.

My Health

We will work with specialist health services to assist service users in accessing the best possible support for their physical and mental health, including their recovery from addiction. We will continue to develop an exemplary approach to ensure Trauma Informed Care and Psychologically Informed Environments are embedded within all of our services.

My Hope

We will prioritise support for those who fall through the cracks, including those who are rough sleeping, those who have failed to engage with other services or have restricted eligibility to benefits. We will strengthen existing services and introduce new ones to help service users experience increasingly fulfilled and meaningful lives and enjoy the prospect of better, brighter futures.

Strand B: Organisational Improvement

Strengthening the team

We will seek to improve and strengthen the way in which we manage our team of staff and volunteers.

Resourcing the vision

We will develop a new fundraising and communications strategy in response to the Roots strategy.

Investing in partnerships

We will continue to build on strong existing foundations and further strengthen New Hope's good standing with partners organisations.

Being faithful to our mission

New Hope will be recognisable as having the same mission which inspired its founders to form the charity in 1990. Our work will be marked by our caring, kind, and compassionate relationships with service users, particularly those who are destitute

We have already achieved the following:

My Home

- Consolidate our short-term contract to provide tenancy sustainment services to Three Rivers District Council and successfully bid for the renewal of this contract
- Create a new position of Home Finder to develop links with the private rental sector, lettings agencies, and housing associations
- Appoint an Assistant Manager to the Tenancy Sustainment Team
- Train the Tenancy Sustainment Team in children's safeguarding
- Continue Project Home as a scheme to provide people with the essential items they need when moving into a new home
- Repurpose the Community Home as a longer-term move-on accommodation
- Expand the Tenancy Sustainment Team in tandem with the growth of its work
- Deploy New Hope's Chaplain as an additional resource to support residents

My Health

- Develop New Hope House as an expanded recovery-based supported accommodation service
- Strengthen relationships with Meadowell Services (GP) and seek to register all service users with a GP
- Develop closer links with Gambling Anonymous, Cocaine Anonymous, and Alcoholics Anonymous

My Hope

- Launch the new Cultivate service which focuses on horticultural therapy
- Launch a new service at the Haven providing short-term humanitarian assistance to those in need
- Develop the case for 'The Hub' – a new service providing both emergency accommodation and crisis support for people facing homelessness
- Leave the Community Market Garden site
- Appoint a part-time chaplain
- Strengthening the team
- Convene a working group to consider ways to make New Hope develop a reputation as an employer of choice
- Review the impact of Covid-19 in terms of adopting a policy around working from home for some roles and some tasks
- Launch online HR software to improve communication and efficiency
- Prepare a document to demonstrate the significant value added to New Hope by volunteers
- Incrementally increase staff pay
- Monitor and improve staff retention
- Implement the recommendations of the 'employer of choice' working group
- Introduced Wellness Action Plans for all employees

Resourcing the vision

- Develop a new five-year fundraising and communications strategy
- Improve oversight of our accommodation services – within the context of the Watford Borough Council's Single Homeless Pathway – to ensure we minimise voids
- Support service users in maintaining zero arrears for payments to New Hope
- Mount a co-ordinated campaign to encourage supporters to leave a legacy to New Hope in their wills
- Organise annual celebration services for supporters
- Establish new processes which enable us to demonstrate more effectively the impact of our work
- Review the current Service User Database
- Hold a team conference, All Together Now
- Work on applying to become a registered provider to facilitate funding of 'The Hub'

Investing in partnerships

- Invest in good working relationships with other local charities and similar charities working in other areas

Being faithful to our mission

- Regular prayer times in New Hope's services with the chaplain taking a leading role in facilitating this

A new strategy, Cornerstone, was launched in September 2024. This can be read at www.newhope.org.uk/cornerstone This strategy focuses on:

The first priority of the 2025-2030 Cornerstone strategy is to **Open the Hub**. The Hub is the working title for this project. The completed development is likely to have a different name.

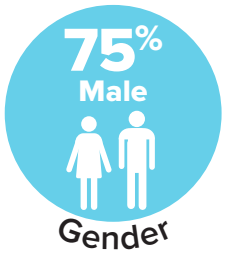
We plan to buy the freehold of the Sanctuary, and construct an exemplary new centre on this site that will combine the humanitarian aid, care and support offered at the Haven with the emergency accommodation provided at the Sanctuary. We want to work closely with other agencies within this new building to do everything possible to intervene swiftly in people's lives. This will include ensuring that they have access to the right healthcare. As part of this plan, the site currently occupied by the Haven is likely to have to be sold to help raise funds for this new project.

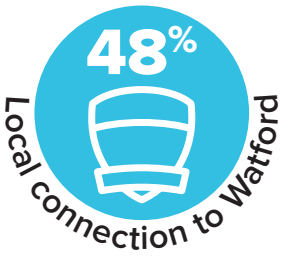
The design of the new building will be critical in terms of providing a service which makes people feel safe and relaxed. We want to make it a warm and welcoming environment, giving a flavour of home rather than that of an institution. However, we recognise that the design of the building is only part of the story. We remain committed to a service which is still thoroughly person-centred, where individuals are known by name and treated in a manner which promotes their dignity and reflects their worth.

The previous strategic plan, Roots, was written just as the pandemic was ending. At that time, as a result of the impact of the national 'Everyone In' initiative, the number of rough sleepers on the streets of Watford had dropped dramatically. The town had received a considerable investment of government money to provide improved accommodation for people recovering from homelessness, much of which enabled the work of other organisations to expand. In the months that followed, the numbers of rough sleepers perhaps unsurprisingly began to steadily rise again. However, the Watford Single Homeless Pathway began to function more effectively around this time and New Hope's role within it became clearer. Our key function within the pathway was recognised as being the first point of contact for adults facing homelessness. In tandem with this it became obvious that not enough was being done to intervene swiftly in terms of the poor health of many of our service users. So, a second priority for this strategy was identified, **Prioritising Health**. The third priority – **Aiming for Excellence** – reflects New Hope's commitment to continually improving the quality of every aspect of our work whilst the fourth priority – **Service Improvement** – identifies key areas for development not already referenced elsewhere in the strategy.

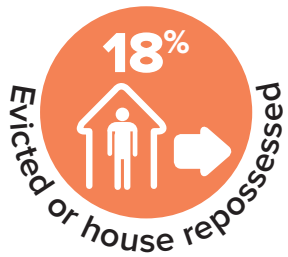
Achievements and performance

This year, we supported 484 individuals. In addition, there were 1,003 calls to our 24/7 emergency helpline.





Reason for homelessness



Support needs

Intervention

24/7 emergency homelessness helpline

The only dedicated homelessness phone service in the Watford area

1,003 phone calls

This phone line is answered by the team at the Haven during the day and by the team at the Sanctuary during the night.

Outreach Plus

Finding and engaging with people who are rough sleeping in Watford and providing immediate emergency accommodation.

Outreach Plus consists of a manager, two street outreach workers, and two regular volunteers.

Outreach Plus is the first step on Watford Borough Council's Single Homeless Pathway and features over 40 hours of street outreach per week, including late nights and early mornings. Outreach Plus also includes three crisis bedrooms.

- Average 14 people who have been verified as rough sleeping per month
- Three new people per month verified as rough sleeping

Highlights

- 21 people stayed in the Outreach Plus priority beds
- 78% of people who moved on did so into longer term accommodation or were reconnected to family

> "I've been volunteering for New Hope for over two years, working with the chaplain and with the Outreach Team. You see a lot of sadness, but it's also extremely rewarding. Despite all the challenges that people who are homeless face, their ability to survive is impressive - and the gratitude that they express for the little they have can be humbling."
>
> **Peter, New Hope volunteer**

Future objectives:

- 75% of people known to Outreach Plus will meaningfully engage with the team
- 80% of people supported by Outreach Plus will achieve planned and positive outcomes.
- 80% of people supported by Outreach Plus will engage with additional support from New Hope services or partner organisations
- To continue to increase visibility in the area, particularly the town centre
- To maintain and improve relationships and partnership working with local authorities, services and partner agencies

> “I was homeless and on the streets for five years in Watford. I always found spots that were out of sight to set up my tent and I was mindful of not showing the public I was homeless. Several times, I came back to my spot and found my tent and all my belongings gone, stolen or taken away. Each time I had to start over, asking “where am I going to sleep tonight.” I’ve experienced my tent flooding and I’ve just laid there because I didn’t want to leave anything behind to be taken or stolen, and having to wander round in the middle of the night to find somewhere to rest.
>
> The Outreach Team were always coming out to see me – it felt like they really cared about me and even if they’d woken me up I was grateful. One morning they came and said “come to the Haven today.” I remember going, expecting just some donated clothes but they gave me a brand-new winter coat, waterproof trousers that fitted and a pair of new walking boots in my size. They were like a blessing.”
>
> **Katherine**

The Haven

Providing expert advice in finding accommodation as well as humanitarian aid, including food, showers, clothes, laundry facilities and sleeping bags.

The Haven consists of a manager and three part-time support workers augmented by experienced casual workers. Regular, long-term volunteers help in the kitchen and with sorting clothes and food donations.

The Haven supported 335 individuals including 151 people who had never used New Hope services before. Our support ensured that people were rapidly able to access appropriate accommodation locally, reconnect with family and friends in other places, remain in their existing accommodation, or receive help from statutory services who had a legal ‘duty of care’ for the individual.

The Haven support workers provided help and advice to people threatened with homelessness (often because of evictions or repossessions), to people who were homeless but not yet rough sleeping i.e. people who were ‘sofa-surfing’, sleeping in a car, or staying in a hotel (having nowhere else to go). The Haven follows a PIE (psychologically informed environments) approach and treats each service user as an individual. Service users know the Haven team is on their side, acting as advocates with other professionals.

This year, the Haven team ran the Watford Winter Shelter from 1 December 2023 to 31 March 2024. Bunkbeds accommodating 15 people were put up in the first-floor rooms at the Haven and each evening a healthy and delicious hot meal was served. Thanks go to Watford Borough Council for funding this unique provision and to the volunteers who gave up their evenings to help provide the hot and healthy meals and created the friendly and welcoming atmosphere.

Highlights

- Health and wellbeing day in January 2024 in partnership with several other charities and support services, offering a wide range of health and advice services for 42 vulnerable people supported by New Hope and anyone who wanted to attend from across Watford. In addition to a typically hearty meal cooked by the Haven team, people receiving support from New Hope and our partners were able to get specialist advice and care from many essential services including:
  - Liver health scans and blood-borne virus testing from the NHS (who had a mobile surgery on-site)
  - Mental health advice and support from MIND
  - Support and advice with addiction and overdose awareness from Change, Grow, Live (CGL)

- Sexual health advice, support and screening from METRO Charity
- On-site haircuts from a CGL volunteer (who is also a trained hairdresser)
- Manicures and skincare from a New Hope Winter Shelter volunteer (who is a qualified manicurist)

- New partnership with Haircuts for Homeless

Statistics

- 13 new people on average per month seen at the Haven
- 7 people with restricted eligibility on average per month at the Haven
- 95 different people were accommodated at the Watford Winter Shelter and over half of these moved onto longer-term accommodation
- 37 regular volunteers helped run the Watford Winter Shelter

Future objectives:

- Deliver the Watford Winter Shelter 2024-5 with 50% of occupants move on into longer-term accommodation
- Develop the work with people with restricted eligibility, including completing the OISC (Office of the Immigration Services Commissioner) qualification and the Haven becoming a registered centre
- Supporting four people to get immigration status so they are no longer restricted eligibility
- Register as a StreetVet centre
- Host at least two health and wellbeing events

"The staff and volunteers at New Hope have delivered such an important service that has made a real difference in the lives of many people. I'm glad we were able to provide funding from Watford Council to help make this happen."

Peter Taylor, Elected Mayor of Watford

"(Breakfast at the Haven) makes you feel happier throughout the day. Instead of starting the day feeling hungry, it helps you start positive. I try to stay positive but it's hard when I'm hungry. I just hope that this is the beginning of a turn-around."

A Haven service user

"I am eternally grateful to you guys; you have literally saved my life"

A Haven service user

"I was just living in a rented house in Garston but it wasn't right. I wasn't given any notice at all to go, and then after that, I moved into a hotel in Borehamwood. I had to move from the hotel because, unfortunately, financially, I couldn't carry on there.

And then I came to Watford. On that first day I went to the Haven from the Town Hall. The funny thing was, I didn't really want to stay there in the evening because I wasn't sure who was going to be there. So I went out and spent the night outside. It was very cold in February so after one night of that, I decided that it was best to come back here.

After that I stayed the nights here. My first impressions were that it was quite affable. There are comfortable chairs and everything. Everywhere is clean. They're very friendly here. You won't starve here. Fantastic meals, Five-star meals! Fantastic! And the staff have really done a really good job. I have to say, they are fantastic. They got me into the YMCA and I'm now looking for a place to rent."

Someone who used the Winter Shelter

Recovery

Sanctuary Emergency Accommodation

22-bed emergency short-term accommodation

The Emergency Accommodation team consisted of a temporary manager and a team of support workers. The team has relied heavily on support from New Hope's casual workers, temporary cover staff from a local agency, and night-time security staff.

This service focuses on helping people with a statutory local connection to Watford Borough and is key to the council's Single Homeless Pathway. Individuals work with a support worker to create an individualised plan to help them move towards longer-term accommodation.

The Emergency Accommodation is often the first step off the street for people and provides a literal sanctuary for people when they are at their most broken and have lost hope. The service users accessing Emergency Accommodation continue to be incredibly vulnerable and often with complex needs.

Highlights:

- Provided emergency accommodation for 72 people.
- A psychologist has been volunteering four hours a month to help support residents with mental health needs.
- Refurbishment of the communal space and bathrooms in line with our Psychologically Informed Environment ethos.
- Regular food donations from the local community, including from a fish and chip shop, and corporate volunteers who buy the ingredients and cook dinner.

A new permanent manager started work on 1 April 2024.

Future objectives:

- For residents to be paying ineligible charges on time so that ineligible charge arrears are less than 5%
- For all housing benefit applications for eligible residents to be completed on time
- For 50% of residents to move on positively to longer-term accommodation

> "It feels really nice to know that the people from B&Q took time out of their lives to help people like us, it feels good to be thought about when you feel forgotten."
>
> **Emergency Accommodation resident**

> "The renovations B&Q did in the showers have had a really positive impact on service users; they really appreciate the time these people gave to help improve their quality of life."
>
> **Kiernon, support worker**

Recovery Services Accommodation

Two homes providing accommodation for up to 14 people who are in recovery from alcohol and substance misuse

The Recovery Services team consist of a manager, assistant manager, a substance and alcohol misuse worker, a wellbeing worker, two support workers, and three night support workers.

From 1 April 2023, the Recovery Services consisted of two homes and the third home became one of our HopeHomes.

Life at New Hope is frequently a mix of joy and grief and this year was no exception. The hardest moment of 2023-2024 for the Recovery Services was the loss of a resident in December from COPD. She maintained her recovery right through to the end. The residents were supported by the chaplain who led a time of remembrance. This was our tribute to Karen which we read out at our most recent celebration service.

> "Karen was known to New Hope for many years. She moved into the Recovery Services in 2022 where she was able to become clean and free of her addictions. She was so proud of her achievements. She delighted in her family and was thrilled to be able to spend time with her children and grandchild. She spoke very positively about the staff and how she was incredibly grateful for everything they did for her. She was a much-loved resident. Karen died with her family by her side in December 2023."

There were also moments of joy: we shared Katherine's story in our Christmas appeal. She successfully moved on from the Recovery Services to her own accommodation.

> "The team got me into accommodation and things really started changing for me. I got into my room and I could lock the door – it really takes some getting used to, having a bed, electricity, running water, a shower. I was given my own TV by my keyworker and I didn't even watch it for the first few days, I just stared at it – it had been so long since I had one.
>
> I get gifts at Christmas, even my birthday being recognised with a card and cake, ultimately the fact that people here celebrate 'you', I really appreciate it. On Christmas now, I get to put my feet up while the staff rush about making us all a Christmas dinner – the chaos of it all really makes this place feel like a home."

Highlights:

- 25 people received help from the Recovery Services
- Three moved into HopeHomes and one into social housing
- Daily group sessions
- The commitment and dedication that every single resident has shown as they have embraced recovery, fighting their way through every day to stay free from substances and/or alcohol
- The beautiful entrance way, full of motivational words written by the residents, to encourage one another in their journeys of recovery

Future objectives:

- To have occupancy of 90%
- For 100% of residents to be engaged with the in house recovery-focused groups, including the wellbeing group
- For residents to not accumulate arrears over £50 unless there's a payment plan
- For 60% of residents to move on positively

Cultivate

Horticultural therapy, creative arts, wellbeing sessions, practical projects and relational support for people accessing all of New Hope services

Cultivate consists of a full-time manager (a qualified horticultural therapist) and a part-time support worker (a qualified gardener who is training in psychodynamic counselling).

Cultivate has matured and developed over the last year. The service has become increasingly flexible and mobile, following a three-phase model which reinforces the agency of the service user:

Phase 1 – focused, gentle interactions – this approach works for people who have experienced complex trauma and who find it hard to trust

Phase 2 – short commitment – this approach works well for people with whom a foundation of safety has been created over time and who feel confident to imagine succeeding at the activity

Phase 3 – structured engagements – this approach works best for people who have moved into longer-term, supported accommodation and are aiming to achieve a goal

As a floating support service, Cultivate offers transitional support to service users moving from one service to another. This consistent thread of relational support helps avoid re-traumatisation and shame, especially if a person has been asked to leave a residential service.

The Cultivate team has created three tools to equip and train New Hope support workers: the Key Work Tree, the Resistance Tree and the Strengths Tree.

- Key Work Tree – key working through the Max-Neef framework of the nine universal needs
- Resistance Tree – helps to bring to the surface reasons which underlie resistance to engagement
- Strengths Tree – allows staff to gently explore people's strengths, resources, coping skills, and social networks

Highlights:

- Cultivate connected with 89 different people
- 35 outings were organised, including the Chiltern Open Air Museum, Top Golf, garden centres and the local board games café.
- 28 Cultivate sessions, including quizzes, board games, music sessions and drawing, were held at the Watford Winter Shelter

“We connected a Sanctuary Emergency Accommodation resident with Cassiobury Park Green Gym because he had an interest in gardening. He was welcomed by the group and soon became a valued member of the community. Over autumn, winter and spring the resident has helped design a new section of the Peace Garden and planted up his own areas. He has expressed that this is a vital part of his wellbeing, both the act of interacting with the plants and the social benefits of being a valued member of a positive community”

Ian, Cultivate manager

“Cultivate activities are therapeutic. You’re in your own space and in control of every moment. It’s calm and reflective and gives you a bond with other people in recovery that you wouldn’t normally get. It’s amazing how infectious their positive thinking is.”

Tom, resident at the Recovery Services

Future objectives:

- To provide wellbeing, outdoor experiences, and opportunities for creativity or healthy living sessions for 80 individuals at Phases 1, 2 and 3
- To track 20 people over their period of Cultivate support to demonstrate the positive impact of Cultivate, employing a variety of measurement methods (observational, and self-scoring, quantitative and qualitative)
- To complete 20 staff training/ presentation sessions (internal & external) assessing understanding and evidencing the subsequent application of learned content by observation.

Prevention

Tenancy Sustainment Team

Support for people renting after a period of homelessness to enable them to maintain their tenancies (including complex needs support and support for people in temporary accommodation in the Three Rivers borough)

HopeHomes

Long-term, affordable shared houses for people who have been homeless and are now ready to live independently. Our HopeHomes portfolio grew to three properties and 13 residents on 1 April 2023.

The Tenancy Sustainment Team, which also oversees HopeHomes, consists of a manager, assistant manager, a HopeHomes worker, a senior complex needs support worker and a complex needs support worker, and two support workers. The team was assisted by two regular volunteers and VINCI who volunteered in the summer, painting the playroom.

The team's work includes tenancy set-up, helping with benefits, furnishing new accommodation (which is generally completely empty), reducing barriers to moving i.e. debt, supporting people's costs of living needs, advocating for service users, providing emotional support, and taking part in multi-disciplinary team meetings.

The team worked on some complex cases involving childcare issues, court cases, probation, mental health services, and drug and alcohol services. The team provided steady, knowledgeable support for people in crisis and has advocated on their behalf to statutory housing teams.

Highlights:

- Tenancy support delivered to 63 people plus an additional 10 people in the Next Steps Accommodation Programme (NSAP)/Rough Sleepers Accommodation Programme (RSAP) units and 42 family units in Three Rivers Temporary Accommodation.
- 90% of people in NSAP/RSAP (all of whom have a history of losing tenancies) maintained their accommodations.
- The decoration of the community room at the temporary accommodation site by VINCI. It is now a welcoming and engaging space where we can host families and small events, which included a summer opening event in August and a Christmas party, attended by Father Christmas.
- Every family was provided with brand new Christmas presents, donated by customers at Lidl and families from Little Green School in Croxley Green.
- Four HopeHomes residents successfully moved onto their own accommodation.
- All other HopeHomes residents successfully maintained their tenancies.

Future objectives:

- Occupancy at HopeHomes to be 95% with rent arrears under 2.5%
- To demonstrate that 75% of people in the Next Steps Accommodation Programme are moving into independent living and sustaining their tenancy by the end of March 2025.
- To launch a pre-tenancy course by October 2024 and have 50% of HopeHomes residents complete the pilot.

“Due to the housing association losing my application in the system but with the help from TST I achieved my goal and regained my dignity and a sense of purpose. After all the deaths within my family, I shut myself off from anyone who was close to me, as this was a way of dealing with the grief I was going through, also I was ashamed of myself, by ending up in the situation I was in! TST always encouraged me to get back in touch with my loved ones, which eventually happened.

I was blessed with a place, which I actually regard as HOME, compared to places in the past. I am much more at peace within myself and my children and grandchildren spoilt me the other day on my 60th birthday.

I believe I am blessed, as every morning I wake up and draw breath, I have a home and I never go hungry. The Tenancy Sustainment Team played a positive role in my journey, for which I will always be grateful.”

Someone who was supported by TST

“It was a pleasure working with someone who is down to earth. I do not know what I would have done without TST. The help and support I’ve received in the short time I was living in Acacia Avene is something I have never experienced before.”

Someone who was supported by TST

Chaplaincy

The chaplain, a committed Christian, and a team of three volunteers spend time with residents in our different services, including our winter shelter, in a relaxed and informal way. The team listen, encourage, and pray with people (as requested). They build up relationships of trust and people find it very easy to open up to them. The chaplain is not tied to a particular building or service so is able to work with people as they move from service to service, progressing or relapsing. This consistency of care and demonstration of grace is invaluable.

Highlights:

- 150 different individuals received support from the chaplain
- An Alpha Course was run at the Recovery Services
- Growing volunteer team
- Easter and Christmas services were held at the Haven
- 15 different service users were taken or directed to local churches
- Regular Bible studies at the Sanctuary

"I would like to say a massive thank you to every member of staff and volunteers, I have been an active service user for about 8-9 years now give or take a few months and through all my years of struggling with addiction/substance abuse along with trying to cope with homelessness the only consistent part of my struggle has been the New Hope Charity. All of the staff have been super supportive and the chaplaincy have also been amazing, Sarah Shaw has given me so much support in moving into my new flat."

Future objectives:

- 150 people to receive support from the chaplaincy team (chaplain and her volunteers)
- Strengthen the chaplaincy volunteers with regular one-to-ones
- Compile a set of guidelines for the chaplaincy stating its purpose and principles
- Attend Christians Across Watford meetings to build up relationships with local churches
- Run another seekers' course, preferably one which works well for people who are struggling with addictions and poor mental health and are therefore unpredictable in attendance and concentration

Fundraising and Communications

This year, the Fundraising and Communications Team raised £1,725,138 for the work of New Hope. Please note that our income was exceptionally high due to a one-off gift of a house. This was sold and the income will be used to purchase the Sanctuary in 2024/25. The team generated gifts in kind, including regular food donations which help keep our food bills low, Christmas presents for service users, and items for the services, such as towels, bedlinen and kitchen equipment.

The team consists of a part-time manager, a part-time administrator, a full-time officer, a part-time graphic designer, and a regular volunteer who helps one day per week. The full-time equivalent is 2.7 with costs kept as low as possible.

Fundraising Appeals:

In May our Break the Cycle appeal raised £7,980 to help fund mental health work in the Tenancy Sustainment Team. This appeal was match-funded by the Big Give as part of their Kind2Mind initiative. Our Christmas appeal, Hope, not Homelessness, raised over £57,000 – our highest total ever! This includes match-funding from the Big Give's Christmas Challenge.

Legacies and major gifts:

We are incredibly grateful for a considerable lifetime gift as well as a number of legacies. Some of these funds will be used to purchase the Sanctuary building in preparation for The Hub development.

Gifts in kind:

Daily donations of food (from local supermarkets and individuals) have been invaluable and every item from our Urgent Needs list (totalling over £3,000!) was bought at Christmas, including items for people moving into their own homes, clothing for people sleeping rough, and items for the services. Sadly, our long-standing partnership with Ocado came to an end due to the closure of their Hatfield factory. We were very grateful to receive a farewell donation of £30,000. InSinkErator, who regularly volunteered in the Haven kitchen, purchased a new oven and gas extractor for the Haven. We received donations of fencing and raised beds from VINCI and some of their suppliers, such as GroundControl, for one of our gardens. Once again, we were grateful for the support of local faith groups and schools at Harvest time. These donations of non-perishable items are stored in a shipping container at the Haven and supply our accommodation services and the Haven with food items for many months.

Grants:

In the challenging fundraising climate of 2023-24, we were encouraged to receive a large grant from the Community Cost-of-Living Fund to provide frontline support and another from the Garfield Weston Foundation to provide tenancy sustainment services.

Events:

Almost £14,000 was raised for New Hope at the Stadium Sleepout, a joint initiative between Watford FC Community Sports Education Trust, One YMCA, Herts Young Homeless, DENS and New Hope. Almost 300 people spent the night at Watford FC's Vicarage Rd stadium on 1 March enjoying music from Electric Umbrella, art activities, and inspirational speakers. This was a special event and we hope to be part of a similar event in the future.

We were pleased local choir, the Phoenix Choir, chose to support New Hope at their annual Christmas concert at St Mary's Church. This event raised £650. We were delighted to officially open the new Dunelm shop in Atria, the local shopping centre, who also donated lots of home-furnishings for people moving into their own homes. Over £630 was raised at the Atria Christmas wrapping with the highlights being two passing shoppers who came up to the volunteers and said how New Hope had made a difference in their lives!

We did not hold an annual celebration event in this financial year, choosing to wait until April 2024.

Fundraisers:

We struggled to find people to take on individual fundraising events for us. However, one man raised over £1,400 in a gym-based triathlon, Matt Tristram raised over £4,000 in a January health and fitness challenge, and our Fundraising and Communications Manager gamely did the Thames Bridges Trek on the hottest day of the year and raised over £1,000. Merchant Taylors' school pupils took part in a sleep out on their school grounds and raised over £1, 600. We were grateful for a group of girls who sold plants at a local event and raised £997.

Corporate volunteers:

We had regular volunteering from local businesses in the Haven kitchen with a total of five helping over the year. The company buys the ingredients and then two volunteers cook and serve the breakfasts. This works well for all involved – the company enjoys hands-on volunteering and interacting with service users, the Haven kitchen is covered, and the guests appreciate new faces to talk to. We also had five companies cook dinner at the Sanctuary, including two regular groups. This is something we want to develop.

Seven companies helped with decorating and gardening across New Hope. Five businesses helped by delivering our Christmas appeal leaflets to local residents in December.

Internal and external communications:

The Fundraising and Communications Team is responsible for all internal communications which are vital in a charity based in multiple locations and with staff working different shifts. Regular internal emails and posters are sent out. The Fundraising and Communications Team created new recruitment materials, the new Employee and Volunteer Handbooks, new Policy Handbook, and oversee New Hope's website and social media channels. The Fundraising and Communications Manager plays a strategic role, which included being a key member of the Policy Review Team.

The Fundraising and Communications Team was also responsible for All Together Now, the first team conference since 2018. Over 60 staff and volunteers came together for a lunch and various team-building sessions at Wellspring Church, who generously let us use their modern conference facilities for free. The team conference will now be an annual event.

> "I enjoyed it and it gave me an insight into what it's like for those sleeping rough. We are going home to our beds but the homeless have to do this again and again. This is why doing this event to fundraise for the charities is important."
>
> **Rian, age 11, who took part in the Stadium Sleep Out**

Volunteers

75 people volunteered on a regular year-round basis, mostly at our two charity shops. We also had ad hoc volunteers helping with fundraising activities and during the Christmas week. The Watford Winter Shelter ran for 122 nights with 37 people helping regularly.

Every New Hope volunteer completes a suite of online training modules specific to their role.

> "The New Hope shop is more than a shop – firstly it's ministry, then it's the community, then, lastly, retail. My day starts at 7.30am to get the shop ready for the daily volunteers to arrive by 9.30am. Putting the float into the tills, checking enough milk, tea, coffee and biscuits are available for the team, and getting certain jobs ready for each volunteer."
>
> **Polly Odbert, volunteer manager of our Watford shop**

> "Our Croxley shop has been running for 10 years now and many of the volunteers have been with us since the beginning. We refurbished the shop in the summer – with the volunteers doing the majority of the work. Our purpose is multi-faceted, we are community-based shop with events, such as coffee morning, we raise money for New Hope's services, we enable people to buy good quality items and we stop items from going to landfill!"
>
> **Bella Crawley, manager of the Croxley shop**

> "I volunteer as part of New Hope's Outreach Plus service. Here, I join a fantastic team that builds relationships with people experiencing homelessness. As part of this service, the team offers ongoing support to homeless people, providing humanitarian aid and guidance on how to access accommodation. It has been inspiring to work alongside a team of people with so much compassion and see for myself the difference they are making."
>
> **Emily, Outreach Plus volunteer**

Partnership

Partnership work is key and we have been pleased to work well with the following local organisations.

Ascend
Change Grow Live
Citizens Advice
Community Mental Health Trust
Emerging Futures
Hertfordshire Social Services
Keech Family Support
Meadowell Health Services
MIND
One YMCA
Oxygen Routes
Salvation Army Homes
St Albans and Watford Probation
The Living Room
Three Rivers District Council
Watford Foodbank
Watford Borough Council
Watford Community Housing Trust

Thank you

As a local charity focusing on Watford and Three Rivers, we are dependent upon the support of our community. We are grateful to everyone who has donated, either a financial gift or a gift in kind, such as food, toiletries, or household items. We cannot possibly thank everyone who has donated here but please be assured that every donation matters to us. We would, however, like to say a special thank you to the following donors:

Statutory

Hertfordshire County Council
Cost-of-Living Fund
Three Rivers District Council
Watford Borough Council

Trusts and foundations

Garfield Weston Foundation
Hertfordshire Community Foundation
J and S Ford Charitable Trust
Maurice and Hilda Laing Charitable Trust
Pat Newman Memorial Trust
Richard Platt's Relief-in-Need Charity
Rutherford Charitable Trust
The Albert Hunt Trust
The Big Give
The Joseph Rank Trust

Faith groups, community groups, and schools

Ark Community Church
B&Q Foundation
Bograts Explorer Scouts
Bugler Foundation
Cathedral and Abbey Church of St Alban
Derby Road Baptist Church
Dream Earth Project
Fareshare

Haberdashers' Preparatory School
Hand on Heart
KindheART Charity
Sandy Lodge Golf Club
St Andrew's Church, Chorleywood
St George's Day Charity Club
St Helen's School
St Lawrence's Church, Abbots Langley
St Luke's, Bricket Wood
St Luke's, Watford
St Mary's Parish Church, Watford
St Stephen's Lodge
Watford Lions
Wellspring Church
West Watford Golfing Society
The Ark Synagogue

Companies

Centrica
Costco
De Lage Landen
Greggs
Hawksmoor Construction Ltd
Ian Williams Ltd
InSinkErator
International Craft Ltd
J P Hildreth Ltd
Kilnbridge
Lidl
NL Property
Ocado
Sustainable Film
Tivoli group Ltd
Vinci Construction
Warner Bros Studios
Watford and Three Rivers Trust
Wenzel's

We would also like to thank the sponsors of the Stadium Sleepout: Imagine, Top Golf, Levy, West Hertfordshire Teaching Hospitals, and Warner Bros. We are also incredibly grateful to Watford FC Community Sports Education Trust for all their hard work in putting on the Stadium Sleepout and inviting New Hope to be involved.

Financial Review

We had a positive year during 2023-24 raising a total income of £3,590,288. This included a large, very generous, one off donation, which included both a cash donation and a property. The property was sold later in 2024 and we intend to use the proceeds to purchase the Sanctuary site on Exchange Road. This year also saw an increase in Housing Benefit and in our retail income. This has helped to support the costs of our services throughout the year.

We have been impacted, as have most organisations, by increasing costs and our expenditure increased 16% to £2,717,470. The growing costs are concerning, however we continue to work as efficiently as possible.

Our total funds at the end of the year were £3,387,386. We designated the large donation and a couple of additional legacies at the end of the year to set aside funds to enable us to purchase the Sanctuary site. We now have designated funds of £2,294,569, an increase of £899,446. Our restricted funds fell by £58,643 to £449,582.

Reserves policy

New Hope's Reserves policy is designed to comply with the guidelines set out by the Charity Commissioner's guidance on reserves (CC19-40) which states: "To justify their holding of reserves, trustees should have a reserves policy based on a realistic assessment of their reserves' needs."

This policy has been established so that the trustees can be confident that reserves levels match New Hope's needs, primarily: to protect the organisation and its charitable activity by providing time to adjust to changing financial circumstances.

New Hope maintains three types of reserves; restricted reserves are given for specific purposes and cannot be spent on the general costs of the charity. At the 31 March 2023 New Hope had restricted reserves of £449,582 (2023: £508,225). Designated reserves are funds set aside by the trustees from the unrestricted funds for specific future purposes or project. On the 31 March 2024 New Hope had designated funds of £2,294,569 (2023: £1,395,123). General reserves are available for the trustees to spend on the charitable activities. At 31 March 2024 New Hope had general funds of £643,235 (2023: £611,220). The free reserves available from this are £572,309 (2023: £507,896).

The trustees have agreed to maintain a free reserves level of approximately three months of budgeted annual expenditure. This decision has been made giving consideration to the current sources of income and the likelihood of a decrease in any one funding stream. The trustees have taken into account current trends and the reliance on any single funding stream. When setting this policy the trustees have taken into consideration the length of time the charity will need to adjust to a change in funding.

At 31 March 2024 the required level of free reserves under this policy is £639,583. As above New Hope currently has free reserves of £572,309. The current free reserves held are £67,274 below the target reserves level. This difference relates to the net book value of fixtures and fittings. As the assets are depreciated the difference between the target free reserves and current reserves will reduce. The trustees have earmarked designated funds specifically for the development of the HopeHomes service and the development of the Hub, however if current general funds are not sufficient for the ongoing operation of the charity these funds can be used to support the free reserves. On this basis the trustees find the current reserves held acceptable and no further action is necessary.

Risks

New Hope has compiled a risk register identifying the actions necessary to eliminate control and reduce or accept the risk. An annual review of the register is carried out by the trustees, although the leadership team keep the risks under review on a regular basis. The trustees are satisfied that there are sufficient policies and procedures in place and applied for all the main areas of risk.

The register addresses the risk in nine key categories: operational risk, retail risk, financial risks, fundraising and communications, personnel, property, IT, external environment and governance. All risks are assessed due to their likelihood and impact. Where appropriate mitigating controls are put into place.

During their last review the trustees identified the following as the three highest areas of risk for the charity:

- Incidents or accidents arising from working with challenging service users. All staff are trained to a high standard and provided with adequate supervision. The leadership team also implement a full portfolio of policies and procedures.
- Lone working within services resulting in a risk of violence towards a staff member. Full risk assessments are carried out when a staff member is required to carry out lone working. This is embedded within the policies and procedures.
- Increase in level of competition for contracts and funding. Annual budgets produced. Regular communication with key funders.
- External changes affecting the implementation of the strategy. Current national picture kept under review.
- Insufficient funds or capital to allow growth. Annual budgets presented to the trustees.

Governance

Structure

Watford New Hope Trust is a charitable company limited by guarantee, established under a Memorandum of Association which sets out the objects and powers of the charitable company. It is governed under its Articles of Association. On 1 April 2014 the charity introduced a trading name, New Hope, and now operates under that name. The charity set up a wholly owned trading company, New Hope Retail Limited, in June 2011. New Hope Retail is a company limited by guarantee, registered company number 7667185.

Organisational Structure

The Trustees govern the business of New Hope and decide matters of policy, governance and strategy at regular meetings. The Trustees delegate the day-to-day running of New Hope to the Chief Executive, Mr M Heasman. The Chief Executive works with a leadership team and service managers to implement the strategy and the charity's policies and procedures.

The Trustees

The Trustees are directors for the purposes of company law and trustees for the purpose of charity law. The Trustees act on advice and information from regular meetings with the Chief Executive and with regard to the Charity Commission's guidance on public benefit. Other decisions made within the organisation are reported to the Board.

The Trustees who served during the period and up to the date of signing were:

Mr J R Ford (Chair)

Dr T W Robson OBE (resigned September 2023 and reappointed September 2024)

Mr D Evans (Treasurer)

Mrs M J Sills (appointed September 2023)

Mrs A Johnson (resigned November 2023)

Mr A Robertson

Mr M Bailey (appointed November 2023)

Third party indemnity insurance was in place for Trustees during the year.

Guarantees

Trustees, whilst serving, and for a period of twelve months after ceasing to be Trustees, guarantee to contribute an amount not exceeding £10 each to the assets of New Hope in the event of winding up. The total number of Trustee guarantees at 31 March 2024 was five (2023: six).

Appointment and Training

New Trustees are recommended by the existing Trustees and are chosen for their ability to contribute to the needs and ethos of New Hope. All new Trustees are fully inducted on appointment. Trustees are also regularly advised of relevant training opportunities.

Sub Committees

The Trustees operate three subcommittees:

- The **Finance and Audit Committee** consists of three Board members. The committee meets before each trustee meeting to consider financial reports in more detail. The committee also reviews the annual budget and financial statements and makes recommendations prior to approval by the full Board of Trustees.
- The **Remuneration Committee** consisting of three board members and one staff member meets annually to review the CEO's remuneration and to review management's recommendations regarding overall remuneration structure and make recommendations to the board.
- The **Board Development Committee** consists of three trustees and meets on an ad hoc basis to seek and review new candidates for the board.

Reference and Administrative Information

Charity registration number: **1080784**

Company registration number: **03969063**

Registered office:

67 Queens Road
Watford
Hertfordshire
WD17 2QN

The Trustees (Directors):

Mr J R Ford	(Chair)
Mr D Evans	(Treasurer)
Mrs M Sills	
Mr A Robertson	
Mr M Bailey	

Leadership Team:

Mr M Heasman	Chief Executive
Mr R Edmonds	Head of Services and Deputy CEO
Mrs S Holford	Head of Finance
Mrs A Bowyer	Head of Resources

Bankers and other Financial Advisers:

Royal Bank of Scotland
36 St Andrews Square
Edinburgh
EH2 2YB

CafCash Limited
Kings Hill
West Malling
Kent
ME19 4TA

Auditors:

Dux Advisory Limited
Kennel Club House
Gatehouse Way
Aylesbury
Buckinghamshire
HP19 8DB

Responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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 the 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 statement on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees on 12th September 2024 and signed on behalf of the Trustees

Mr J Ford

Independent Auditor's Report to the Members of Watford New Hope Trust

Opinion

We have audited the consolidated financial statements of Watford New Hope Trust (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, 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 consolidated financial statements:

- give a true and fair view of the state of the group's and of the charitable parent company's affairs as at 31 March 2024, and of the group's 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 auditor responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 consolidated 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 group's and the charitable parent 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 other information comprises the information included in the trustees annual report, other than the consolidated financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the consolidated 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the course of 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 (Trustees Annual Report for the year ending 31 March 2024) for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Trustees Annual Report for the year ending 31 March 2024 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 parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the financial statements as on 31 March 2024 and the trustees report.

We have nothing to report in respect of the following matters in relation to which 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 consolidated financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable parent company for the purposes of company law) are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the trustees are responsible for assessing the charitable parent 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 parent company or to cease operations, or have no realistic alternative but to do so.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report 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 consolidated 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:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity.
- We communicated identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. We examined and discussed with management any known or suspected instances of fraud or non-compliance with laws and regulations.

We assessed the risks of material misstatement in respect of fraud as follows:

- The audit team discussed whether there were any areas that were susceptible to misstatement as part of their fraud discussion.
- In addressing the risk of management override of controls, we tested the appropriateness of journal entries with a focus on large or unusual transactions based on criteria determined using our knowledge of the organisation and industry. We also challenged assumptions and judgements made.
- We incorporated an element of unpredictability in the selection of the nature, timing and extent of our audit procedures.
- Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud, including bribery and non compliance

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the consolidated financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the consolidated financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 auditor's report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charitable parent 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 parent company's members those matters we are required to state to them in an auditor's 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 parent company and the charitable parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

B Permal

Bianca Permal FCA
(Senior Statutory Auditor)
for and on behalf of Dux Advisory Limited

Kennel Club House
Gatehouse Way
Aylesbury
Buckinghamshire
HP19 8DB

Date: 23rd January 2025

Watford New Hope Trust (trading as new hope)
Consolidated Statement Of Financial Activities (including income & expenditure account)

Year ended 31 March 2024

	Note	Unrestricted funds £	Restricted funds £	Total funds 2024 £	Unrestricted funds £	Restricted funds £	Total funds 2023 £
Income							
Donations and legacies	2	1,303,666	421,472	1,725,138	419,016	423,230	842,246
Charitable activities:							
Intervention	3a	119,687	-	119,687	90,806	-	90,806
Recovery	3b	1,131,984	-	1,131,984	1,012,840	-	1,012,840
Prevention	3c	295,228	-	295,228	271,272	-	271,272
Other trading activities:							
Retail income		278,043	-	278,043	256,501	-	256,501
Investments		40,208	-	40,208	10,328	-	10,328
Other income		-	-	-	350	-	350
Total income		**3,168,816**	**421,472**	**3,590,288**	**2,061,113**	**423,230**	**2,484,343**
Expenditure							
Raising funds:							
Retail	4	156,261	-	156,261	129,566	-	129,566
Fundraising and communications	4	156,231	-	156,231	146,930	-	146,930
Charitable activities:							
Intervention	4	115,051	345,067	460,118	105,927	252,818	358,745
Recovery	4	1,488,653	73,009	1,561,662	1,273,231	112,857	1,386,088
Prevention	4	321,159	62,039	383,198	284,545	30,147	314,692
Total expenditure		**2,237,355**	**480,115**	**2,717,470**	**1,940,199**	**395,822**	**2,336,021**
Net income/ (expenditure) for the year		931,461	(58,643)	872,818	120,914	27,408	148,322
Reconciliation of funds							
Total funds brought forward		2,006,343	508,225	2,514,568	1,885,429	480,817	2,366,246
Total funds carried forward	8,9	**2,937,804**	**449,582**	**3,387,386**	**2,006,343**	**508,225**	**2,514,568**

All of the charitable company's activities are considered to be continuing.

There were no recognised gains or losses other than the result for the year

The notes numbered 1 to 17 form part of these financial statements

Consolidated Balance Sheet

At 31 March 2024

	Note	2024 Charity £	2024 Group £	2023 Charity £	2023 Group £
Fixed Assets					
Tangible assets	5	1,249,567	1,249,567	1,291,472	1,291,472
Current Assets					
Current asset for sale		675,000	675,000		
Debtors	6	222,275	150,505	266,098	194,328
Cash at bank and in hand		1,366,203	1,437,973	1,080,242	1,152,012
		2,263,478	2,263,478	1,346,340	1,346,340
Creditors: Amounts falling due within one year	7	125,659	125,659	123,244	123,244
Net Current Assets		2,137,819	2,137,819	1,223,096	1,223,096
Total Assets Less Current Liabilities		3,387,386	3,387,386	2,514,568	2,514,568
Net Assets		**3,387,386**	**3,387,386**	**2,514,568**	**2,514,568**
Funds					
Unrestricted:					
Designated	8,10	2,294,569	2,294,569	1,395,123	1,395,123
General funds	8,10	643,235	643,235	611,220	611,220
		2,937,804	2,937,804	2,006,343	2,006,343
Restricted	9,10	449,582	449,582	508,225	508,225
Total Funds		**3,387,386**	**3,387,386**	**2,514,568**	**2,514,568**

These financial statements have been prepared in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006. These financial statements were approved by the Trustees on 12th September 2023 and are signed on their behalf by:

Mr John Ford

Company number 03969063

The notes numbered 1 to 17 form part of these financial statements

Cashflow Statement

At 31 March 2024

		2024		2023
		£		£
Cashflows from operating activities				
Net income/(expenditure) for the reporting period		872,818		148,322
Adjustments for:				
Depreciation		46,177		47,881
Investment income		(40,208)		(10,328)
Gifted Asset		(675,000)		-
(Increase)/decrease in debtors		43,823		37,386
Increase/(decrease) in creditors		2,415		19,979
Net cash provided by / (used in) operating activities		250,025		243,240
Cashflows from investing activities				
Purchase of fixed assets	(4,272)		(8,531)	
Investment income	40,208		10,328	
Net cash provided by/(used in) investing activities		35,936		1,797
Net increase in cash and cash equivalents		285,961		245,037
Cash and cash equivalents at 1 April		1,152,012		906,975
Cash and cash equivalents at 31 March		1,437,973		1,152,012
Analysis of cash and cash equivalents:				
Cash in hand		1,437,973		1,152,012
Total cash and cash equivalents		1,437,973		1,152,012

Notes to The Consolidated Financial Statements

1 Accounting Policies

Company information

Watford New Hope Trust is a private charitable company limited by guarantee, incorporated in England & Wales. Details of the registered office and principal address can be found on the reference and administrative information pages. Members gurantee to contribute an amount not exceeding £10 each to the assets of New Hope in the event of winding up.

Legal status

The liability of the members is limited.

Every member of the Charity undertakes to contribute such amount as may be required (not exceeding £10) to the Charity's assets if it should be wound up while he or she is a member or within one year after he or she ceases to be a member, for payment of the Charity's debts and liabilities contracted before he or she ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves.

If the Charity is wound up or dissolved and after all its debts and liabilities have been satisfied there remains any property it shall not be paid to or distributed among the members of the Charity, but shall be given or transferred to some other charity or charities having similar to the Objects which prohibits the distribution of its or their income and property to an extent at least as great as is imposed on the Charity by Clause 5 of the Memorandum and Articles of Association, chosen by the member of the Chairty at or before the time of dissolution and if that cannot be done then to some other charitable object.

Basis of accounting

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The trustees consider that sufficient income has been secured to cover all anticipated liabilities. The trustees are not aware of any material uncertainties which will restrict New Hope's ability to continue as a going concern and the financial statements have, therefore, been prepared on a going concern basis.

The functional currency of the Charity is sterling and amounts in the financial statements are rounded to the nearest pound.

Critical accounting judgements and key sources of estimation uncertainty

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The annual depreciation charge for tangible fixed assets is sensitive to changes in useful economic lives and residual values of assets. In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

Income

Income is recognised in the period in which New Hope is legally entitled to the income provided that:

- any performance conditions have been met,
- it is probable that the income will be received and
- the amount can be quantified with reasonable accuracy.

Legacies are recognised in the Statement of Financial Activities when notification of the legacy has been received and a reasonable estimate of the value of the legacy can be made. Donations and grants are recognised when the charity has been notified in writing of the amount. In the event that a grant or donation is subject to conditions, that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Expenditure

Expenditure is accounted for on an accruals basis, inclusive of VAT, which cannot be recovered. Certain expenditure is directly attributable to specific activities and has been allocated to those cost categories. Where these costs are attributable to more than one activity, they have been apportioned to the individual activities on the basis of the time spent by staff on matters relating to those activities. Head Office costs have been allocated on the basis of incoming resources and direct costs and have been apportioned to the cost centres of fundraising and publicity and individual projects within charitable expenditure in accordance with the requirements of the Statement of Recommended Practice.

Gifts in kind

Donated gifts and services are recognised as income when the charity has control over the item and the economic benefit can be measured reliably. Such goods and services are recognised on the basis of the value that the charity would have been willing to pay to obtain such services or facilities on the open market. In accordance with the Charities SORP (FRS 102) the time and commitment donated by the volunteers has not been recognised in the Statement of Financial Activities. Gifts donated for resale are included as income when they are sold due to the administrative difficulty in estimating the fair value of the goods.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

Tangible fixed assets

Individual assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows: Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold buildings	2% per annum straight line
Leasehold buildings	over the length of the lease
Equipment	25% per annum straight line
Fixtures and fittings	10% to 25% per annum straight line

Depreciation is calculated monthly and is included from the first full month after purchase. Freehold land is not depreciated. Other property interests are depreciated over the term of the lease of the property concerned or the relevant management agreement.

Cash and cash equivalents

Cash at bank and in hand includes cash in hand, deposits with banks and funds that are readily convertible into cash at, or close to, their carrying values but are not held for investment purposes.

Debtors

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

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.

Financial instruments

Basic financial instruments are measured at amortised cost other than investments which are measured at fair value.

Tax status

New Hope is a registered charity and therefore it is not assessable to corporation tax on any surplus charitable funds.

Pensions

New Hope operates both a stakeholder pension scheme for employees, to which the employer does not make contributions and a group personal pension. The group personal pension is a defined contribution scheme and New Hope makes a 3% contribution where employees are also contributing to the group personal pension scheme. This scheme is managed by Source Pensions and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. New Hope has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

Funds

Funds held by New Hope are:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

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

The nature and purpose of each fund is explained further in the notes to the financial statements.

Group financial statements

The consolidated accounts incorporate those of Watford New Hope Trust (trading as New Hope) and its subsidiary undertaking, New Hope Retail, for the year ended 31 March 2024. As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent company is not presented as part of these financial statements. The result of the charitable company alone for the year was a surplus of £872,818 (2023 : deficit £148,322). New Hope Retail has not carried out any trading during the year (2023: dormant).

2 Donations And Legacies

	2024 Unrestricted £	2024 Restricted £	2024 Total £	2023 Unrestricted £	2023 Restricted £	2023 Total £
Grants	10,272	343,889	354,161	54,823	343,462	398,285
Legacies	66,198	-	66,198	38,210	-	38,210
Individual donations	944,662	63,616	1,008,278	149,995	47,411	197,406
Tax reclaimed	43,142	12	43,154	20,154	6,234	26,388
Other donations	239,392	13,955	253,347	155,834	26,123	181,957
	1,303,666	421,472	1,725,138	419,016	423,230	842,246

Gifts in Kind

New Hope receives significant donations of food during the harvest period from schools and churches. In addition New Hope receives regular food donations from local companies including Costco, and Lidl. All food donations are included in the financial statements at the estimated value the charity would have paid for them. From time to time New Hope also received other gifts to assist in the operation of New Hope's activities. This year the charity was gifted a property from a generous donor. The value of the house at the date of the gift was £675,000 and has been included in individual donations and in current assets. The property was sold after the year end to realise the value of the donation. The total amount of gifts in kind included in the financial statements is £809,575 (2023: 62,636).

3 Charitable Activities

		2024 Unrestricted £	2024 Restricted £	2024 Total £	2023 Unrestricted £	2023 Restricted £	2023 Total £
3a	**Intervention**						
	Housing Benefit	12,731	-	12,731	-	-	-
	Contracts	106,956	-	106,956	90,806	-	90,806
	Other income				-	-	-
	Total Intervention	**119,687**	**-**	**119,687**	**90,806**	**-**	**90,806**
3b	**Recovery**						
	Housing Benefit	729,229	-	729,229	697,781	-	697,781
	Ineligible charges	22,921	-	22,921	20,945	-	20,945
	Contracts	379,834	-	379,834	254,423	-	254,423
	Other income	-	-	-	39,691	-	39,691
	Total Recovery	**1,131,984**	**-**	**1,131,984**	**1,012,840**	**-**	**1,012,840**
3c	**Prevention**						
	Housing Benefit	145,146	-	145,146	94,417	-	94,417
	Ineligible charges	6,314	-	6,314	4,002	-	4,002
	Contracts	143,768	-	143,768	172,853	-	172,853
	Total Prevention	**295,228**	**-**	**295,228**	**271,272**	**-**	**271,272**
	Total charitable income	**1,546,899**	**-**	**1,546,899**	**1,374,918**	**-**	**1,374,918**

4 Total Expenditure

	Intervention	Recovery	Prevention	Fundraising and communications	Retail	Head office	2024 Total costs	2023 Total costs
	£	£	£	£	£	£	£	£
Staff costs	294,825	834,190	194,196	88,760	27,737	287,171	1,726,879	1,570,637
Other staff costs	371	148	1,632	139	-	82,305	84,595	60,291
RSL charges	-	252,229	-	-	-	-	252,229	226,105
Premises costs	27,638	114,210	71,611	1,276	58,536	12,059	285,330	197,092
Office costs	2,230	3,593	2,419	7,835	5,018	3,632	24,727	28,175
IT costs	-	-	-	-	-	5,887	5,887	4,258
Service user costs	52,835	120,431	14,979	-	-	-	188,245	133,759
Insurance	3,383	3,089	3,734	602	5,127	6,431	22,366	19,571
Depreciation	7,016	2,447	9,113	2,271	13,936	11,394	46,177	47,881
Professional costs	1,486	4,177	1,561	903	870	53,833	62,830	41,303
Other costs	294	1,120	504	7,486	174	8,627	18,205	19,661
Partnership costs	-	-	-	-	-	-	-	(12,712)
Head office costs	70,040	226,028	83,449	46,959	44,863	(471,339)	-	-
Total	460,118	1,561,662	383,198	156,231	156,261	-	2,717,470	2,336,021

4 Expenditure (continued)

Staff Costs

	2024	2023
	£	£
Wages and salaries	1,302,348	1,251,393
Social security costs	109,096	100,337
Pension costs	26,864	25,649
Agency and security costs	288,571	183,175
Redundancy costs	-	10,084
	1,726,879	**1,570,637**

One employee earned more than £60,000, excluding company pensions (2023: one employee). Pensions costs for higher paid employees totalled £1,320 (2023:£770).

The full time equivalent number of staff employed by New Hope during the year, excluding trustees, are set out below. In addition around 200 volunteers helped during the year.

Employee Numbers

	2024	2023
	No.	No.
Direct charitable work	30.4	30.8
Fundraising and communications	2.7	2.7
Head office	7.9	8.4
Retail	1.0	1.0
	42.0	**42.9**

Key Management

No trustee was remunerated during the year (2023: nil) and there were no trustee expenses during year (2023: nil).

The leadership team is considered the only key management of the organisation. Total remuneration and benefits paid to the leadership team during the year was £175,615 (2023: £165,196). The leadership team consists of four employees; CEO, Deputy CEO and Head of Services and Head of Resources. In addition the charity engages the services of a financial consultant to carry out the role of Head of Finance.

Auditors' remuneration:

	2024	2023
	£	£
Audit	13,140	10,292
Other services		-
	13,140	**10,292**

Governance costs:

	2024	2023
	£	£
Governance costs inlcuded in expenditure in note 4	**18,681**	**12,780**

5 Fixed Assets

Charity & Group	Interests in property	Plant and machinery etc	Total
Cost	**£**	**£**	**£**
At 31 March 2023	1,834,198	350,087	2,184,285
Additions	-	4,272	4,272
Disposals	-	(7,589)	(7,589)
At 31 March 2024	1,834,198	346,770	2,180,968
Depreciation			
At 31 March 2023	631,177	261,636	892,813
Charge for the period	24,380	21,797	46,177
On disposals	-	(7,589)	(7,589)
At 31 March 2024	655,557	275,844	931,401
Net Book Value			
AT 31 March 2024	**1,178,641**	**70,926**	**1,249,567**
AT 31 March 2023	**1,203,021**	**88,451**	**1,291,472**

The cost of plant and machinery includes donated assets valued by the trustees at £10,000 (2023: £13,940). All of the assets held by the charity are used for charitable purposes.

New Hope owns the freehold interest in the Manse, the Haven and 67 Queens Road. The charity's interest in New Hope House represents costs of £171,768 which are fully depreciated. The title to the property is held by Salvation Army Homes and there is a charge registered on the title deeds at the Land Registry noting New Hope's interest. There is a management agreement between New Hope and Salvation Army Homes under which the charity undertakes the day to day management of the property. If the property is sold the charity is entitled to a 50% share in the sale proceeds. In the opinion of the trustees the amount to which the charity would be entitled is at least equal to the value at which the charity's interest is included in these financial statements.

Interests in property includes:	2024	2023
	£	**£**
The Manse	60,670	62,144
The Haven	219,632	225,964
Sanctuary Cluster conversion costs	-	-
Purchase of Shop and offices	502,053	510,366
HopeHomes	396,286	404,547
	1,178,641	**1,203,021**

6 Debtors

	2024 Charity £	2024 Group £	2023 Charity £	2023 Group £
Housing benefit debtors	32,668	32,668	17,225	17,225
Prepayments and accrued income	5,942	5,942	7,284	7,284
Other debtors	97,072	97,072	152,761	152,761
Tax recoverable	14,823	14,823	17,058	17,058
Intercompany account	71,770	-	71,770	-
	222,275	150,505	266,098	194,328

7 Creditors

Within one year	2024 Charity £	2024 Group £	2023 Charity £	2023 Group £
Accruals	86,124	86,124	98,709	98,709
Other creditors	39,535	39,535	24,535	24,535
	125,659	125,659	123,244	123,244

8 Designated Funds (Charity and Group)

	31 March 2023 £	Income £	Expenditure £	31 March 2024 £
Designated funds				
Property	1,114,254	-	(18,688)	1,095,566
HopeHomes	202,348	-	-	202,348
The Hub	50,400	902,803	-	953,203
Building repairs fund	25,302	10,000	(7,400)	27,902
Watford Winter Shelter	-	12,731	-	12,731
Women's hostel	2,819	-	-	2,819
	1,395,123	925,534	(26,088)	2,294,569
General unrestricted funds	611,220	2,243,282	(2,211,267)	643,235
Total unrestricted funds	**2,006,343**	**3,168,816**	**(2,237,355)**	**2,937,804**

	31 March 2022	Income	Expenditure	31 March 2023
	£	£	£	£
Designated funds - prior year				
Property	1,133,038	-	(18,784)	1,114,254
HopeHomes	202,348	-	-	202,348
The Hub	-	50,400	-	50,400
Building repairs fund	15,302	10,000	-	25,302
Watford Winter Shelter				-
Women's hostel	2,819	-	-	2,819
	1,353,507	60,400	(18,784)	1,395,123
General unrestricted funds	531,922	2,000,713	(1,921,415)	611,220
Total unrestricted funds	**1,885,429**	**2,061,113**	**(1,940,199)**	**2,006,343**

Purposes of designated funds

Property - This comprises a sum set aside by the trustees to reflect the investment in property held by New Hope. The amount represents the net book value of property interests less any amounts held in restricted funds for specific properties.

HopeHomes - These funds were donated through a legacy and have been set aside to assist in the costs of purchasing property for the HopeHomes service.

The Hub - This represents amounts set aside to fund the development of a new Watford Hub.

Building Repairs Fund - This represents reserves set aside by the trustees towards the cost of major repairs to the properties in which New Hope has an interest.

Watford Winter Shelter - Funds raised through housing benefit allocated for the costs of future winter Shelters.

Women's Hostel - The fund represents donations given in 2008-9 in memory of Janet Hosier. These funds are being held to fund the cost of a women's hostel.

9 Restricted Funds (Charity and Group)

	31 March 2023	Income	Expenditure	31 March 2024
	£	£	£	£
The Haven - capital fund	88,767	-	(5,692)	83,075
The Haven - running costs	7,538	148,537	(149,501)	6,574
Emergency Accommodation	2,394	14,450	(14,444)	2,400
Street Outreach	-	103,752	(103,752)	-
Watford Winter Shelter	-	85,000	(85,000)	-
Recovery services	250	596	(596)	250
Cultivate	-	10,700	(10,700)	-
Tenancy Sustainment Team	30,000	11,445	(41,088)	357
Project Home	24,488	39	(4,438)	20,089
Rough sleeper support	6,615	-	(1,122)	5,493
Household support fund	-	42,831	(42,831)	-
Chaplain	33,254	4,050	(20,879)	16,425
HopeHomes	310,543	60	(60)	310,543
Other restricted funds	4,376	12	(12)	4,376
	508,225	**421,472**	**(480,115)**	**449,582**

Restricted funds - prior year

	31 March 2022	Income	Expenditure	31 March 2023
	£	£	£	£
The Haven - capital fund	94,459	-	(5,692)	88,767
The Haven - running costs	1,396	108,716	(102,574)	7,538
Emergency Accommodation	-	8,954	(6,560)	2,394
Street Outreach	-	100,943	(100,943)	-
Watford Winter Shelter	-	36,082	(36,082)	-
Recovery services	-	4,779	(4,529)	250
Cultivate	-	18,978	(18,978)	-
Tenancy Sustainment Team	-	44,779	(14,779)	30,000
Project Home	17,308	16,000	(8,820)	24,488
Rough sleeper support	7,363	-	(748)	6,615
Household support fund	-	27,684	(27,684)	-
Chaplain	45,372	3,250	(15,368)	33,254
HopeHomes	310,543	50	(50)	310,543
Other restricted funds	2,998	1,000	(1,000)	4,376
	480,817	**423,230**	**(395,822)**	**508,225**

Purposes of Restricted funds

The Haven capital fund - This represents funding provided for the work carried out at the Haven. The provision for depreciation of the building is being charged to this fund.

Haven running costs - Various donations towards the general running costs for the service.

Emergency Accommodation - Donations to cover the costs of running the emergency accommodation within our Sanctuary builiding.

Street Outreach - Funds provided by Watford Borough Council to provide a an outreach service to those rough sleeping in Watford.

Watford Winter Shelter - Funds provided by Watford Borough Council and to support accommodation provided during severe weather conditions.

Recovery Services - Donations received to support the work carried out at the recovery services.

Cultivate - Donations and grants received to support the work carried out by the Cultivate team.

Tenancy Sustainment Team - Donations received towards the cost of staffing for the team. Funds carried forward include a grant from Garfield Weston to support the work of the team.

Project Home - donations provided to run the Project Home scheme, supplying those moving from rough sleeping or homelessness to indipendent accommodation. This includes deposits, furniture and white goods.

Rough sleeper support -Financial assistance given to help the entrenched rough sleepers with individual support.

Household Support Fund - Represents funding from Hertfordshire County Council towards food, white goods and bedding. Funds were also provided to assist with the rental costs of service users who were not eligible for housing benefit.

Chaplain - Grants received to pay for a chaplain to support the wellbeing of staff and service users.

HopeHomes - Reciept of a legacy in 2015 to provide accommodation to those who have experienced homelessness. One property has been purchased and the remaining funds are held to purchase additional accommodation.

10 Analysis of Net Assets between Restricted and Unrestricted Funds

Charity and Group

	Tangible fixed assets	Cash at bank and in hand	Net current assets/ (liabilities)	Total
	£	£	£	£
Haven Support Centre - capital	83,075	-	-	83,075
Other restricted funds	-	366,507	-	366,507
	83,075	366,507	-	449,582
Designated funds	1,095,566	1,199,003	-	2,294,569
General unrestricted funds	70,926	(127,537)	699,846	643,235
	1,249,567	**1,437,973**	**699,846**	**3,387,386**

Prior year comparatives

	Tangible fixed assets	Cash at bank and in hand	Net current assets/ (liabilities)	Total
	£	£	£	£
Haven Support Centre - capital	94,459	-	-	94,459
Other restricted funds	-	386,358	-	386,358
	94,459	386,358	-	480,817
Designated funds	1,133,038	220,469	-	1,353,507
General unrestricted funds	103,325	300,148	128,449	531,922
	1,330,822	**906,975**	**128,449**	**2,366,246**

11 Pensions

New Hope operates a Stakeholder Pension Scheme for all employees but does not contribute to the pension scheme on behalf of its employees. A group personal pension scheme, a defined contribution scheme, is also offered. New Hope pays a matched contribution of 3% for all employees within the scheme. The contributions payable by the charity charged to income and expenditure amounts to £26,864 (2023: £25,649). A payment of £266 is included in creditors at 31 March 2024 relating to the employer and employee contributions (2023: £209). Pension costs have been allocated based on the member of staff to whom the cost relates and the service they work in.

12 Contingencies

There are no contingent liabilities as at 31 March 2024 (2023: none).

13 Capital Commitments

There are no capital commitments as at 31 March 2024 (2023: none).

14 Ultimate Controlling Party

There is no ultimate controlling party.

15 Trading Subsidiary

New Hope Retail Ltd, the charitable company's trading subsidiary (Company number: 7667185) was incorporated on the 13 June 2011. New Hope Retail Ltd began to operate during 2011/12. The subsidiary's financial statements can be obtained from the operational address on page 3 of these financial statements.

The company was established to operate retail opportunities on behalf of New Hope. New Hope Retail Limited is a company limited by guarantee and the only member is New Hope. There are two directors, one member of the board of trustees of New Hope and the Chief Executive of the New Hope.

New Hope Retail ceased trading on 31 March 2019 and remained dormant.

16 Related Party Transactions

New Hope Retail Ltd, a wholly owned subsidiary, gift aids all profits to New Hope. The total gift aid donation relating to 2024 is £Nil (2023: £Nil).

New Hope Retail was dormant during the year and there were no payments from New Hope Retail to New Hope (2023: £nil). The total amount owing from New Hope Retail Ltd at 31 March 2024 to New Hope is £71,770 (2023: £71,770).

Donations received from trustees and other charities for which trustees act totalled £13,055 (2023: £10,710) during the reporting period.

17 Operating Lease Commitments

At 31 March 2024 New Hope had total commitments under non-cancellable operating leases as set out below:

Group & charity

	2024 Land and buildings	2024 Other items	2023 Land and buildings	2023 Other items
Operating leases which expire:	£	£	£	£
Within one year	21,125	8,827	21,125	3,680
Within two to five years	10,667	10,468	18,667	3,326
In more than five years	-	-	-	-
	31,792	**19,295**	**39,792**	**7,006**

WATFORD NEW HOPE TRUST

England & Wales - Charity number 1080784

Accounts

NewHope

PREVENTING **HOMELESSNESS.**
TRANSFORMING **LIVES.**

Annual Report and Consolidated Financial Statements **2023**

Company Registration Number: 3969063
Charity number: 1080784

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Chair and CEO's Welcome

With inflation remaining stubbornly high, cost-of-living challenges are continuing to hit the most vulnerable hardest. This has translated into rising numbers of those facing homelessness around the country. In Watford, the increase in bedspaces and the tireless work of our staff, and staff from other local organisations, has so far moderated the increase in the number of those forced to sleep on the street. With higher interest rates likely to hit an increasing number of people as fixed rate mortgages and other debt rolls off, it's difficult to see the pressures doing anything but increasing over the next year.

Within New Hope we have continued to evolve and refine the organisation to meet the needs of the community we seek to serve. Changes, we initiated as part of our strategic review in 2022, are bearing fruit.

Last year we talked about the formation of the Recovery Service in our New Hope House building in Queens Road; the setting up of Cultivate, our horticultural therapy service and the recruitment of a chaplain. Earlier this year the Recovery Service held an open morning that was attended by stakeholders, service users and trustees that showcased the wonderful work that they are doing. It was so encouraging to see all three services working together in such a powerful way and to hear feedback from both service users about the powerful impact of the work; and from stakeholders who were so impressed by the passion and professionalism of our staff.

Our work at the Haven continues to be outstanding as does that of our Tenancy Sustainment Team and our Outreach Team. The staff at the Sanctuary Emergency Accommodation in many ways face the most challenging work as they meet people often at their lowest ebb and because the building they work in is increasingly tired. For a number of years, we have planned and advocated for a new service that would bring together our emergency accommodation and inter-agency support work in a new building. Momentum was stalled during the pandemic, but is now picking up steam. The likely first phase will include purchase of the current Sanctuary site. We are working very closely with Watford Borough Council to work in tandem as they plan to develop the adjacent site. Our Fundraising and Communications Team, who present our work so effectively, is preparing the ground to raise the funding for what would be a critical service for many years.

The stress of the daily work at New Hope as well as the additional toll from the exceptional demands of the pandemic made us review how we could help our team recharge their batteries. We agreed a new scheme to allow long-serving staff to take a paid career break. Our CEO, Matthew Heasman, who has done an outstanding job for us over the last ten years was first to take his career break. In his absence, our deputy CEO, Rob Edmonds, ably assisted by the rest of the Leadership Team, did an admirable job of covering while he was away. Other long serving members of the team, who are the backbone of the organisation, will benefit from these breaks in a carefully planned programme over the next few years.

New Hope is blessed with a hugely committed team of staff and volunteers and we give thanks for them. We want to particularly mention Polly Odbert, the manager of our Watford shop who lost her husband this year. Polly is a wonderful inspiration to staff, volunteers, customers and visitors alike and we give thanks for her. We are also very aware that we couldn't do our work without the generous financial support of statutory and private funders and want to give you our heartfelt thanks. Finally, we give thanks to God for his steadfast love as we seek to prevent homelessness and transform lives.

John Ford Chair

Matthew Heasman CEO

Objectives and Operations

Our Mission

New Hope exists to serve people with current or recent experience of homelessness by providing accommodation and opportunities to rebuild damaged lives. Founded upon Christian values, which are at the core of our operation, we support people regardless of faith.

New Hope is a Christian charity. This means we value everybody and work to support people regardless of faith, class, disability, ethnicity, gender and sexual orientation. It doesn't mean that our staff and volunteers have to be Christian, to pray, or to share all of our motivations. We do however ask that all staff and volunteers are sympathetic to our mission, ethos and values.

Our mission is encapsulated in our strapline: 'preventing homelessness, transforming lives'.

Our Primary Objectives

We aspire to help the people we work with access pleasant, permanent accommodation that they can call 'home'. We will support people in developing meaning and purpose to their days. We will do everything possible – despite the dearth of affordable housing locally – to help people put down their roots in the local community and become part of, and contribute to, that community.

Our values

- **Be professional** – staff will be trained to enable them to operate in accordance with best practice
- **Be responsive** – we will assess and respond to the needs and aspirations of service users as individually and constructively as possible
- **Be fair** – we will give equal consideration to service users of all creeds or none, and all lifestyles and abilities
- **Be accountable** – we will monitor our performance and communicate with our funders and supporters in order to improve the quality and efficiency of our services
- **Be honourable** – we will manage our activities with integrity, in accordance with our mission
- **Be prayerful** – we will seek God's guidance and enabling through prayer

Our services

To achieve our aims and objectives, New Hope provided the following services in the last financial year.

INTERVENTION

24-7 emergency homelessness helpline
Only dedicated homelessness phone service in the Watford area.

Outreach Plus
This service finds and engages with individuals who are rough sleeping in Watford and provides immediate emergency accommodation (three-beds).

The Haven
Provides food, clothes, showers, laundry facilities, sleeping bags and support to people who are sleeping rough.

RECOVERY

Sanctuary Emergency Accommodation
22-bed emergency accommodation.

Recovery Services Accommodation
Three homes providing accommodation for up to 18 individuals who are in recovery from alcohol and substance misuse.

Cultivate
Horticultural therapy, creative arts, wellbeing sessions, practical projects and pre-vocational opportunities.

PREVENTION

Tenancy Sustainment Team (TST)
Support for those renting after a period of homelessness to enable them to keep their tenancy.

HopeHomes
Long-term affordable rental homes for people who have been homeless and are now ready to live independently.

In the provision of these services the trustees have considered the Charity Commission guidance on public benefit. The trustees consider the services New Hope provides are within the definition of public benefit.

Our Strategy

In July 2021, we launched 'Roots', our strategic plan for 2021 – 2026. Roots is divided into two strands under the headings: Service User Priorities and Organisational Improvement. It is important to note that the second strand feeds into the first i.e. as the organisation continually improves so do the outcomes for service users.

To read the Roots strategy in full, please visit www.newhope.org.uk/roots-strategy

Strand A: Service User Priorities

My Home

We will work with service users to help access pleasant, permanent homes and then support them in maintaining, and where necessary, keeping possession of their tenancy, developing their independence, and helping them to become integrated, contributing members of their local community. We recognise that this will be a challenge because of the lack of affordable housing in the Watford and Three Rivers areas.

My Health

We will work with specialist health services to assist service users in accessing the best possible support for their physical and mental health, including their recovery from addiction. We will continue to develop an exemplary approach to ensure Trauma Informed Care and Psychologically Informed Environments are embedded within all of our services.

My Hope

We will prioritise support for those who fall through the cracks, including those who are rough sleeping, those who have failed to engage with other services or have restricted eligibility to benefits. We will strengthen existing services and introduce new ones to help service users experience increasingly fulfilled and meaningful lives and enjoy the prospect of better, brighter futures.

Strand B: Organisational Improvement

Strengthening the team

We will seek to improve and strengthen the way in which we manage our team of staff and volunteers.

Resourcing the vision

We will develop a new fundraising and communications strategy in response to the Roots strategy.

Investing in partnerships

We will continue to build on strong existing foundations and further strengthen New Hope's good standing with partners organisations.

Being faithful to our mission

New Hope will be recognisable as having the same mission which inspired its founders to form the charity in 1990. Our work will be marked by our caring, kind, and compassionate relationships with service users, particularly those who are destitute

We have already achieved the following:

My Home

- Consolidate our short-term contract to provide tenancy sustainment services to Three Rivers District Council and successfully bid for the renewal of this contract
- Create a new position of Home Finder to develop links with the private rental sector, lettings agencies, and housing associations
- Appoint an Assistant Manager to the Tenancy Sustainment Team
- Train the Tenancy Sustainment Team in children's safeguarding
- Continue Project Home as a scheme to provide people with the essential items they need when moving into a new home
- Repurpose the Community Home as a longer-term move-on accommodation
- Expand the Tenancy Sustainment Team in tandem with the growth of its work
- Deploy New Hope's Chaplain as an additional resource to support residents

My Health

- Develop New Hope House as an expanded recovery-based supported accommodation service
- Strengthen relationships with Meadowell Services (GP) and seek to register all service users with a GP
- Develop closer links with Gambling Anonymous, Cocaine Anonymous, and Alcoholics Anonymous

My Hope

- Launch the new Cultivate service which focuses on horticultural therapy
- Launch a new service at the Haven providing short-term humanitarian assistance to those in need
- Develop the case for 'The Hub' – a new service providing both emergency accommodation and crisis support for people facing homelessness
- Leave the Community Market Garden site
- Appoint a part-time chaplain

Strengthening the team

- Convene a working group to consider ways to make New Hope develop a reputation as an employer of choice
- Review the impact of Covid-19 in terms of adopting a policy around working from home for some roles and some tasks
- Launch online HR software to improve communication and efficiency
- Prepare a document to demonstrate the significant value added to New Hope by volunteers
- Incrementally increase staff pay
- Monitor and improve staff retention
- Implement the recommendations of the 'employer of choice' working group

Resourcing the vision

- Develop a new five-year fundraising and communications strategy
- Improve oversight of our accommodation services – within the context of the Watford Borough Council's Single Homeless Pathway – to ensure we minimise voids
- Mount a co-ordinated campaign to encourage supporters to leave a legacy to New Hope in their wills
- Organise annual celebration services for supporters
- Establish new processes which enable us to demonstrate more effectively the impact of our work
- Review the current Service User Database
- Work on applying to become a registered provider to facilitate funding of 'The Hub'

Investing in partnerships

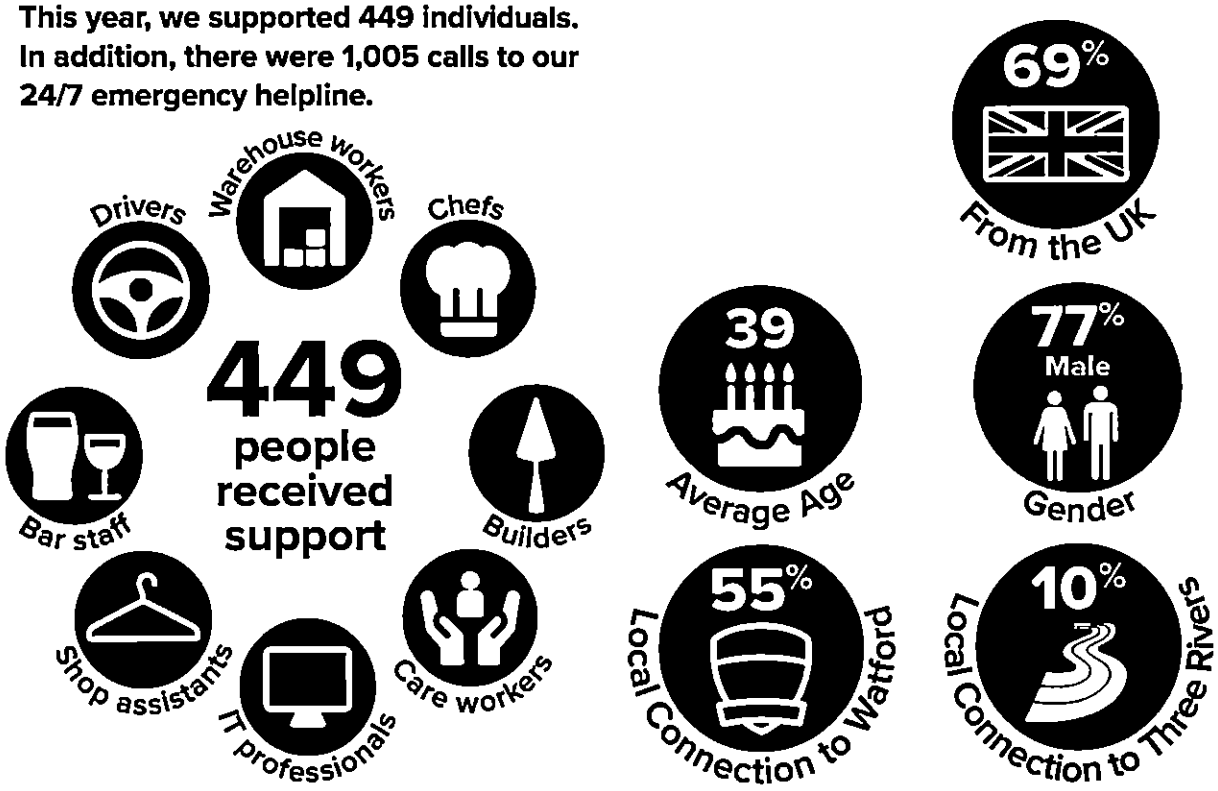
- Invest in good working relationships with other local charities and similar charities working in other areas

Being faithful to our mission

- Regular prayer times in New Hope's services with the chaplain taking a leading role in facilitating this

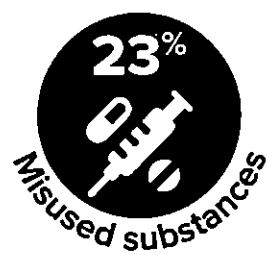
Achievements and performance

This year, we supported 449 individuals. In addition, there were 1,005 calls to our 24/7 emergency helpline.



Reason for homelessness

Support needs



Intervention

24/7 emergency homelessness helpline

The only dedicated homelessness phone service in the Watford area

1,005 phone calls

This phone line is answered by the team at the Haven during the day and by the team at the Sanctuary during the night.

Outreach Plus –

Finding and engaging with people who are rough sleeping in Watford and providing immediate emergency accommodation.

Outreach Plus consists of a manager, two street outreach workers, and two regular volunteers.

Outreach Plus is the first step on Watford Borough Council's Single Homeless Pathway and features over 40 hours of street outreach per week, including late nights and early mornings. Outreach Plus also includes three crisis bedrooms and the team were heavily involved with our provision of additional accommodation during the winter months.

Highlights of the year included

- 30 individuals were provided with a safe space to sleep and support to move on.
- 24 individuals moved on positively from Outreach Plus beds.
- A severely entrenched rough sleeper choosing to come into our accommodation two days before Christmas. The outreach team had been working with the individual for many months (although this person had been sleeping rough for years in many different towns) and remains in our accommodation six months later.
- 64 different people with a total of 1,063 nights were supported through the provision of additional accommodation in the winter (December 2022 to March 2023)
- 29 of these people moved on positively (to New Hope's Emergency Accommodation, One YMCA, or reconnection with family).

From the beginning of December to the end of March, we were able (thanks to funding from Watford Borough Council) to provide emergency accommodation for people facing rough sleeping in the town. This provision – while basic – undoubtedly saved lives, ensuring that vulnerable people were able to sleep in warm, safe, and comfortable beds.

A maximum of six people were able to sleep in camp beds in a large room in the Sanctuary (home to our Emergency Accommodation and Outreach Plus services). Plus during the colder nights (when the temperature was below zero or had a 'feels like' temperature of zero or below, we were able to book people into hotel accommodation – again this was funded by Watford Borough Council – to ensure no one had to sleep rough on the streets of Watford.

> "The Severe Weather Emergency Provision got me off the streets and out of the harsh weather. Had it not been for SWEP, I would have become seriously ill. It got me out of harm's way and saved my mental wellbeing. It has allowed me to heal both physically and mentally."

Future objectives:

- Ensure details of all verified rough sleepers (people who we have seen bedded down) and self-defined rough sleepers are supplied weekly to relevant partners.
- To continue engaging meaningfully every week with people sleeping rough in Watford
- To continue to respond to reports of people (i.e. emails, calls and StreetLink) sleeping rough promptly and efficiently

The Haven –

Providing expert advice in finding accommodation as well as humanitarian aid, including food, showers, clothes, laundry facilities and sleeping bags.

The Haven consists of a manager and three part-time support workers. The team has been augmented by New Hope's casual workers throughout the year. Regular, long-term volunteers help in the kitchen and with sorting clothes and food donations.

The Haven supported 250 individuals including 112 people who had never used New Hope services before. Our support ensured that people were rapidly able to access appropriate accommodation locally, reconnect with family and friends in other places, remain in their existing accommodation, or receive help from statutory services who had a legal 'duty of care' for the individual.

The Haven support workers provided help and advice to people threatened with homelessness (often because of evictions or repossessions), to people who were homeless but not yet rough sleeping i.e. people who were 'sofa-surfing', sleeping in a car, or staying in a hotel (having nowhere else to go). The Haven follows a PIE (psychologically informed environments) approach and treats each service user as an individual. Service users know the Haven team is on their side, acting as advocates with other professionals.

Highlights of the year included:

- Developing a partnership with HSBC so service users could access a bank account
- Hope at the Haven – an open day attended by local partners, supporters and previous service users to celebrate 25 years since the Haven was officially opened
- Hosted visits from staff from the Department of Levelling Up, Housing and Communities and two ministerial visits
- Hosted the mobile Blood Borne Virus testing facility
- Developed relationships with donors, including many corporate groups who volunteered by buying and cooking breakfasts
- Workshops in conjunction with Cultivate, including The Amazing World of Plants and Animals, Community Connections, and Wellbeing Day.
- New Hope's chaplain regularly visiting to play music and engage with service users.

"When you're on the street you're constantly surrounded by drugs so I ended up addicted too. Other people didn't see me like one of them, they spat at me, told me to 'get a job', threw things at me and sometimes tried to assault me. Over the winter I was living in a tent but it was always so terribly cold – I went to the Haven each day for a meal and a shower. You can't hold a job when you live on the streets and don't know where you'll stay each night so I needed money. During the day I was often begging with a friend to pay for my addiction and I was so depressed back then I could have just given up. I was dying, basically, I was taking hundreds of pounds a day in drugs and I hadn't eaten in 14 days when the Haven team helped me to get a room.

The Haven team were great and made the connections to get me to New Hope House. Every day they give you breakfast, lunch and clean clothes. Everyone talks to you like you're anyone else, they banter with you with no judgement ever. In meetings they sit you down to find out how you are and when you don't come in, they send the outreach team out with a hot cup of tea when they can."

"Thank you for making the best breakfast! Coming to the Haven is the best part of my day."

"Thank you from the bottom of my heart for everything your staff did to support me. I am very grateful."

"Thank you for your help in supporting me with getting accommodation at the YMCA."

"Thank you for your help. I am in a much better position now. I will come in later in the week to donate some clothes to help others like you've helped me."

Future objectives:

- Build on relationships with other organisations, such as with police, probation, drug and alcohol services, mental health, GPs, and Watford Borough Council.
- Provide humanitarian support to hidden homeless and rough sleepers and those in temporary accommodation.
- Project Home: Oversee and co-ordinate allocation of funds in order to provide basic items for service users transitioning into their own homes.

Recovery

Sanctuary Emergency Accommodation –

22-bed emergency short-term accommodation

The Emergency Accommodation team consisted of a manager, an assistant manager, a specialist mental health support worker, a specialist worker in restricted eligibility, a housing management support worker, and six support workers. The team has relied on support from New Hope's casual workers, staff from a local agency, and security staff to cover the night shifts.

The Emergency Accommodation is often the first step off the street for people and provides a literal sanctuary for people when they are at their most broken and have lost hope. The service users accessing Emergency Accommodation continue to be the most vulnerable and the most complex.

Highlights:

- 85 different individuals were supported
- Four people moved into Housing First properties
- One person was reconnected to Portugal
- Five residents with restricted eligibility to public funds were supported
- 68% of people positively moved on from Emergency Accommodation into other longer-term accommodation
- A new office/reception was made so that service users could be welcomed as soon as they entered the building
- Hosted additional accommodation in the winter months on behalf of Watford Borough Council

"I called up a number of places, but New Hope was the only one that was able to help me that night. The Sanctuary staff helped with contacting the council and everything that I needed to do to take the next step. And then they obviously helped me get the flat that I'm in now. But what was the best was there was always someone there that I could talk to. I never felt alone there. And that helped with my mental health as well because I was feeling like I wasn't alone, whereas before, I just felt alone and I had no one to talk to. Life is much better now than where I was and where I've come from, so much better. I would not be where I am today if it wasn't for New Hope's Sanctuary."

Future objectives:

- To ensure that rent arrears are less than 5%
- To ensure that 70% of residents move on positively

Recovery Services Accommodation –

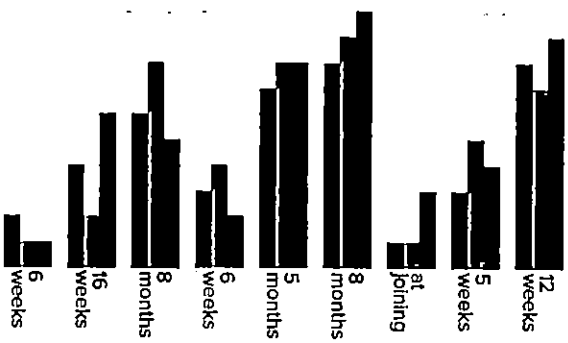
three homes providing accommodation for up to 18 people who are in recovery from alcohol and substance misuse

The Recovery Services team consist of a manager, assistant manager, a substance and alcohol misuse worker, a wellbeing worker, and two support workers, and three night support workers.

The Recovery Services officially launched in April 2022. Working in partnership with CGL, the team is able to carry out safe ambulatory medically assisted alcohol detoxes. This gives residents the best opportunity to become non-alcohol dependent in a safe environment. Two such alcohol detoxes were completed and maintained.

"I can see with my own eyes the changes in the lives of the residents. They want to live lives free from alcohol and illicit drugs. You can physically see the transformation, in their appearances, the brightness of their eyes, and the way they stand strong and tall with their achievements."

Vivienne Brennan, Manager



Mental Health and Wellbeing
Physical Health
Recovery from Substance/Alcohol Misuse
self assessed wellbeing scores of three residents.

"My keyworker has been so helpful, not just with the official work but they just don't take any nonsense from me, they'll see straight past my humour, get down to the core and support me with my issues. My work with a coach who meets with me here once a week has been invaluable too. They're really knowledgeable about getting back to college and to work and giving me the things I need to help myself get there. They taught me to evaluate and look at my behaviours, ways of thinking and feelings differently, making really challenging things seem easy and manageable. With all the people I've worked with here, we've built trust together. I feel like they have my back.

At the moment I'm doing some therapy to come to terms with and process past challenges with the encouragement of my key workers. I'm finding it really helpful and I'm really glad I have the safe space of New Hope to come back to. I want to be able to move out from here when I'm ready and into my own place with the support of New Hope - a place I can call home. I'd like to make contact with my children again. I need to be sober for a year and I think this is right for me so that I can be the best version of dad. It's really important that they see me as all right now and that I'm there for them."

"I think this is God's path for me. I have to fix myself first, I need a clean heart but I want to help my family and other people too. I needed a belief to make myself better and I got that here. I'm doing this for myself but also for my mother's sake and my family too. I'm so grateful to everyone who got me here, I need the help and they believe in me. Without the managers of the Sanctuary and The Recovery services, I'd be dead."

Future objectives:

- To continue to build, grow and strengthen partnership working with drug recovery agencies such as Meadowell Surgery (GP surgery) and CGL
- To motivate and reward residents in their recovery journeys by organising a short break away from the service
- Create new focused groups to help residents with daily life, structure, routine and personal growth

Cultivate –

horticultural therapy, creative arts, wellbeing sessions and practical projects for people accessing all of New Hope services

Cultivate consists of a manager (a qualified horticultural therapist) and a support worker (a qualified gardener).

Cultivate enables people to find relief from anxiety by enjoying the restorative benefits of nature and having experiences that enable them to process their issues in a different environment whether that be growing vegetables, visiting Top Golf, creating something beautiful or visiting animals. People have discovered talents they didn't know they had, such as musical ability and a lovely singing voice, and have demonstrated they can make a living from something they love, such as the epoxy resin table project. People have felt heard and understood. Staff were familiar and friendly faces when people felt deeply disappointed and suffering shame from relapsing.

Highlights:

- Over 400 service specific sessions were held
- Supported 85 different individuals
- Supported eight people now living in their own homes
- Ran 19 trips in the local community (including Top Golf – who kindly let us attend for free), local parks, the local board games café, and the local animal rescue centre.

"Cultivate has improved New Hope's capacity to provide continuity of relationship across the recovery journey. Our floating nature means we can move alongside people as they move from service to service, whether that is moving into their accommodation or relapsing and moving into accommodation with more support. We helped a gentleman who was reluctant to leave his spot in a forest where he was camping but through guitar and gardening sessions at the Haven, he felt safe and trusting enough to move into the Emergency Accommodation. By engaging with him through something he loved and his creative nature, he became open to further engagement."

From Ian Bond, Cultivate manager:

"We went on days out, which helped, with the Cultivate staff (New Hope's horticultural therapy and wellbeing service) – we went to the farm and to the garden centre. We also went to a games café, that was really good. I spoke to Cultivate about my love for animals and they then took me to an animal shelter which was really good. And it helped take my mind off things which is good.

Future objectives:

- As Cultivate has developed over the last two years, we have noticed that our ways of working with people generally fall into three phases: phase one is focused, gentle interactions which are often spontaneous and simple, phase two interactions are of a longer duration and are a more formal activity, and phase three interactions are goal-focused, such as a horticultural therapy programme.
- The aims for 2023/24 are to complete 200 phase two interactions, 100 phase two sessions, and 14 phase three programmes. The focus will be on meeting the nine universal needs, outlined by Manfred Max-Neef: subsistence, protection/security, affection, understanding, participation, leisure, creation, identity/meaning and freedom. We also aim to provide wellbeing, outdoor experiences, opportunities for creativity, or healthy living sessions for 80 individuals.

Prevention

Tenancy Sustainment Team –

support for people renting after a period of homelessness to enable them to maintain their tenancies (including complex needs support and support for people in temporary accommodation in the Three Rivers borough)

HopeHomes –

long-term, affordable shared houses for people who have been homeless and are now ready to live independently

The Tenancy Sustainment Team, who also manage HopeHomes, consists of a manager, assistant manager, a mental health outreach worker, and four support workers. The team is assisted by a volunteer who helps move people into their own homes.

Highlights:

- Staff member who was seconded from Herts Young Homeless transitioned to become a New Hope employee, focusing on mental health and people with complex needs
- Funds from Project Home and the government's Household Support Funds enabled us to provide essential items, including furniture, food, and money for energy bills, for people, alleviating their immediate financial stress
- Supported five people with complex needs in the Three Rivers District Council New Start Accommodation Programme and took on an additional five in January 2023 in the Rough Sleeper Accommodation Programme (both schemes follow the Housing First model)
- Another successful year managing the Temporary Accommodation schemes with partner agencies, Three Rivers District Council and Watford Community Housing.
- HopeHomes operated with a £51,000 net surplus (£11,000 above the budget figure) due to high occupancy rates
- There were two positive move-ons from HopeHomes residents to social housing and two new residents moved in
- Five HopeHomes residents were in employment and three were in education or training.

> "The mental health support from the Tenancy Sustainment Team has been above and beyond. They have helped me to maintain my tenancy, as well as get the right support and medication for my mental health issues, instead of self-medicating."

> "I would not have coped with children's services and my social worker if it was not for my support worker's help and support."

> "All my furniture is beautiful and I am thankful for all the help from TST."

> "Life seems a lot easier but I still lack confidence. Thank you for all the help."

Future objectives:

- 90% of accepted referrals have set-up and maintained their tenancies
- 90% of residents in the Next Steps Accommodation Programme and the Rough Sleeper Accommodation Programme to maintain their tenancies
- To work closely with the mental health teams, addiction recovery services, Watford Community Housing and Three Rivers District Council

Our Chaplain

Sarah, our chaplain, started in February 2022. Funded through the Benefact Trust and other specific donations, Sarah works part-time offering emotional and spiritual support to service users, volunteers, and staff.

Sarah developed and built up the chaplaincy over the year through leading regular worship and prayer sessions in New Hope House, the Sanctuary, the Haven and the Watford charity shop. Many people have commented how much they enjoy these times. Sarah also offered wellbeing sessions and workshops in conjunction with Cultivate, often focused around music. This has enabled conversation to flow and deeper relationships to be built. Five residents at New Hope House asked to receive weekly Bible passages via text message and some staff members are meeting the chaplain monthly to talk and pray through personal issues.

> "Spending time with people through laughter, chatting, praying and worshipping has enabled relationships to be built across the services, both with the staff, volunteers and the service users. There is a trust with people and I find people do open up with me and with Peter (volunteer chaplain who started at the end of the year). Many people have expressed their gratitude for the way we show consistent kindness and love even when people have relapsed. We provide a safe space for people to discharge negative emotions and be listened to."
>
> **Sarah - Chaplain**

Sarah supported 103 different service users with a total of 659 contacts.

Future objectives:

There are three targets for the year 2023/24:

- Appoint two volunteers by the end of December 2023
- Establish three linked churches by end of April 2024
- Run one exploratory course by end of January 2024.

Fundraising and Communications

This year, the Fundraising and Communications Team raised £779,610 for the work of New Hope with costs of £146,930. The team also generated £62,636 worth of gifts in kind, including regular food donations which help keep our food bills low, Christmas presents for service users, and items for the services, such as towels, bedlinen and kitchen equipment.

The team consists of a part-time manager, a part-time administrator, a full-time officer, a part-time graphic designer, and a regular volunteer who helps one day per week.

Fundraising Appeals:

Three fundraising appeals were run throughout the year: Growing for Life (for Cultivate), a crowdfunder for the work of the Haven, and In From the Cold (2022's Christmas appeal), again for the work of the Haven. The Christmas appeal, which raised over £40,000 was the most successful New Hope appeal in recent years.

Gifts in kind:

Donations of food and toiletries have been invaluable and every item from our Urgent Needs list was bought at Christmas, including items for people moving into their own homes, clothing for people sleeping rough, and items for the services.

Legacy strategy:

A new legacy leaflet was created and distributed to local solicitors and to supporters. We also teamed up with Free Wills Network and continued to feature the impact of legacies and in memoriam gifts in our newsletters.

Grants:

Our new strategy for trust fundraising began in January 2022 and we saw the fruits of this throughout the year with £161,019 raised from grant-making trusts, including a three-year grant of £15,000p.a. from the Joseph Rank Foundation.

Fundraisers:

We are so grateful to everyone who fundraised for New Hope. A group of staff, volunteers and supporters took part in Action Challenge's Thames Bridges Trek raising over £7,000. Supporters also raised money through a golf day, Santa's sleigh in the Three Rivers district, running 100km, taking part in Ride London, star-jumping, an inflatable obstacle course, and various events for the Queen's jubilee.

Stephen, who took part in the 100km ultra challenge, said this:

> "New Hope saved my life. No beating about the bush but they did. They took me from a sleeping bag on the street and sent me off to my own flat and able to even attempt something like this. I hurt in places I didn't know I could but I am proud of this one personally. The thought of being able to raise money to continue your work changing people's lives got me through a good few hard miles."

Events:

Two celebration events were held this year as we were keen to move the event back to March to coincide with the anniversary of New Hope's launch. Rebuild, Restore and Renew was held in October 2022 and Light in the Darkness was held in March 2023. Films which we made in house for these events are available online.

Sing for Hope! in December 2022 featured local choirs and solo artistes and raised £487.02 and our Christmas wrap in Atria, Watford's shopping centre, raised £417.99.

Hope at the Haven celebrated 25 years since the dedication of the Haven building. We were delighted that the event was attended by the bishop of St Albans and Anne Hegerty from television's The Chase.

Corporate volunteering:

We had many companies contacting us wanting to volunteer – more than ever before! Activities were found for the majority of companies and we are pleased with how well the breakfasts at the Haven are going. Companies buy the ingredients and then come and cook the breakfast. This saves us money and the volunteers appreciate the experience. The following companies helped with clearing the old Community Market Garden site, breakfasts at the Haven, dinners at the Sanctuary, decorating the Sanctuary, or delivering postcards for the Christmas appeal: BRE, Camelot, Vinci, Mobilize, Mondelez, InSinkErator, IGT, Myers Clark, Savills, Lundbeck, Poetic Gem, Succession Wealth, Princes Trust, Nationwide Building Society, and De Lage Landen.

Internal and external communications:

The Fundraising and Communications Team is responsible for all internal communications which are vital in a charity based in multiple locations and with staff working different shifts. Regular internal emails and posters are sent out. The Fundraising and Communications Team also assist with the creation of recruitment materials and oversee New Hope's website. The Fundraising and Communications Manager plays a strategic role, which included being a key member of the Policy Review Team and the recruitment, retention, and remuneration group.

Volunteers

62 people regularly volunteered at New Hope this year with the majority of these serving in our two charity shops. Volunteers also served with Outreach Plus, the Haven, the Sanctuary Emergency Accommodation, the Tenancy Sustainment Team, Cultivate, Chaplaincy and the Fundraising Team. Our trustees are, of course, also volunteers. Volunteers also assisted on an ad hoc basis with leafleting, supermarket collections, events, the annual street count, and collecting food.

Each week, the average number of regular volunteer hours is 365 hours with an approximate total value to the charity of £167,495.63.

> "It is a privilege to cook breakfast for the service users who come into the Haven, knowing that there are people there who will help and support them. Volunteering is good for the mind and soul, knowing that you have done something good for people who are less fortunate than yourself."

> "Helping people on the streets is something I have always wanted to do. By volunteering, you know you touch people's lives and are using your time mindfully, helping others live better."

Thank you

Trusts and foundations

29th May 1961 Charitable Trust

Arnold Clark

Barratt Developments

Benefact Trust

B&Q Foundation

Cathedral and Abbey Church of St Alban

Dewan Foundation

D'Oyly Carte Charitable Trust

Frank Litchfield Trust

Go Fund Me

Goods for Good

Hertfordshire Community Foundation

Jandsford Charitable Trust

Maurice and Hilda Laing Charitable Trust

Neighbourly Foundation

Pat Newman Memorial Trust

Richard Platt's Relief-In-Need Charity

Rutherford Charitable Trust

Shanly Foundation

Schroder Charitable Trust

The Albert Hunt Trust

The Champniss Foundation

The Jaspar Foundation

The John Apthorp Charity

The Joseph Rank Trust

The Souter Charitable Trust

Watford Foodbank

Faith groups, community groups, and schools

A Heart For Abbots Langley

Ark Community Church

Bograts Explorer Scouts

Christ Church Chorleywood Church

Derby Road Baptist Church

Eastbury Church

Emmaus, St Albans

Grace Altar Mission International

Sandy Lodge Golf Club

St Andrew's Church Chorleywood

St Luke's Church Bricket Wood

St Luke's Watford

St Mary's Watford

The Rotary Club, Watford

The Watford Catenian Association

Watford and Bushey Bridge Club

Watford Lions

Wellspring Church

West Watford Golfing Society

Companies

BAM Construction Ltd

Brewers Decorator Centre

Costco Watford

Greggs, Watford

InSinkErator

International Craft (Wholesale)

J P Hildreth Ltd

Kilnbridge

Lidl, Watford

Lucketts of Watford

Ocado

Warner Bros Studios

Watford Community Housing

Financial Review

Following a difficult year last year, we have a surplus on both restricted (£27,408) and unrestricted (£120,914).

During the year we undertook a couple of new contracts and had increased grant and donations income. We also reviewed our housing benefit assessments and increased housing benefit for a number of properties in line with current costs. This increased income from £1,976,349 in 2022 to £2,484,343 in 2023.

Expenditure also increased by £173,834 due to the costs associated with the additional grants and contracts. During the year we increased the salary for targeted posts to bring the charity in line with other similar charities.

Reserves policy

New Hope's Reserves policy is designed to comply with the guidelines set out by the Charity Commissioner's guidance on reserves (CC19-40) which states: "To justify their holding of reserves, trustees should have a reserves policy based on a realistic assessment of their reserves' needs."

This policy has been established so that the trustees can be confident that reserves levels match New Hope's needs, primarily: to protect the organisation and its charitable activity by providing time to adjust to changing financial circumstances.

New Hope maintains three types of reserves; restricted reserves are given for specific purposes and cannot be spent on the general costs of the charity. At the 31 March 2023 New Hope had restricted reserves of £508,225 (2022: £480,817). Designated reserves are funds set aside by the trustees from the unrestricted funds for specific future purposes or project. At the 31 March 2023 New Hope had designated funds of £1,395,123 (2022: £1,353,507). General reserves are available for the trustees to spend on the charitable activities. At 31 March 2023 New Hope had general funds of £611,220 (2022: £531,922). The free reserves available from this are £507,896 (2021: £428,597).

The trustees have agreed to maintain a free reserves level of approximately three months of budgeted annual expenditure. This decision has been made giving consideration to the current sources of income and the likelihood of a decrease in any one funding stream. The trustees have taken into account current trends and the reliance on any single funding stream. When setting this policy the trustees have taken into consideration the length of time the charity will need to adjust to a change in funding.

At 31 March 2023 the required level of free reserves under this policy is £591,920. As above New Hope currently has free reserves of £507,896. The current free reserves held are £84,024 below the target reserves level. This difference relates to the net book value of fixtures and fittings. As the assets are depreciated the difference between the target free reserves and current reserves will reduce. The trustees have earmarked designated funds specifically for the development of the HopeHomes service and the development of the Hub, however if current general funds are not sufficient for the ongoing operation of the charity these funds can be used to support the free reserves. On this basis the trustees find the current reserves held acceptable and no further action is necessary.

Risks

New Hope has compiled a risk register identifying the actions necessary to eliminate control and reduce or accept the risk. An annual review of the register is carried out by the trustees, although the leadership team keep the risks under review on a regular basis. The trustees are satisfied that the sufficient policies and procedures are in place and applied for all the main areas of risk.

The register addresses the risk in nine key categories: operational risk, retail risk, financial risks, fundraising and communications, personnel, property, IT, external environment and governance. All risks are assessed due to their likelihood and impact. Where appropriate mitigating controls are put into place.

During their last review the trustees identified the following as the three highest areas of risk for the charity:

- Incidents or accidents arising from working with challenging service users. All staff are trained to a high standard and provided with adequate supervision. The leadership also implements a full portfolio of policies and procedures.
- Lone working within services resulting in a risk of violence towards a staff member. Full risk assessments are carried out when a staff member is required to carry out lone working. This is embedded within the policies and procedures.
- Increase in level of competition for contracts and funding. Annual budgets produced. Regular communication with key funders.

External changes affecting the implementation of the strategy. Current national picture kept under review.

Insufficient funds or capital to allow growth. Annual budgets presented to the trustees.

Governance

Structure

Watford New Hope Trust is a charitable company limited by guarantee, established under a Memorandum of Association which sets out the objects and powers of the charitable company. It is governed under its Articles of Association. On 1 April 2014 the charity introduced a trading name, New Hope, and now operates under that name. The charity set up a wholly owned trading company, New Hope Retail Limited, in June 2011. New Hope Retail is a company limited by guarantee, registered company number 7667185.

Organisational Structure

The Trustees govern the business of New Hope and decide matters of policy, governance and strategy at regular meetings. The Trustees delegate the day-to-day running of New Hope to the Chief Executive, Mr M Heasman. The Chief Executive works with a leadership team and service managers to implement the strategy and the charity's policies and procedures.

The Trustees

The Trustees are directors for the purposes of company law and trustees for the purpose of charity law. The Trustees act on advice and information from regular meetings with the Chief Executive and with regard to the Charity Commission's guidance on public benefit. Other decisions made within the organisation are reported to the Board.

The Trustees who served during the period and up to the date of signing were:

Mr J R Ford (Chair)

Dr T W Robson OBE (resigned September 2023)

Mr D Evans (Treasurer)

Mrs M J Sills (resigned July 2022 and reappointed September 2023)

Mrs A Johnson

Mr A Robertson

Third party indemnity insurance was in place for Trustees during the year.

Guarantees

Trustees, whilst serving, and for a period of twelve months after ceasing to be Trustees, guarantee to contribute an amount not exceeding £10 each to the assets of New Hope in the event of winding up. The total number of Trustee guarantees at 31 March 2023 was six (2022: seven).

Appointment and Training

New Trustees are recommended by the existing Trustees and are chosen for their ability to contribute to the needs and ethos of New Hope. All new Trustees are fully inducted on appointment. Trustees are also regularly advised of relevant training opportunities.

Sub Committees

The Trustees operate three subcommittees:

- The **Finance and Audit Committee** consists of three Board members. The committee meets before each trustee meeting to consider financial reports in more detail. The committee also reviews the annual budget and financial statements and makes recommendations prior to approval by the full Board of Trustees.
- The **Remuneration Committee** consisting of three board members and one staff member meets annually to review the CEO's remuneration and to review management's recommendations regarding overall remuneration structure and make recommendations to the board.
- The **Board Development Committee** consists of three trustees and meets on an ad hoc basis to seek and review new candidates for the board.

Reference and Administrative Information

Charity registration number: **1080784**

Company registration number: **03969063**

Registered office:

67 Queens Road
Watford
Hertfordshire
WD17 2QN

The Trustees (Directors):

Mr J R Ford	(Chair)
Mr T Robson OBE	
Mrs A Johnson	
Mr D Evans	(Treasurer)
Mr A Robertson	

Leadership Team:

Mr M Heasman	Chief Executive
Mrs S Holford	Head of Finance
Mrs A Bowyer	Head of Resources
Mr R Edmonds	Head of Services

Bankers and other Financial Advisers:

Royal Bank of Scotland
36 St Andrews Square
Edinburgh
EH2 2YB

CafCash Limited
Kings Hill
West Malling
Kent
ME19 4TA

Auditors:

Cansdales, Chartered Accountants, Business Advisers & Registered Auditors
St Marys Court
The Broadway
Amersham
HP7 0UT

Responsibilities of the trustees

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements the trustees are required to:

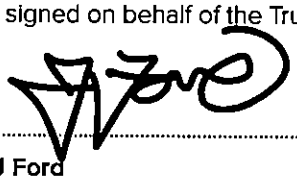
- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make the judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures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

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees on 14th September 2023 and signed on behalf of the Trustees



Mr J Ford

Independent Auditor's Report to the Members of Watford New Hope Trust

Opinion

We have audited the consolidated financial statements of Watford New Hope Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, 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 consolidated 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
- 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 auditor 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 consolidated 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 other information comprises the information included in the trustees annual report, other than the consolidated financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the consolidated 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the course of 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 (Trustees Annual Report for the year ending 31 March 2023) for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Trustees Annual Report for the year ending 31 March 2023 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 financial statements as on 31 March 2023 and the trustees report.

We have nothing to report in respect of the following matters in relation to which 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 consolidated financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 31, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated 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.

Auditor responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report 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 consolidated 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:

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity.
- We communicated identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. We examined and discussed with management any known or suspected instances of fraud or non-compliance with laws and regulations.

We assessed the risks of material misstatement in respect of fraud as follows:

- The audit team discussed whether there were any areas that were susceptible to misstatement as part of their fraud discussion.
- In addressing the risk of management override of controls, we tested the appropriateness of journal entries with a focus on large or unusual transactions based on criteria determined using our knowledge of the organisation and industry. We also challenged assumptions and judgements made.
- We incorporated an element of unpredictability in the selection of the nature, timing and extent of our audit procedures.
- Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud, including bribery and non compliance

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the consolidated financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the consolidated financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements

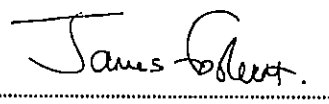
represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 auditor's 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.

14 September 2023



Mr. James Foskett
(Senior Statutory Auditor) for and on behalf of
Cansdales Audit LLP

St. Marys Court
The Broadway
Amersham
HP7 0UT

Consolidated Statement Of Financial Activities (including income & expenditure account)

Year ended 31 March 2023

	Note	Unrestricted funds	Restricted funds	Total funds 2023	Unrestricted funds	Restricted funds	Total funds 2022
Income							
Donations and legacies	2	419,016	423,230	842,246	361,944	266,876	628,820
Charitable activities:							
Intervention	3a	90,806	-	90,806	98,025	-	98,025
Recovery	3b	1,012,840	-	1,012,840	786,324	-	786,324
Prevention	3c	271,272	-	271,272	219,112	-	219,112
Other trading activities:							
Retail income		256,501	-	256,501	243,141	-	243,141
Investments		10,328	-	10,328	927	-	927
Other income		350	-	350	-	-	-
Total income		**2,061,113**	**423,230**	**2,484,343**	**1,709,473**	**266,876**	**1,976,349**
Expenditure							
Raising funds:							
Retail	4	129,566	-	129,566	114,337	1,967	116,304
Fundraising and communications	4	146,930	-	146,930	141,692	2,985	144,677
Charitable activities:							
Intervention	4	105,927	252,818	358,745	168,749	186,746	355,495
Recovery	4	1,273,231	112,857	1,386,088	1,107,317	161,965	1,269,282
Prevention	4	284,545	30,147	314,692	224,642	51,787	276,429
Total expenditure		**1,940,199**	**395,822**	**2,336,021**	**1,756,737**	**405,450**	**2,162,187**
Net income/ (expenditure) for the year		120,914	27,408	148,322	(47,264)	(138,574)	(185,838)
Transfers between funds	8,9	-	-	-	-	-	-
Net movement in funds		120,914	27,408	148,322	(47,264)	(138,574)	(185,838)
Reconciliation of funds							
Total funds brought forward		1,885,429	480,817	2,366,246	1,932,693	619,391	2,552,084
Total funds carried forward	8,9	**2,006,343**	**508,225**	**2,514,568**	**1,885,429**	**480,817**	**2,366,246**

All of the charitable company's activities are considered to be continuing.

There were no recognised gains or losses other than the result for the year

The notes numbered 1 to 17 form part of these financial statements

Consolidated Balance Sheet

At 31 March 2023

	Note	2023 Charity £	2023 Group £	2022 Charity £	2022 Group £
Fixed Assets					
Tangible assets	5	1,291,472	1,291,472	1,330,822	1,330,822
Current Assets					
Debtors	6	266,098	194,328	303,484	231,714
Cash at bank and in hand		1,080,242	1,152,012	835,205	906,975
		1,346,340	1,346,340	1,138,689	1,138,689
Creditors: Amounts falling due within one year	7	123,244	123,244	103,265	103,265
Net Current Assets		1,223,096	1,223,096	1,035,424	1,035,424
Total Assets Less Current Liabilities		2,514,568	2,514,568	2,366,246	2,366,246
Total Assets Less Total Liabilities		**2,514,568**	**2,514,568**	**2,366,246**	**2,366,246**
Funds					
Unrestricted:					
Designated	8,10	1,395,123	1,395,123	1,353,507	1,353,507
General funds	8,10	611,220	611,220	531,922	531,922
		2,006,343	2,006,343	1,885,429	1,885,429
Restricted	9,10	508,225	508,225	480,817	480,817
		2,514,568	**2,514,568**	**2,366,246**	**2,366,246**

These financial statements have been prepared in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006. These financial statements were approved by the Trustees on 14th September 2023 and are signed on their behalf by:

Mr John Ford

Company number 03969063

The notes numbered 1 to 17 form part of these financial statements

		2023		2022
Cashflows from operating activities				
Net Income/(expenditure) for the reporting period		148,322		(185,838)
Adjustments for:				
Depreciation		47,881		52,280
Investment income		(10,328)		(927)
(Increase)/decrease in debtors		37,386		(67,300)
Increase/(decrease) in creditors		19,979		(129,773)
Net cash provided by / (used in) operating activities		243,240		(331,558)
Cashflows from investing activities				
Purchase of fixed assets	(8,531)		-	
Investment income	10,328		927	
Net cash provided by / (used in) operating activities		1,797		927
Net increase in cash and cash equivalents	245,037			(330,631)
Cash and cash equivalents at 1 April	906,975			1,237,606
Cash and cash equivalents at 31 March	1,152,012			906,975
Analysis of cash and cash equivalents:				
Cash in hand		1,152,012		906,975
Total cash and cash equivalents		1,152,012		906,975

Notes to The Consolidated Financial Statements

1 Accounting Policies

Company information

Watford New Hope Trust is a private charitable company limited by guarantee, incorporated in England & Wales. Details of the registered office and principal address can be found on the reference and administrative information pages.

Basis of accounting

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The trustees consider that sufficient income has been secured to cover all anticipated liabilities. The trustees are not aware of any material uncertainties which will restrict New Hope's ability to continue as a going concern and the financial statements have, therefore, been prepared on a going concern basis.

Income

Income is recognised in the period in which New Hope is legally entitled to the income provided that:

- any performance conditions have been met,
- it is probable that the income will be received and
- the amount can be quantified with reasonable accuracy.

Legacies are recognised in the Statement of Financial Activities when notification of the legacy has been received and a reasonable estimate of the value of the legacy can be made. Donations and grants are recognised when the charity has been notified in writing of the amount. In the event that a grant or donation is subject to conditions, that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Expenditure

Expenditure is accounted for on an accruals basis, inclusive of VAT, which cannot be recovered. Certain expenditure is directly attributable to specific activities and has been allocated to those cost categories. Where these costs are attributable to more than one activity, they have been apportioned to the individual activities on the basis of the time spent by staff on matters relating to those activities. Head Office costs have been allocated on the basis of incoming resources and direct costs and have been apportioned to the cost centres of fundraising and publicity and individual projects within charitable expenditure in accordance with the requirements of the Statement of Recommended Practice.

Gifts in kind

Donated gifts and services are recognised as income when the charity has control over the item and the economic benefit can be measured reliably. Such goods and services are recognised on the basis of the value that the charity would have been willing to pay to obtain such services or facilities on the open market. In accordance with the Charities SORP (FRS 102) the time and commitment donated by the volunteers has not been recognised in the Statement of Financial Activities. Gifts donated for resale are included as income when they are sold due to the administrative difficulty in estimating the fair value of the goods.

Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

Tangible fixed assets

Individual assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows: Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold buildings	2% per annum straight line
Leasehold buildings	over the length of the lease
Equipment	25% per annum straight line
Fixtures and fittings	10% to 25% per annum straight line

Depreciation is calculated monthly and is included from the first full month after purchase. Freehold land is not depreciated. Other property interests are depreciated over the term of the lease of the property concerned or the relevant management agreement.

Tax status

New Hope is a registered charity and therefore it is not assessable to corporation tax on any surplus charitable funds.

Pensions

New Hope operates both a stakeholder pension scheme for employees, to which the employer does not make contributions and a group personal pension. The group personal pension is a defined contribution scheme and New Hope makes a 3% contribution where employees are also contributing to the group personal pension scheme. This scheme is managed by Source Pensions and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. New Hope has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

Funds

Funds held by New Hope are:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

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

The nature and purpose of each fund is explained further in the notes to the financial statements.

Group financial statements

The consolidated accounts incorporate those of Watford New Hope Trust (trading as New Hope) and its subsidiary undertaking, New Hope Retail, for the year ended 31 March 2023. As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent company is not presented as part of these financial statements. The result of the charitable company alone for the year was a surplus of £148,323 (2022 : deficit £185,838). New Hope Retail has not carried out any trading during the year.

2 Donations And Legacies

	2023			2022		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Grants	54,823	343,462	398,285	8,746	200,845	209,591
Legacies	38,210	-	38,210	42,971	-	42,971
Individual donations	149,995	47,411	197,406	157,144	49,099	206,243
Tax reclaimed	20,154	6,234	26,388	23,383	-	23,383
Other donations	155,834	26,123	181,957	129,700	16,932	146,632
	419,016	423,230	842,246	361,944	266,876	628,820

Gifts in Kind

New Hope receives significant donations of food during the harvest period from schools and churches. In addition New Hope receives regular food donations from local companies including Costco, Ocado and Pret a Manger. All food donations are included in the financial statements at the estimated value the charity would have paid for them. From time to time New Hope also received other gifts to assist in the operation of New Hope's activities. The total amount of gifts in kind included in the financial statements is £62,636 (2022: 48,077).

3 Charitable Activities

		2023			2022		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£	£	£	£	£	£
3a	**Intervention**						
	Contracts	90,806	-	90,806	98,025	-	98,025
	Total Intervention	90,806	-	90,806	98,025	-	98,025
3b	**Recovery**						
	Housing Benefit	697,781	-	697,781	478,891	-	478,891
	Ineligible charges	20,945	-	20,945	26,983	-	26,983
	Contracts	254,423	-	254,423	242,318	-	242,318
	Sales income	-	-	-	32	-	32
	Other income	39,691	-	39,691	38,100	-	38,100
	Total Recovery	1,012,840	-	1,012,840	786,324	-	786,324
3c	**Prevention**						
	Housing Benefit	94,417	-	94,417	63,550	-	63,550
	Ineligible charges	4,002	-	4,002	6,213	-	6,213
	Contracts	172,853	-	172,853	149,349	-	149,349
	Total Prevention	271,272	-	271,272	219,112	-	219,112
Total charitable income		**1,374,918**	-	**1,374,918**	**1,103,461**	-	**1,103,461**

4 Total Expenditure

	Intervention	Recovery	Prevention	Fundraising and communications	Retail	Head office	2023 Total costs	2022 Total costs
	£	£	£	£	£	£	£	£
Staff costs	244,973	762,077	167,494	84,989	25,787	285,317	1,570,637	1,384,580
Other staff costs	524	266	1,691	127	200	57,483	60,291	57,237
RSL charges	-	226,105	-	-	-	-	226,105	216,839
Premises costs	16,496	105,329	31,311	440	37,088	6,428	197,092	189,585
Office costs	2,169	4,711	2,496	12,058	3,757	2,984	28,175	25,680
IT costs	-	-	-	-	-	4,258	4,258	5,346
Service user costs	42,278	73,902	17,579	-	-	-	133,759	141,810
Insurance	3,235	2,896	3,129	-	4,920	5,391	19,571	20,289
Depreciation	6,900	1,943	10,390	1,441	17,207	10,000	47,881	52,280
Professional costs	1,572	4,258	1,432	842	872	32,327	41,303	33,751
Other costs	247	1,806	343	8,138	160	8,967	19,661	17,442
Partnership costs	(22,914)	-	10,202	-	-	-	(12,712)	17,348
Head office costs	63,265	202,795	68,625	38,895	39,575	(413,155)	-	-
Total	358,745	1,386,088	314,692	146,930	129,566	-	2,336,021	2,162,187

4 Expenditure (continued)

Staff Costs

	2023	2022
	£	£
Wages and salaries	1,250,822	1,198,166
Social security costs	100,337	97,351
Pension costs	25,649	24,801
Agency and security costs	183,175	64,262
Redundancy costs	10,084	-
	1,570,067	**1,384,580**

One employee was paid at a rate of £60,000 or more (2022: one employee).

In addition to around 200 volunteers during the year the full time equivalent number of staff employed by New Hope during the year, excluding trustees, are set out below.

Employee Numbers

	2023	2022
	No.	No.
Direct charitable work	30.8	32.6
Fundraising and communications	2.7	2.3
Head office	8.4	8.0
Retail	1.0	1.0
	42.9	**43.9**

Key Management

No trustee was remunerated during the year (2022: nil) and there were no trustee expenses during year (2022: nil).

The leadership team is considered the only key management of the organisation. Total remuneration paid to the leadership team during the year was £165,196 (2021: £161,394). The leadership team consists of four employees; CEO, Head of Services, Head of Resources and career break cover. In addition the charity engages the services of a financial consultant to carry out the role of Head of Finance.

Auditors' remuneration:

	2023	2022
	£	£
Audit	10,292	10,470
Other services	-	-
	10,292	**10,470**

5 Fixed Assets

Charity & Group	Interests in property	Plant and machinery etc	Total
Cost	£	£	£
At 31 March 2022	1,834,198	363,829	2,198,027
Additions	-	8,531	8,531
Disposals		(22,273)	(22,273)
At 31 March 2023	1,834,198	350,087	2,184,285
Depreciation			
At 31 March 2022	606,701	260,504	867,205
Charge for the period	24,476	23,405	47,881
On disposals	-	(22,273)	(22,273)
At 31 March 2023	631,177	261,636	892,813
Net Book Value			
AT 31 March 2023	**1,203,021**	**88,451**	**1,291,472**
AT 31 March 2022	**1,227,497**	**103,325**	**1,330,822**

The cost of plant and machinery includes donated assets valued by the trustees at £10,000 (2022: £13,940). All of the assets held by the charity are used for charitable purposes.

New Hope owns the freehold interest in the The Manse, the Haven and in the building accommodating the shop and office. The charity's interest in New Hope House represents costs of £171,768 which are fully depreciated. The title to the property is held by Salvation Army Housing Association (SAHA) and there is a charge registered on the title deeds at the Land Registry noting New Hope's interest. There is a management agreement between New Hope and SAHA under which the charity undertakes the day to day management of the property. If the property is sold the charity is entitled to a 50% share in the sale proceeds. In the opinion of the trustees the amount to which the charity would be entitled is at least equal to the value at which the charity's interest is included in these financial statements.

Interests in property includes:	2023	2022
	£	£
The Manse	62,144	63,618
The Haven	225,964	232,295
Sanctuary Cluster conversion costs	-	96
Purchase of Shop and offices	510,366	518,681
HopeHomes	404,547	412,807
	1,203,021	**1,227,497**

6 Debtors

	2023 Charity	Group	2022 Charity	Group
	£	£	£	£
Housing benefit debtors	17,225	17,225	8,081	8,081
Prepayments and accrued income	7,284	7,284	6,843	6,843
Other debtors	152,761	152,761	202,549	202,549
Tax recoverable	17,058	17,058	14,241	14,241
Intercompany account	71,770	-	71,770	-
	266,098	194,328	303,484	231,714

7 Creditors

	2023 Charity	Group	2022 Charity	Group
Within one year	£	£	£	£
Accruals and deferred income	98,709	98,709	95,010	95,010
Other creditors	24,535	24,535	8,255	8,255
	123,244	123,244	103,265	103,265

8 Designated Funds (Charity and Group)

	31 March 2022	Income	Expenditure	Transfers	31 March 2023
	£	£	£	£	£
Designated funds					
Property	1,133,038	-	(18,784)	-	1,114,254
HopeHomes	202,348	-	-	-	202,348
The Hub	-	50,400	-	-	50,400
Building repairs fund	15,302	10,000	-	-	25,302
Women's hostel	2,819	-	-	-	2,819
	1,353,507	60,400	(18,784)	-	1,395,123
General unrestricted funds	531,922	2,000,713	(1,921,415)	-	611,220
Total unrestricted funds	**1,885,429**	**2,061,113**	**(1,940,199)**	-	**2,006,343**

Purposes of designated funds

Property Fund - This comprises a sum set aside by the trustees to reflect the investment in property held by New Hope. The amount represents the net book value of property interests less any amounts held in restricted funds for specific properties.

HopeHomes - These funds were received by a legacy and have been set aside to assist in the costs of purchasing property for the HopeHomes service.

The Hub - This represents amounts set aside to fund the development of a new Watford hub.

Building Repairs Fund - This represents reserves set aside by the trustees towards the cost of major repairs to the properties in which New Hope has an interest.

Women's Hostel - The fund represents donations given in 2008-9 in memory of Janet Hosier. These funds are being held to fund the cost of a women's hostel.

9 Restricted Funds (Charity and Group)

	31 March 2022	Income	Expenditure	Transfers	31 March 2023
	£	£	£	£	£
The Haven - capital fund	94,459	-	(5,692)	-	88,767
The Haven - running costs	1,396	108,661	(102,574)	-	7,483
Sanctuary Night Shelter	-	8,954	(6,560)	-	2,394
Street Outreach	-	100,943	(100,943)	-	-
Assessment beds	-			-	-
Severe Weather funding	-	36,082	(36,082)	-	-
Protect and vaccinate	-	6,779	(6,779)	-	-
Recovery services	-	4,779	(4,529)	-	250
Restricted eligibility accommodation	-	45,236	(45,236)	-	-
Cultivate	-	18,978	(18,978)	-	-
Donations for residents	1,378	-	-	-	1,378
Tenancy Sustainment Team	-	44,779	(14,779)	-	30,000
Project Home	17,308	16,000	(8,820)	-	24,488
Rough sleeper support	7,363	-	(748)	-	6,615
Household support fund	-	27,684	(27,684)	-	-
Chaplain	45,372	3,250	(15,368)	-	33,254
HopeHomes	310,543	50	(50)	-	310,543
Other restricted funds	2,998	1,000	(1,000)	-	2,998
	480,817	**423,175**	**(395,822)**	**-**	**508,170**

Purposes of Restricted funds

The Haven capital fund - This represents funding provided for the work carried out at the Haven. The provision for depreciation of the building is being charged to this fund.

Haven running costs - Various donations towards the general running costs for the service.

Sanctuary Emergency Accommodation - Donations to cover the costs of running the emergency accommodation within our Sanctuary building

Street Outreach - Funds provided by Watford Borough Council to provide a an outreach service to those rough sleeping in Watford.

Severe Weather funding - Funds provided by Watford Borough Council and Three Rivers distict council to support accommodation provided during severe weather conditions.

Protect and vaccinate - Funds provided by Watford Borough Council to ensure that everyone had access to accommodation during covid infections.

Donations for residents - A number of donations provided to finance capital items and other items for the benefit of specific residents at New Hope House, 64 Rickmansworth Road and the Sanctuary.

HopeCollege - Funds provided to support the work carried out by HopeCollege.

Tenancy Sustainment Team - Donations received towards the cost of staffing for the team. Funds carried forward include a grant from Nationwide to support those transitioning from the street to their own accommodation.

Project Home - donations provided to run the Project Home scheme, supplying those moving from rough sleeping or homelessness to indipendent accommodation. This includes deposits, furniture and white goods.

Rough sleeper support -Financial assistance given to help the entrenched rough sleepers with individual support.

9 Purposes of Restricted funds (continued)

Chaplain - Grants received to pay for a chaplain to support the wellbeing of staff and service users.

HopeHomes - Reciept of a legacy in 2015 to provide accommodation to those who have experienced homelessness. One property has been purchased and the remaining funds are held to purchase additional accommodation.

10 Analysis of Net Assets between Restricted and Unrestricted Funds

Charity and Group

	Tangible fixed assets	Cash at bank and in hand	Net current assets/ (liabilities)	Creditors more than one year	Total
	£	£	£	£	£
Haven Support Centre - capital	94,459	-	-	-	94,459
Other restricted funds	-	386,358	-	-	386,358
	94,459	386,358	-	-	480,817
Designated funds	1,133,038	220,469	-	-	1,353,507
General unrestricted funds	103,325	300,148	128,449	-	531,922
	1,330,822	**906,975**	**128,449**	**-**	**2,366,246**

11 Pensions

New Hope operates a Stakeholder Pension Scheme for all employees but does not contribute to the pension scheme on behalf of its employees. A group personal pension scheme, a defined contribution scheme, is also offered. New Hope pays a matched contribution of 3% for all employees within the scheme. A payment of £209 is included in creditors at 31 March 2022 relating to the employer and employee contributions (2021: £180).

12 Contingencies

There are no contingent liabilities as at 31 March 2023.

13 Capital Commitments

There are no capital commitments as at 31 March 2023.

14 Ultimate Controlling Party

There is no ultimate controlling party.

15 Trading Subsidiary

New Hope Retail Limited, the charitable company's trading subsidiary (Company number: 7667185) was incorporated on the 13 June 2011. New Hope Retail Limited began to operate during 2011/12. The subsidiary's financial statements can be obtained from the operational address on page 3 of these financial statements.

The company was established to operate retail opportunities on behalf of New Hope. New Hope Retail Limited is a company limited by guarantee and the only member is New Hope. There are two directors, one member of the board of trustees of New Hope and the Chief Executive of the New Hope.

New Hope Retail ceased trading on 31 March 2019.

The results of the company are as follows:

	2023	2022
	£	£
Turnover	-	-
Cost of sales	-	-
Gross profit	-	-
Administrative expenses	-	-
Gift aid to Watford New Hope Trust	-	-
Profit on ordinary activities before taxation	-	-
Taxation for the period	-	-
Results for the period	-	-

The aggregate of the assets, liabilities and funds at the 31 March were:

	2023	2022
	£	£
Assets	71,770	71,770
Liabilities	(71,770)	(71,770)
Share Capital	-	-
Accumulated Profit/(loss)	-	-

16 Related Party Transactions

New Hope Retail Limited, a wholly owned subsidiary, gift aids all profits to New Hope. The total gift aid donation relating to 2023 is £Nil (2022: £Nil).

New Hope Retail was dormant during the year and there were no payments from New Hope Retail to New Hope (2022: £nil). The total amount owing from New Hope Retail Ltd at 31 March 2023 to New Hope is £71,770 (2022: £71,770).

Donations received from trustees and other charities for which trustees act totalled £10,710 (2022: £9,640) during the reporting period.

17 Operating Lease Commitments

At 31 March 2023 New Hope had total commitments under non-cancellable operating leases as set out below:

Group and Charity

	2023		2022	
	Land and buildings	Other items	Land and buildings	Other items
Operating leases which expire:	£	£	£	£
Within one year	21,125	3,680	21,125	7,629
Within two to five years	24,000	7,603	24,000	9,382
In more than five years	18,667	792	26,667	2,693
	63,792	12,075	71,792	19,704

WATFORD NEW HOPE TRUST

England & Wales - Charity number 1080784

Accounts

Company Registration Number: 3969063
Charity Number: 1080784

WATFORD NEW HOPE TRUST
(TRADING AS NEW HOPE)

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 MARCH 2022

NewHope
PREVENTING HOMELESSNESS
TRANSFORMING LIVES

WATFORD NEW HOPE TRUST (TRADING AS NEW HOPE)
CONSOLIDATED FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2022

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CHAIRMAN AND CEO'S WELCOME

Although the periods of lockdown are now fading memories, the impact of the pandemic continues to reverberate around the world. While the pandemic is no longer headline news, new challenges have come thick and fast with war in Ukraine, the impacts of climate change and rapidly escalating inflation.

Despite this far from encouraging environment, the number of people rough sleeping in Watford has remained mercifully small. Before the pandemic there were upwards of 80 verified rough sleepers in Watford with at least another 20 hidden homeless. Now we are in single figures which is wonderful! How has this happened?

Huge credit must go to the staff of New Hope as well as to Watford Borough Council and the other organisations providing services for those facing homelessness in our town. The pandemic helped focus government attention on the scourge of homelessness and significant funding was channelled into providing new accommodation. Watford's accommodation for those vulnerably-housed has risen by over 100 beds.

Given the changing landscape in Watford, we undertook a period of consultation with staff, service users, volunteers and partners to ensure that we could best meet the needs of those facing homelessness while adjusting to the post-pandemic landscape. The journey from rough sleeping to permanent housing can be a long and tortuous one. Some people facing homelessness can bounce back quickly while others struggle with mental health, addiction and substance abuse. In their case, providing accommodation is only a part of the solution.

After our consultation, we identified the most pressing needs to be at the beginning and end of the journey from homelessness.

At the beginning of the journey, we integrated our street outreach service more closely with the emergency accommodation service. With funding from government secured by Watford Borough Council, we have been able to form what we call our Outreach Plus service where our team engage with those on the streets at all hours of day and night and can also offer a bed for the night on the spot. This has been an important element in keeping the numbers rough sleeping to a minimum.

Secondly, we see a significant number of service users who want to address mental health, addiction and substance abuse issues but are unable to access mental health or rehab services. To address these needs we have expanded our recovery services to encompass not only our five-bedroom Community Home but also our ten-bedroom New Hope House and four-bedroom Manse.

During lockdown when service users were unable to access our Community Market Garden, our team took their expertise into the individual services providing workshops, helping start small garden projects on site. The impact on the mental health and general wellbeing of service users encouraged us to form a new service called 'Cultivate', which continues this excellent work in the services.

Our focus on helping service users with what our strategy describes as 'My Hope' was further sharpened by the very welcome addition of our new chaplain. Her work has been appreciated by both service users and staff as she provides both pastoral and spiritual support.

Another area of our work that has been developed is our service supporting those who are vulnerably housed to ensure that they maintain their tenancies. With the uncertain economic environment and the pent-up pressures from the pandemic, this area has been in particular demand. Reflecting the strong reputation built up by our team, our work has continued to expand especially in Three Rivers.

While we have reviewed the various changes that have taken place at New Hope over the past twelve months, our staff team have continued to apply themselves in all our services with diligence, passion, commitment and that special 'New Hope-iness' that puts individuals first and never gives up on anyone.

We are so appreciative of all their work as well as the enormous contribution of our army of volunteers and all those who support us in so many ways whether in prayer or financially. Many of you support us in multiple ways. We can only 'transform lives and prevent homelessness' with your help. Thank you.

This year we are saying goodbye to Melanie Sills who has been a pillar of New Hope for over 20 years working both as a volunteer in the Haven for many years as well as on the board. For a number of years she was our Treasurer. Her deep faith, keen eye for detail and prayerful contributions will be much missed.

After such a challenging few years, we would love to close by looking forward to calmer times. Sadly, the environment appears equally challenging in the months and years ahead. However, we are encouraged by your support, the strength of our team and partners and also our knowledge that through all life's challenges, our loving God is the same yesterday, today and forever.

John Ford (Chair) and Matthew Heasman (CEO)

OBJECTIVES AND OPERATIONS

OUR MISSION

New Hope exists to serve people with current or recent experience of homelessness by providing accommodation and opportunities to rebuild damaged lives. Founded upon Christian values, which are at the core of our operation, we support people regardless of faith.

New Hope is a Christian charity. This means we value everybody and work to support people regardless of faith, class, disability, ethnicity, gender and sexual orientation. It also doesn't mean that our staff and volunteers have to be Christian, to pray or to share all of our motivations. We do however ask that all staff and volunteers are sympathetic to our mission, ethos and values.

Our mission is encapsulated in our strapline: 'preventing homelessness, transforming lives'.

OUR PRIMARY OBJECTIVES

We aspire to help the people we work with access pleasant, permanent accommodation that they can call 'home'. We will support them in developing meaning and purpose to their day. We will do everything possible – despite the dearth of affordable housing – to help people put down their roots in the local community and become of, and contribute to, that community.

OUR VALUES

- Be professional – staff will be trained to enable them to operate in accordance with best practice.
- Be responsive – we will assess and respond to the needs and aspirations of service users as individually and constructively as possible.
- Be fair – we will give equal consideration to service users of all creeds or none, and all lifestyles and abilities.
- Be accountable – we will monitor our performance and communicate with our funders and supporters in order to improve the quality and efficiency of our services.
- Be honourable – we will manage our activities with integrity, in accordance with our mission.
- Be prayerful – we will seek God's guidance and enabling through prayer.

OUR SERVICES

To achieve our aims and objectives, New Hope provides the following services:

INTERVENTION

24-7 emergency homelessness helpline
Only dedicated homelessness phone service in the Watford area.

Outreach Plus
This service finds and engages with individuals who are rough sleeping in Watford and provides immediate emergency accommodation.

The Haven
Provides food, clothes, showers, laundry facilities, sleeping bags and support to people who are sleeping rough.

RECOVERY

Sanctuary Emergency Accommodation
25-bed emergency accommodation.

Recovery Services Accommodation
Three homes providing accommodation for up to 18 individuals who are in recovery from alcohol and substance misuse.

Cultivate
Horticultural therapy, creative arts, wellbeing sessions, practical projects and pre-vocational opportunities.

HopeCollege
Enables service users to access local training opportunities and gain skills and qualifications.

PREVENTION

Tenancy Sustainment Team (TST)
Support for those renting after a period of homelessness to enable them to keep their tenancy.

HopeHomes
Long-term affordable rental homes for people who have been homeless and are now ready to live independently.

In the provision of these services the trustees have considered the Charity Commission guidance on public benefit. The trustees consider the services New Hope provides are within the definition of public benefit.

OUR STRATEGY

In July 2021, we launched 'Roots', our strategic plan for 2021-2026. Roots is divided into two strands. It is important to note that the second strand feeds into the first i.e. as the organisation continually improves so do the outcomes for service users.

Strand A: Service User Priorities

My Home

We will work with service users to help them access pleasant, permanent homes and then support them in maintaining and, where necessary, keeping possession of their tenancy, developing their independence and helping them to become intergrated, contributing members of their local community. We recognise that this will be an enormous challenge because of the lack of affordable housing.

My Health

We will work with specialist health services to assist service users in accessing the best possible support for their physical and mental health, including their recovery from addiction. We will continue to develop an exemplary approach to ensure Trauma Informed Care and Psychologically Informed Environments are embedded within all of our services.

My Hope

We will prioritise support for those who fall through the cracks, including those who are rough sleeping, those who have failed to engage with other services or have No Recourse to Public Funds. We will strengthen existing services and introduce new ones to help service users to experience increasingly fulfilled and meaningful lives and enjoy the prospect of better, brighter futures.

Strand B: Organisational improvement

Strengthening the team

We will seek to improve and strengthen the way in which we manage our team of staff and volunteers.

Resourcing the vision

We will develop a new fundraising and communications strategy in response to the Roots strategy.

Investing in partnerships

We will continue to build on strong existing foundations and further strengthen New Hope's good standing with other local and less local partners.

Being faithful to our mission

New Hope will be recognisable as having the same mission that inspired its founders to form the charity in 1990. Our work will be marked by our caring, kind, and compassionate relationships with service users, particularly those who are destitute.

In broad terms, our overarching strategy can be described as follows: We will focus on developing a strong framework to help service users access pleasant, permanent homes, lead increasingly healthy lives and create meaning for today and hope for tomorrow.

The full Roots strategy can be viewed at newhope.org.uk/roots-strategy

We have already achieved the following. We have:

My Home

- Consolidated our short-term contract to provide tenancy sustainment services to Three Rivers District Council
- Appointed an assistant manager at TST
- Delivered children's and young person's safeguarding training to relevant staff at TST
- Continued Project Home as a significant new initiative to attract funding that enables the costs attached to moving into a new home to be met, including rent deposits
- Trained all staff and frontline volunteers in Psychologically Informed Environments and Trauma Informed Care

My Health

- Developed closer links with Gambling Anonymous, Cocaine Anonymous and Alcoholics Anonymous
- Launched the new Cultivate service which focuses on horticultural therapy to aid service user recovery

My Hope

- Appointed a part-time chaplain

Strengthening the team

- Convened a working group to consider ways to make New Hope develop a reputation as an employer of choice

Over the year 2022/23, we will be focusing on:

- Buying and building The Hub – a proposed new site incorporating interagency support and emergency accommodation
- Creating a new position of Home Finder to develop links with the private rental sector, lettings agencies and housing associations

- Strenthening relationships with local health partners to ensure service uers receive timely, good quality support
- Replacing support workers with coaches (using the strength-based approach)
- Actively recruit former service users to roles within New Hope while improving the support we offer them
- Developing a five-year fundraising strategy

ACHIEVEMENTS AND PERFORMANCE

OVERALL

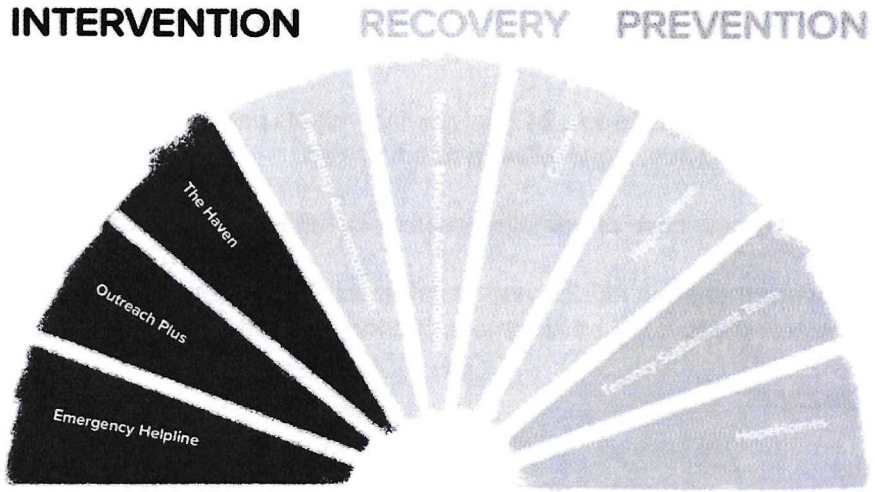
This year, we have supported 523 individuals. In addition, there were 909 calls to our 24/7 emergency helpline.

The 523 beneficiaries included: builders, chefs, drivers, IT professionals, and people who had worked in pubs, retail, social care and warehouses.

73% were from the UK. The average age was 41. 76% were male. 56% had a statutory local connection to Watford Borough Council and 7.9% had a statutory local connection to Three Rivers District Council. 22% were homeless because their friends or family asked them to leave, 16% because their landlord asked them to leave, 15% because of a relationship breakdown, 6% because they had been released from prison, and 6% because of domestic violence.

17% misused alcohol, 23% misused substances, 43% had a diagnosed mental health difficulty and 4% had no recourse to public funds.

INTERVENTION



The **emergency helpline** received 909 calls over the course of the year.

The new **Outreach Plus** service began in the summer of 2021. Outreach Plus is a new model of outreach services: street outreach plus immediate emergency accommodation (three beds in our Sanctuary accommodation). The team are based at the Sanctuary where our Emergency Accommodation service is based. The team of staff and volunteers work early mornings and late nights going out around Watford looking for people who are sleeping rough. A highlight was supporting two entrenched rough sleepers in accommodation for four months over the winter.

The Haven, our drop-in service, continued to provide humanitarian support for people who were without accommodation i.e. rough sleeping, sofa surfing, sleeping in their cars, staying in B&Bs. One-to-one support was provided to help people access housing, benefits, ID documents, and GP appointments. The team also signposted people to other organisations, both statutory and charitable when appropriate. The Haven also operated the Severe Weather Emergency Protocol on behalf of Watford Borough Council.

2021/2022 Outreach Plus targets:

- Take an active part in ensuring that the Watford Single Homeless Pathway is a smooth and trauma free environment for service users.
- Coordinate bi-monthly street counts and the annual Department of Levelling Up, Communities and Housing count.
- Provide empirical data to Watford Borough Council/Herts County Council/Department of Levelling Up, Communities and Housing

These were all achieved.

2021/2022 Haven Targets:

- To work with 40 unique individuals, providing humanitarian support, advice, signposting and advocacy, per quarter
- To support 15 unique individuals who are in danger of or facing eviction, per quarter
- For all Haven Staff to complete PIE 2.0 (Psychologically Informed Environments) training.

The Haven worked with on average 242 unique individuals per quarter, providing humanitarian support, advice, signposting and advocacy.

56 individuals with a new case of homelessness were helped per quarter.

The staff team were trained in PIE 2.0 and transformed The Haven (with the help of volunteers from local companies) into a PIE environment offering a variety of person-centred services.

Targets for 2022/23

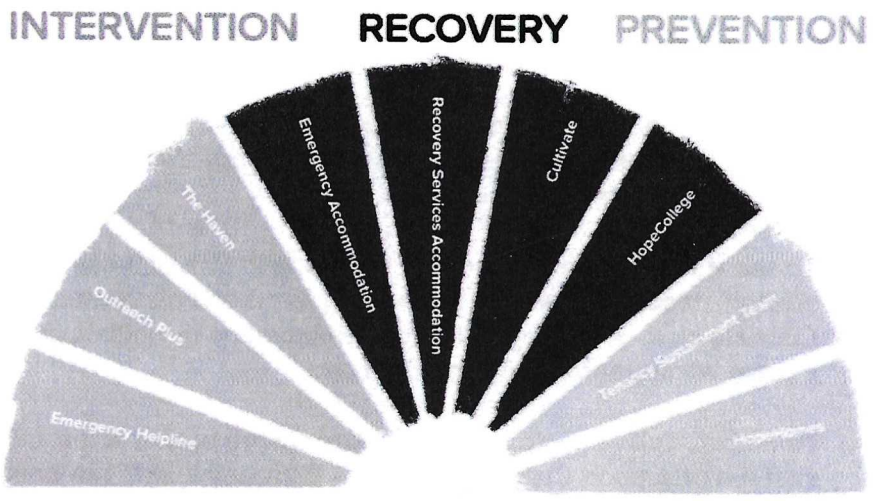
Outreach Plus

- Take an active part in ensuring that the Watford Single Homeless Pathway is a smooth and trauma free environment for service users.
- Coordinate bi-monthly street counts and the annual Department of Levelling Up, Communities and Housing count.
- Provide weekly and monthly empirical data to Watford Borough Council/Herts County Council/Department of Levelling Up, Communities and Housing on the numbers of verified rough sleepers and self-defined rough sleepers.

The Haven

- Promoting health and wellbeing education through Cultivate and healthcare services (i.e. Covid vaccination programme, Change Grow Live addiction services, mental health services, sexual health clinics, signposting to AA, GA, CA, counselling or other relevant support groups) as well as support around booking/attending GP and hospital appointments.
- Haven team to ensure that 95% of new service users who are eligible, have a relevant housing application completed within 7 days of accessing the service.
- Haven team to work with 25 unique individuals to help them access Cultivate services over the next year.

RECOVERY



Our Recovery Services are: Emergency Accommodation and the Recovery Services Accommodation plus Cultivate and HopeCollege.

All rooms in the Sanctuary became Emergency Accommodation (with the exception of the short-term Outreach Plus beds). There is now dedicated accommodation for people with no recourse to public funds as well as new specialist workers in no recourse, mental health, and addiction recovery.

Emergency Accommodation
Targets for 2021:22

- 70% positive planned move-on – 62% of people had a positive move-on
- 80% move-on within 28 days of arriving in the Sanctuary – this was much lower than we aimed for as it took longer than anticipated to help a small number of individuals who had been placed in the Sanctuary during Covid to move on to suitable accommodation
- Rent arrears < 5% - this was below target due to a higher number of residents with no recourse to public funds who stayed for an extended period due to no move on options

Cultivate had a very successful first year and is continuing to go from strength to strength. 20 one-to-one horticultural therapy programmes were run throughout the year which resulted in all participants reporting increase in mood. Other support sessions ran by Cultivate included a women's group, a repair café, visits to places in the community, and spontaneous wellbeing sessions, such as music jams, gardening sessions, advocacy, fixing bikes, karaoke, and interpersonal support, such as accompanying people to buy items for their new homes.

As the year progressed, Cultivate focused on the Recovery Services accommodation garden in order to make it suitable for people entering recovery. In the last quarter of the year, a collaboration between the Haven and Cultivate began with a volunteer-run programme of workshops.

Cultivate Targets for 2021/22

- To provide holistic support for 60 people through sessions offering outdoor experiences, creativity, health living or wellbeing - **44 people were supported through Cultivate sessions**

- To see a self-reported increase in wellbeing in 60% of those we support. Measured through self scoring forms and observations from non Cultivate staff. **We saw a self-reported increase in wellbeing in 47% of people we supported through Cultivate**

- To embed Cultivate into New Hope staff culture so that at least 15 front line staff run or support Cultivate sessions - **15 frontline staff ran or supported Cultivate sessions**

The Recovery Services accommodation officially launched on 1 April 2022. Throughout 2021/22, the Recovery Services accommodation was in a period of transition as the three homes changed purpose and new staff were recruited. Due to the pandemic, there were some people who had been resident in the Recovery Services for a long time and needed intense support in order to move on to their own accommodation so that the Recovery Services could effectively launch with its new vision. We are pleased that 14 people moved on to independent accommodation, some for the first time ever.

HopeCollege
HopeCollege is more of a signposting resource rather than a service. It is a guide and gateway to local education and job preparation opportunities. One service user has taken advantage of the funded coaching option (using an external practioner). He has made significant progress in his recovery and personal development.

Targets for 2022/23

Emergency accommodation

- Develop the efficiency of the Single Homeless Pathway through forging closer relationships with other partner organisations
- Improve and strengthen the move on experience through working closely with the Tenancy Sustainment Team and creating a stock of essential items for people moving into their own homes
- Ensure 70% of residents move on positively

Recovery Services Accommodation

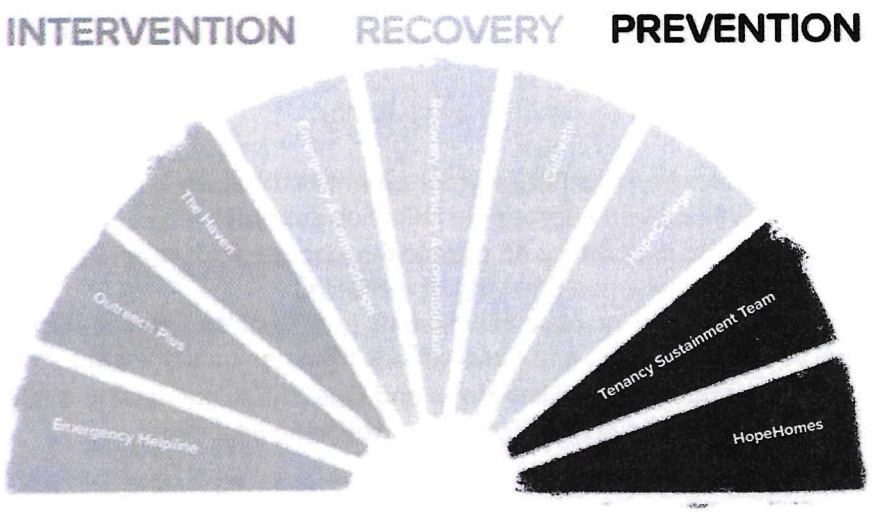
- Occupancy rate of 90%

- Positive planned move-on of 75%
- Rent arrears to be less than 2.5%
- 100% service user engagement in external recovery services i.e. Meadowell Surgery, Cultivate & CGL
- 10% improvement in wellbeing after six months and 20% improvement in wellbeing after 12 months (measured using Edinburgh Warwick wellbeing scale)

Cultivate

- To see 100% clear benefits from a professional horticultural therapy programme over a period of six weeks, with appropriate follow up support
- To provide holistic support for 45 people through sessions offering outdoor experiences, creativity, healthy living or wellbeing
  To see a self-reported increase in wellbeing in 60% of those we support. Measured through self scoring forms and observations from non cultivate staff.
- To run 300 sessions across New Hope and One YMCA comprising a mix of outdoor experiences, creativity, healthy living and wellbeing sessions.

PREVENTION



Prevention services are the two HopeHomes and the Tenancy Sustainment Team. 150 people were supported by TST and 10 people lived in our two HopeHomes.

TST and HopeHomes targets for 2021/2022

Due to the success of Everyone In, there has been an increase in people with complex needs living in accommodation. We have therefore expanded TST. From April 2021, TST also began to support families living in the Three Rivers District Council area.

- HopeHomes: Occupancy 94% and rent arrears under < 2.5% - The HopeHomes occupancy was 100% and there were no rent arrears. Instead, there was a net surplus of £12,500.
- Provide quarterly stats which include five case studies evidencing partnership working with Herts Young Homeless - The team provided quarterly stats, including case studies, to Herts Young Homeless.
- TST to take on another scheme with Three Rivers Distrct Council supporting five individuals with complex needs and to also extend contract for 20 units of temporary accommodation - TST was funded by Three Rivers District Council to support five individuals with complex needs and also supported 55 individuals in temporary accommodation in Three Rivers.

Targets for 2022/23

- Hope-Homes: Occupancy 94% and rent arrears under < 2.5%
- Create a base in South Oxhey to strengthen the support offered for residents in Three Rivers
- Ensure service users are able to access funds, vouchers, rebates and discounts offered from energy suppliers and the government due to the cost-of-living crisis

FUNDRAISING AND COMMUNICATIONS

This year, the Fundraising and Communications Team raised £628,820 for the work of New Hope with costs of £144,677. The team generated £48,077 worth of gifts in kind, including many regular food donations which keep our food bills low. We said goodbye to our full-time fundraising and communications officer (events and community) and recruited a part-time administrator. The team then consisted of a part-time manager, full-time fundraising and communications officer (grants and trusts), a part-time graphic designer, a part-time administrator, and a regular weekly volunteer.

Fundraising appeals:

We ran two fundraising appeals: Every Step of the Way in June and then A Bed for a Night at Christmas. A Bed for a Night was our most successful Christmas appeal to date raising £40,000 for Emergency Accommodation. We aimed to communicate the appeal in as many ways possible: social media, direct mail, digital posters on the High Street, posters in the local underpass, improved Search Engine Optimisation and Google Ad grants (thanks to the pro bono services of a local digital marketing agency), and doordrop postcards (distributed by a large team of volunteers).

Grants:

We paid for a fundraising consultant to undertake a review of our trust fundraising. It was clear that this was an area where much improvement could be made. A new strategy was developed by the Fundraising and Communications Manager and the Fundraising and Communications Officer which was put into place in January 2022. Donations included: £30,000 from Garfield Weston for the work of the Emergency Accommodation, £7,500 from Maurice and Hilda Laing to help launch Cultivate, and £5,000 from the Julian Hodge Foundation for food for residents in our Emergency Accommodation.

Fundraisers:

We are grateful to everyone who took part in a fundraising event to raise money for New Hope, particularly Loans Warehouse, who once again took part in a marathon fundraising event raising £8,000 for New Hope and CommuniTEE Golf, who organised a golf day, with over £5,000 given to New Hope. Many people also ran, cycled and sang to raise money for New Hope.

Events:

For the first time since 2019, we were able to hold our annual celebration service. 'Roots' took place in September at Wellspring Church. It was wonderful to have staff, volunteers, and supporters all in one room (and some online, local people choosing to watch from home and friends watching in from as far away as Cornwall and the Shetlands Isles). We gave thanks for all that happened during the pandemic and looked ahead to the Roots strategy. Sing for Hope! took place in early December in the Atria shopping centre with local musicians busking and volunteers collecting donations. Sadly, just nine days later, we cancelled the Christmas wrapping event due to the prevelance of the Omicron variant of Covid-19.

Corporate volunteering:

Covid restrictions meant that corporate volunteering was minimal but we need to mention BAM Construction who redecorated the Haven. The group's enthusiasm, hard-work, and donation of paints and materials gave the Haven a fabulous fresh feel in line with our person-centred approach.

Gifts in kInd:

We asked many schools to donate to the Watford Foodbank for their Harvest Festivals instead of New Hope our focus has changed. We received enough donations of non-perishable items from local churches to fill our containter. We also regularly receive fresh food throughout the year from local supermarkets and bakeries. These are all logged on our system and thanked as appropriate.

Internal communications:

The Fundraising and Communications Team is responsible for all internal communications which are vital in a charity based in multiple locations and with staff working different shifts. Regular internal emails are sent out which include information on pay, wellbeing, and health and safety, and posters are designed and distributed.

VOLUNTEERS

Over 100 people volunteer either regularly or as ad hoc volunteers. Volunteers help with administration, retail, cooking meals, DIY, collecting and sorting donations, befriending service users, gardening, hosting workshops, and helping residents move into their new homes.

THANK YOU

We simply would not exist without the generosity of our funders, and we are so grateful to everyone who has supported us financially, either by making a donation or fundraising for us. A few have given us an exceptional level of support (typically £1,000 or more) and, unless they have asked to remain anonymous, we would like to say a special thank you to the following:

Trusts and Foundations
Albert Hunt Trust
Arnold Clark
Bugler Foundation
Fine and Country Foundation
Garfield Weston
Herts Community Foundation
Jandsford Charitable Trust
Julian Hodge Foundation
Maurice and Hilda Laing Charitable Trust
Mayor's Fund
Pat Newman Memorial Trust
Rutherford Charitable Trust
The February Foundation
The Souter Charitable Trust
Thrive Homes Community Grants
Watford and Three Rivers Trusts

Faith groups, community groups and schools
Ark Community Church
Bograts Explorer Scouts
Cathedral and Abbey Church of St Alban
Christ Church, Chorleywood
Derby Road Baptist Church
Eastbury Church
Goods for Good
Grace Altar Mission International
Merchant Taylors' School
Northwood Lions Club
Parmiters School
St Andrew's Church, Chorleywood
St George's Day Charity Club
St James Road Baptist Church
St Luke's Church, Bricket Wood
St Luke's Church, Watford
St Mary's Parish Church, Watford
Trinity St Alban United Reform Church
Watford Lions
Wellspring Church

Companies
Arco

Authentic Catering
BAM Construction
Costco
Distinctly
Greggs
J B Structures
J P Hildreth Ltd
Lidl
Loans Warehouse
Marks and Spencers
Ocado
Prime Secure
Tesco
Top Golf
Treat Republic
Warner Bros Studios

FINANCIAL REVIEW

This year remained a challenging year following the impact of the pandemic and the difficulties surrounding lockdowns and the need for staff to isolate. The fundraising team rose to the challenge, however there was some reduction in other income streams as we adapted to the new normal.

The final deficit for the year was £185,838, of which £138,574 was restricted and unrestricted funds had a deficit of £47,264.

We saw a fall in income during the year to £1,976,349 (2021: £2,437,583). We had been fortunate in 2021 to receive an increase in grants and donations as the local community rallied to help during the pandemic. These fell slightly in 2022. Our Intervention Team funding, previously from DLUHC through Watford Brough council, came to an end reducing the grants. We also received the Street Outreach funding in advance at the end of 2021 which was carried forward as a restricted grant and contributed to the restricted fund deficit. During the year we moved our Outreach team to the Sanctuary building and converted some exisiting rooms to expand the emergency accommodation. This resulted in some rooms remaining void for works to be carried out and reduced the overall housing benefit for the year.

Expenditure also decreased by a small amount to £2,162,187 (2021: £2,375,730). The partnership costs had previously been higher as we partnered with other organisations to provide the Intervention Team which came to an end during the year. Other costs remained similar this year.

Reserves policy

New Hope's Reserves policy is designed to comply with the guidelines set out by the Charity Commissioner's guidance on reserves (CC19-40) which states: "To justify their holding of reserves, trustees should have a reserves policy based on a realistic assessment of their reserves' needs."

This policy has been established so that the trustees can be confident that reserves levels match New Hope's needs, primarily: to protect the organisation and its charitable activity by providing time to adjust to changing financial circumstances.

New Hope maintains three types of reserves; restricted reserves are given for specific purposes and cannot be spent on the general costs of the charity. At the 31 March 2022 New Hope had restricted reserves of £480,817 (2021: £619,391). Designated reserves are funds set aside by the trustees from the unrestricted funds for specific future purposes or project. At the 31 March 2022 New Hope had designated funds of £1,353,507 (2021: £1,377,655). General reserves are available for the trustees to spend on the charitable activities. At 31 March 2022 New Hope had general funds of £531,922 (2020: £555,038). The free reserves available from this are £428,597 (2021: £429,273).

The trustees have agreed to maintain a free reserves level of approximately three months of budgeted annual expenditure. This decision has been made giving consideration to the current sources of income and the likelihood of a decrease in any one funding stream. The trustees have taken into account current trends and the reliance on any single funding

stream. When setting this policy the trustees have taken into consideration the length of time the charity will need to adjust to a change in funding.

At 31 March 2022 the required level of free reserves under this policy is £550,000. As above New Hope currently has free reserves of £428,597. The current free reserves held are £121,403 below the target reserves level. This difference relates mainly to the net book value of fixtures and fittings. As the assets are depreciated the difference between the target free reserves and current reserves will reduce. The trustees have earmarked designated funds specifically for the development of the HopeHomes service, however if current general funds are not sufficient for the ongoing operation of the charity these funds can be used to support the free reserves. On this basis the trustees find the current reserves held acceptable and no further action is necessary.

Risks

New Hope has compiled a risk register identifying the actions necessary to eliminate control and reduce or accept the risk. An annual review of the register is carried out by the trustees, although the leadership team keep the risks under reivew on a regular basis. The trustees are satisfied that the sufficient policies and procedures are in place and applied for all the main areas of risk.

The register addresses the risk in nine key categories: operational risk, retail risk, financial riks, fundraising and communications, personnel, property, IT, external environment and governance. All risks are assessed due to their likelihood and impact. Where appropriate mitigating controls are put into place.

During their last review the trustees identified the following as the three highest areas of risk for the charity:

- Incidents or accidents arising from working with challenging service users. All staff are trained to a high standard and provided with adequate supervision. The leadership also implements a full portfolio of policies and procedures.
- Lone working within services resulting in a risk of violence towards a staff member. Full risk assessments are carried out when a staff member is required to carry out lone working. This is embedded within the policies and procedures.
- Service user loss of benefits. This can impact the financial resources of New Hope. There is a clear rent policy in place and all rent debtors are monitored regularly.

GOVERNANCE

Structure

Watford New Hope Trust is a charitable company limited by guarantee, established under a Memorandum of Association which sets out the objects and powers of the charitable company. It is governed under its Articles of Association. On 1 April 2014 the charity introduced a trading name, New Hope, and now operates under that name. The charity set up a wholly owned trading company, New Hope Retail Limited, in June 2011. New Hope Retail is a company limited by guarantee, registered company number 7667185.

Organisational Structure

The Trustees govern the business of New Hope and decide matters of policy, governance and strategy at regular meetings. The Trustees delegate the day-to-day running of New Hope to the Chief Executive, Mr M Heasman. The Chief Executive works with a leadership team and service managers to implement the strategy and the charity's policies and procedures.

The Trustees
The Trustees are directors for the purposes of company law and trustees for the purpose of charity law. The Trustees act on advice and information from regular meetings with the Chief Executive and with regard to the Charity Commission's guidance on public benefit. Other decisions made within the organisation are reported to the Board.

The Trustees who served during the period and up to the date of signing were:

Mr J R Ford (Chair)
Dr T W Robson OBE
Mr D Evans (Treasurer)
Mrs M J Sills (resigned July 2022)
Mr K R Stevens (resigned July 2021)
Mrs A Johnson
Mr A Robertson

Third party indemnity insurance was in place for Trustees during the year.

Guarantees
Trustees, whilst serving, and for a period of twelve months after ceasing to be Trustees, guarantee to contribute an amount not exceeding £10 each to the assets of New Hope in the event of winding up. The total number of Trustee guarantees at 31 March 2020 was seven (2019: nine).

Appointment and Training
New Trustees are recommended by the existing Trustees and are chosen for their ability to contribute to the needs and ethos of New Hope. All new Trustees are fully inducted on appointment. Trustees are also regularly advised of relevant training opportunities.

Sub Committees
The Trustees operate three subcommittees:

The **Finance and Audit Committee** consists of three Board members. The committee meets before each trustee meeting to consider financial reports in more detail. The committee also reviews the annual budget and financial statements and makes recommendations prior to approval by the full Board of Trustees.

The **Remuneration Committee** consisting of three board members and one staff member meets annually to review the CEO's remuneration and to review management's recommendations regarding overall remuneration structure and make recommendations to the board.

The **Board Development Committee** consists of three trustees and meets on an ad hoc basis to seek and review new candidates for the board.

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity registration number: 1080784

Company registration number: 03969063

Registered office:
67 Queens Road
Watford
Hertfordshire
WD17 2QN

The Trustees (Directors):
Mr J R Ford (Chair)

Mr K R Stevens (resigned July 2021)
Mrs M J Sills (resigned July 2022)
Mr T Robson OBE
Mrs A Johnson
Mr D Evans (Treasurer)
Mr A Robertson

Leadership Team:

Mr M Heasman	Chief Executive
Mrs S Holford	Head of Finance
Mrs A Bowyer	Head of Resources
Mr R Edmonds	Head of Services

Bankers and other Financial Advisers:

Royal Bank of Scotland	CafCash Limited
19-21 Clarendon Road	Kings Hill
Watford	West Malling
Hertfordshire	Kent
WD17 1HD	ME19 4TA

Auditors:
Cansdales, Chartered Accountants, Business Advisers & Registered Auditors
Bourbon Court
Nightingales Corner
Little Chalfont
Buckinghamshire
HP7 9QS

RESPONSIBILITIES OF THE TRUSTEES

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statement the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make the 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 statement on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees on 24 November 2022 and signed on behalf of the Trustees

.....

Mr J Ford

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the consolidated financial statements of Watford New Hope Trust (the charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, 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 consolidated financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022, and of the group's 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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 consolidated financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statemen ts 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 other information comprises the information included in the trustees' annual report, other than the consolidated financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the consolidated 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. 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 (Trustees Annual Report for the year ending 31 March 2022) for the financial year for which the consolidated financial statements are prepared is consistent with the consolidated financial statements; and
- the Trustees' Annual Report for the year ending 31 March 2022 has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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 financial statements as on 31 March 2022 and the trustees' report.

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

- adequate accounting records have not been kept, returns adequate for our audit have not been received from branches not visited by us; or
- the parent consolidated financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the consolidated financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the consolidated 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 consolidated 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.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report 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 consolidated 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, inlcjuding fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach was as follows:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the entity.
- We communicated identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. We examined and discussed with management any known or suspected instances of fraud or non-compliance with laws and regulations.

We assessed the risks of material misstatement in respect of fraud as follows:

- The audit team discussed whether there were any areas that were susceptible to misstatement as part of their fraud discussion.
- In addressin the risk of management override of controls, we tested the appropriateness of journal entries with a focus on large or unusual transactions based

on criteria determined using our knowledge of the organisation and industry. We also challenged assumptions and judgements made.

- We incorporated an element of unpredictability in the selection of the nature, timing and extent of our audit procedures.
- Based on the results of our risk assessment we designed our audit procedures to identify and to address material misstatements in relation to fraud, including bribery and non-compliance.

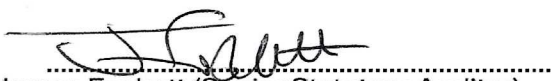
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading ot a material misstatement in the consolidated financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the consolidated financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealmen, forgery, collusion, omission or misrepresentation.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in theconsolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation (i.e. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 auditor's 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.



James Foskett (Senior Statutory Auditor)
for and on behalf of Cansdales Audit LLP

20 December 2022
Date

St Mary's Court
The Broadway
Old Amersham
Buckinghamshire
HP7 0UT

WATFORD NEW HOPE TRUST (TRADING AS NEW HOPE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME &
YEAR ENDED 31 MARCH 2022

	Note	Unrestricted funds	Restricted funds	Total funds 2022	Unrestricted funds	Restricted funds	Total funds 2021
Income							
Donations and legacies	2	361,944	266,876	628,820	414,878	397,395	812,273
Charitable activities:							
Intervention	3a	98,025	-	98,025	95,447	312,230	407,677
Recovery	3b	786,324	-	786,324	1,018,544	-	1,018,544
Prevention	3c	219,112	-	219,112	122,122	-	122,122
Other trading activities:							
Retail income		243,141	-	243,141	75,317	-	75,317
Investments		927	-	927	1,650	-	1,650
Other income		-	-	-	-	-	-
Total income		**1,709,473**	**266,876**	**1,976,349**	**1,727,958**	**709,625**	**2,437,583**
Expenditure							
Raising funds:							
Retail	4	114,337	1,967	116,304	100,584	-	100,584
Fundraising and communications	4	141,692	2,985	144,677	164,431	-	164,431
Charitable activities:							
Intervention	4	168,749	186,746	355,495	273,566	288,112	561,678
Recovery	4	1,107,317	161,965	1,269,282	1,163,408	176,606	1,340,014
Prevention	4	224,642	51,787	276,429	77,150	131,873	209,023
Total expenditure		**1,756,737**	**405,450**	**2,162,187**	**1,779,139**	**596,591**	**2,375,730**
Net movement in funds		(47,264)	(138,574)	(185,838)	(51,181)	113,034	61,853
Reconciliation of funds							
Total funds brought forward		1,932,693	619,391	2,552,084	1,983,874	506,357	2,490,231
Total funds carried forward	8,9	**1,885,429**	**480,817**	**2,366,246**	**1,932,693**	**619,391**	**2,552,084**

All of the charitable company's activities are considered to be continuing
There were no recognised gains or losses other than the result for the year
The notes numbered 1 to 17 form part of these financial statements

WATFORD NEW HOPE TRUST (TRADING AS NEW HOPE)
CONSOLIDATED BALANCE SHEET
AT 31 MARCH 2022

	Note	2022 Charity £	2022 Group £	2021 Charity £	2021 Group £
Fixed Assets					
Tangible assets	5	1,330,822	1,330,822	1,383,102	1,383,102
Current Assets					
Debtors	6	303,484	231,714	236,184	164,414
Cash at bank and in hand		835,205	906,975	1,165,836	1,237,606
		1,138,689	1,138,689	1,402,020	1,402,020
Creditors: Amounts falling due within one year	7	103,265	103,265	233,038	233,038
Net Current Assets		1,035,424	1,035,424	1,168,982	1,168,982
Total Assets Less Current Liabilities		2,366,246	2,366,246	2,552,084	2,552,084
Total Assets Less Total Liabilities		**2,366,246**	**2,366,246**	**2,552,084**	**2,552,084**
Funds					
Unrestricted:					
Designated	8,10	1,353,507	1,353,507	1,377,655	1,377,655
General funds	8,10	531,922	531,922	555,038	555,038
		1,885,429	1,885,429	1,932,693	1,932,693
Restricted	9,10	480,817	480,817	619,391	619,391
		2,366,246	**2,366,246**	**2,552,084**	**2,552,084**

These financial statements have been prepared in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006. These financial statements were approved by the Trustees on xxxxxxxx and are signed on their behalf by: 24-11-2022

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Mr J Ford

Company number 03969063

The notes numbered 1 to 17 form part of these financial statements

WATFORD NEW HOPE TRUST (TRADING AS NEW HOPE)
CASHFLOW STATEMENT
AT 31 MARCH 2022

		2022		2021
Cashflows from operating activities				
Net income/(expenditure) for the		(185,838)		61,853
Adjustments for:				
Depreciation		52,280		57,594
Investment income		(927)		(1,650)
(Increase)/decrease in debtors		(67,300)		64,544
Increase/(decrease) in creditors		(129,773)		70,840
Net cash provided by / (used in) operating activities		(331,558)		253,181
Cashflows from investing activities				
Purchase of fixed assets	-		(10,474)	
Investment income	927		1,650	
Net cash provided by / (used in) operating activities		927		(8,824)
Net increase in cash and cash equivalents		(330,631)		244,357
Cash and cash equivalents at 1 April		1,237,606		993,249
Cash and cash equivalents at 31 March		**906,975**		**1,237,606**
Analysis of cash and cash equivalents:				
Cash in hand		906,975		1,237,606
Total cash and cash equivalents		**906,975**		**1,237,606**

1. ACCOUNTING POLICIES

Company information

Watford New Hope Trust is a private charitable company limited by guarantee, incorporated in England & Wales. Details of the registered office and principal address can be found on the reference and administrative information pages.

Basis of accounting

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006 and **"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)"** (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The trustees consider that sufficient income has been secured to cover all anticipated liabilities. The trustees are not aware of any material uncertainties which will restrict New Hope's ability to continue as a going concern and the financial statements have, therefore, been prepared on a going concern basis.

Income

Income is recognised in the period in which New Hope is legally entitled to the income provided that:

- any performance conditions have been met,
- it is probable that the income will be received and
- the amount can be quantified with reasonable accuracy.

Legacies are recognised in the Statement of Financial Activities when notification of the legacy has been received and a reasonable estimate of the value of the legacy can be made. Donations and grants are recognised when the charity has been notified in writing of the amount. In the event that a grant or donation is subject to conditions, that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Expenditure

Expenditure is accounted for on an accruals basis, inclusive of VAT, which cannot be recovered. Certain expenditure is directly attributable to specific activities and has been allocated to those cost categories. Where these costs are attributable to more than one activity, they have been apportioned to the individual activities on the basis of the time spent by staff on matters relating to those activities. Head Office costs have been allocated on the basis of incoming resources and direct costs and have been apportioned to the cost centres of fundraising and publicity and individual projects within charitable expenditure in accordance with the requirements of the Statement of Recommended Practice.

Gifts in kind

Donated gifts and services are recognised as income when the charity has control over the item and the economic benefit can be measured reliably. Such goods and services are recognised on the basis of the value that the charity would have been willing to pay to obtain such services or facilities on the open market. In accordance with the Charities SORP (FRS 102) the time and commitment donated by the volunteers has not been recognised in the Statement of Financial Activities. Gifts donated for resale are included as income when they are sold due to the administrative difficulty in estimating the fair value of the goods.

1. ACCOUNTING POLICIES (continued)

Operating lease agreements
Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

Tangible fixed assets
Individual assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows: Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold buildings	- 2% per annum straight line
Leasehold buildings	- over the length of the lease
Equipment	- 25% per annum straight line
Fixtures and fittings	- 10% to 25% per annum straight line

Depreciation is calculated monthly and is included from the first full month after purchase. Freehold land is not depreciated. Other property interests are depreciated over the term of the lease of the property concerned or the relevant management agreement.

Tax status
New Hope is a registered charity and therefore it is not assessable to corporation tax on any surplus charitable funds.

Pensions
New Hope operates both a stakeholder pension scheme for employees, to which the employer does not make contributions and a group personal pension. The group personal pension is a defined contribution scheme and New Hope makes a 3% contribution where employees are also contributing to the group personal pension scheme. This scheme is managed by Source Pensions and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. New Hope has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

Funds
Funds held by New Hope are:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

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

The nature and purpose of each fund is explained further in the notes to the financial statements.

1. ACCOUNTING POLICIES (continued)

Group financial statements

The consolidated accounts incorporate those of Watford New Hope Trust (trading as New Hope) and its subsidiary undertaking, New Hope Retail, for the year ended 31 March 2022. As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent company is not presented as part of these financial statements. The result of the charitable company alone for the year was a deficit of £185,838 (2021 : surplus £61,853). New Hope Retail has not carried out any trading during the year.

2. DONATIONS AND LEGACIES

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Grants	8,746	200,845	209,591	78,852	313,357	392,209
Legacies	42,971	-	42,971	5,578	-	5,578
Individual donations	157,144	49,099	206,243	206,332	33,452	239,784
Tax reclaimed	23,383	-	23,383	13,890	-	13,890
Other donations	129,700	16,932	146,632	110,226	50,586	160,812
	361,944	266,876	628,820	414,878	397,395	812,273

Gifts in kind

New Hope receives significant donations of food during the harvest period from schools and churches. In addition New Hope receives regular food donations from local companies including Costco, Ocado and Pret a Manger. All food donations are included in the financial statements at the estimated value the charity would have paid for them. From time to time New Hope also received other gifts to assist in the operation of New Hope's activities. The total amount of gifts in kind included in the financial statements is £48,077 (2021: 23,481).

3. CHARITABLE ACTIVITIES

	2022			2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
3a Intervention	£	£	£	£	£	£
Contracts	98,025	-	98,025	95,447	312,230	407,677
Total Intervention	**98,025**	**-**	**98,025**	**95,447**	**312,230**	**407,677**

	2022			2021		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
3b Recovery						
Housing Benefit	478,891	-	478,891	643,482	-	643,482
Ineligible charges	26,983	-	26,983	44,460	-	44,460
Contracts	242,318	-	242,318	300,035	-	300,035
Sales income	32	-	32	-	-	-
Other income	38,100	-	38,100	30,567	-	30,567
Total Recovery	**786,324**	**-**	**786,324**	**1,018,544**	**-**	**1,018,544**
3c Prevention						
Housing Benefit	63,550	-	63,550	68,072	-	68,072
Ineligible charges	6,213	-	6,213	6,327	-	6,327
Contracts	149,349	-	149,349	47,723	-	47,723
Total Prevention	**219,112**	**-**	**219,112**	**122,122**	**-**	**122,122**
Total charitable income	**1,103,461**	**-**	**1,103,461**	**1,236,113**	**312,230**	**1,548,343**

4. TOTAL EXPENDITURE

	Intervention	Recovery	Prevention	Fundraising and communications	Retail	Head office	2022 Total costs	2021 Total costs
	£	£	£	£	£	£	£	£
Staff costs	193,865	718,955	133,417	86,508	23,585	228,250	1,384,580	1,466,065
Other staff costs	153	387	905	27	200	55,565	57,237	69,457
RSL charges	-	216,839	-	-	-	-	216,839	214,749
Premises costs	24,288	86,785	33,496	459	39,034	5,523	189,585	166,403
Office costs	2,534	3,764	2,442	8,746	4,922	3,272	25,680	23,475
IT costs	-	-	-	-	-	5,346	5,346	9,839
Service user costs	62,115	56,271	23,424	-	-	-	141,810	81,846
Insurance	3,224	3,112	3,037	617	4,800	5,499	20,289	18,708
Depreciation	11,284	3,538	9,113	2,273	13,635	12,437	52,280	57,594
Professional costs	1,647	4,372	1,306	944	804	24,678	33,751	50,472
Other costs	425	1,641	392	8,388	-	6,596	17,442	29,722
Partnership costs	-	-	17,348	-	-	-	17,348	187,400
Head office costs	55,960	173,618	51,549	36,715	29,324	(347,166)	-	-
Total	**355,495**	**1,269,282**	**276,429**	**144,677**	**116,304**	**-**	**2,162,187**	**2,375,730**

4. EXPENDITURE (continued)

Staff costs

	2022	2021
	£	£
Wages and salaries	1,198,166	1,321,642
Social security costs	97,351	98,817
Pension costs	24,801	26,241
Agency costs	64,262	8,485
Redundancy costs	-	10,880
	1,384,580	**1,466,065**

One employee was paid at a rate of £60,000 or more (2021: one employee).

In addition to around 200 volunteers during the year the full time equivalent number of staff employed by New Hope during the year, excluding trustees, are set out below.

Employee numbers

	2022	2021
	No.	No.
Direct charitable work	32.6	35.8
Fundraising and communications	2.3	3.0
Head office	8.0	7.7
Retail	1.0	1.0
	43.9	**47.5**

Key Management

No trustee was remunerated during the year (2021: nil) and there were no trustee expenses during year (2021: nil).

The leadership team are considered the only key management of the organisation. Total remuneration paid to the leadership team during the year was 161,394 (2021: £154,534). The leadership team consists of three employees; CEO, Head of Services and Head of Resources. In addition the charity engages the services of a financial consultant to carry out the role of Head of Finance.

Auditors' remuneration:

	2022	2021
	£	£
Audit	10,470	10,050
Other services	-	534
	10,470	**10,584**

5. FIXED ASSETS

CHARITY & GROUP Cost	Interests in property £	Plant and machinery etc £	Total £
At 1 April 2021	1,834,198	363,829	2,198,027
Additions	-	-	-
Disposals	-	-	-
At 31 March 2022	1,834,198	363,829	2,198,027
Depreciation			
At 1 April 2021	576,861	238,064	814,925
Charge for the period	29,840	22,440	52,280
On disposals	-	-	-
At 31 March 2022	606,701	260,504	867,205
Net Book Value			
AT 31 March 2022	**1,227,497**	**103,325**	**1,330,822**
At 31 March 2021	**1,257,337**	**125,765**	**1,383,102**

The cost of plant and machinery includes donated assets valued by the trustees at £13,940 (2021: £13,940). All of the assets held by the charity are used for charitable purposes.

New Hope owns the freehold interest in the The Manse and the Haven Support Centre and has a leasehold interest in the building accommodating the shop and office. The charity's interest in New Hope House represents costs of £171,768 which are fully depreciated. The title to the property is held by Salvation Army Housing Association (SAHA) and there is a charge registered on the title deeds at the Land Registry noting New Hope's interest. There is a management agreement between New Hope and SAHA under which the charity undertakes the day to day management of the property. If the property is sold the charity is entitled to a 50% share in the sale proceeds. In the opinion of the trustees the amount to which the charity would be entitled is at least equal to the value at which the charity's interest is included in these financial statements.

Interests in property includes:	2022 £	2021 £
The Manse	63,618	65,092
Haven Support Centre	232,295	243,579
Sanctuary Cluster conversion costs	96	1,132
Purchase of Shop and offices	518,681	526,994
HopeHomes	412,807	420,540
	1,227,497	**1,257,337**

6. DEBTORS

	2022		2021	
	Charity	Group	Charity	Group
	£	£	£	£
Housing benefit debtors	8,081	8,081	18,160	18,160
Prepayments and accrued income	6,843	6,843	10,317	10,317
Other debtors	202,549	202,549	123,664	123,664
Tax recoverable	14,241	14,241	12,273	12,273
Intercompany account	71,770	-	71,770	-
	303,484	**231,714**	**236,184**	**164,414**

7. CREDITORS

	2022		2021	
	Charity	Group	Charity	Group
Within one year	£	£	£	£
Accruals and deferred income	95,010	95,010	174,052	174,052
Payments on account	-	-	31,032	31,032
Other creditors	8,255	8,255	27,954	27,954
	103,265	**103,265**	**233,038**	**233,038**

8. DESIGNATED FUNDS (CHARITY AND GROUP)

	31 March 2021 £	Income £	Expenditure £	Transfers £	31 March 2022 £
Designated funds					
Property	1,157,186	-	(24,148)	-	1,133,038
HopeHomes	202,348	-	-	-	202,348
Building repairs fund	15,302	-	-	-	15,302
Women's hostel	2,819	-	-	-	2,819
	1,377,655	-	(24,148)	-	1,353,507
General unrestricted funds	555,038	1,709,473	(1,732,589)	-	531,922
Total unrestricted funds	1,932,693	1,709,473	(1,756,737)	-	1,885,429

Purposes of designated funds

Property Fund - This comprises a sum set aside by the trustees to reflect the investment in property held by New Hope. The amount represents the net book value of property interests less any amounts held in restricted funds for specific properties.

HopeHomes - These funds were received by a legacy and have been set aside to assist in the costs of purchasing property for the HopeHomes service.

Building Repairs Fund - This represents reserves set aside by the trustees towards the cost of major repairs to the properties in which New Hope has an interest.

Women's Hostel - The fund represents donations given in 2008-9 in memory of Janet Hosier. These funds are being held to fund the cost of a women's hostel.

9. RESTRICTED FUNDS (CHARITY AND GROUP)

	31 March 2021	Income	Expenditure	Transfers	31 March 2022
	£	£	£	£	£
The Haven - capital fund	100,151	-	(5,692)	-	94,459
Haven - running costs	1,396	13,550	(13,550)	-	1,396
Rough Sleeper insights	-	-	-		-
Sanctuary Night Shelter	-	87,833	(87,833)		-
Intervention Team and Street Outreach	71,444	83,773	(155,217)	-	-
Severe Weather funding	-	3,412	(3,412)	-	-
Cultivate	580	15,732	(16,312)	-	-
Donations for residents	1,378	-	-	-	1,378
HopeCollege	267	-	(267)	-	-
Tenancy Sustainment Team	41,430	23,130	(49,560)	(15,000)	-
Project Home	26,050	-	(23,742)	15,000	17,308
Rough sleeper support	7,557	-	(194)	-	7,363
Covid support	7,097	34,044	(41,141)	-	-
Chaplain	48,500	2,500	(5,628)	-	45,372
HopeHomes	310,543	1,552	(1,552)	-	310,543
Other restricted funds	2,998	1,350	(1,350)	-	2,998
	619,391	**266,876**	**(405,450)**	-	**480,817**

Purposes of Restricted funds

The Haven capital fund - This represents funding provided for the building housing the Rough Sleepers Prevention Service, the Street outreach team and the Intervention team. The provision for depreciation of the building is being charged to this fund.

Haven running costs - Various donations towards the general running costs for the service.

Intervention Team and Street Outreach - Funds provided by Watford Borough Council to provide a service in partnership with other providers to those with complex needs or rough sleeping in Watford.

Sanctuary Nightshelter - Donations to cover the costs of running the emergency accommodation within our Sanctuary builiding

Severe Weather funding - Funds provided by Watford Borough Council and Three Rivers distict council to support accommodation provided during severe weather conditions.

Cultivate - Grants and donations to support the costs of providing the cultivate service.

Donations for residents - A number of donations provided to finance capital items and other items for the benefit of specific residents at New Hope House, the Community Home and the Sanctuary.

HopeCollege - Funds provided to support the work carried out by HopeCollege.

Purposes of Restricted funds (continued)

Tenancy Sustainment Team - Donations received towards the cost of staffing for the team. Funds received during the year include a grant from Nationwide to support those transitioning from the street to their own accommodation.

Project Home - donations provided to run the Project Home scheme, supplying those moving from rough sleeping or homelessness to indipendent accommodation. This includes deposits, furniture and white goods.

Rough sleeper support -Financial assistance given to help the entrenched rough sleepers with individual support.

Covid support and furlough grants - Funds provided by Hertfordshire County Council, Homeless Link and other funders to support additional costs incurred by New Hope during the Coronavirus crisis.

Chaplain - Grants received to pay for a chaplain to support the wellbeing of staff and service users.

HopeHomes - Reciept of a legacy in 2015 to provide accommodation to those who have experienced homelessness. One property has been purchased and the remaining funds are held to purchase additional accommodation.

10. ANALYSIS OF NET ASSETS BETWEEN RESTRICTED AND UNRESTRICTED FUNDS

CHARITY AND GROUP

	Tangible fixed assets £	Cash at bank and in hand £	Net current assets/ (liabilities) £	Creditors more than one year £	Total £
Haven Support Centre - capital	94,459	-	-	-	94,459
Other restricted funds	-	386,358	-	-	386,358
	94,459	386,358	-	-	480,817
Designated funds	1,133,038	220,469	-	-	1,353,507
General unrestricted funds	103,325	300,148	128,449	-	531,922
	1,330,822	**906,975**	**128,449**	**-**	**2,366,246**

11. PENSIONS

New Hope operates a Stakeholder Pension Scheme for all employees but does not contribute to the pension scheme on behalf of its employees. A group personal pension scheme, a defined contribution scheme, is also offered. New Hope pays a matched contribution of 3% for all employees within the scheme. A payment of £209 is included in creditors at 31 March 2022 relating to the employer and employee contributions (2021: £180).

12. CONTINGENCIES

There are no contingent liabilities as at 31 March 2022.

13. CAPITAL COMMITMENTS

There are no capital commitments as at 31 March 2022.

14. ULTIMATE CONTROLLING PARTY

There is no ultimate controlling party.

15. TRADING SUBSIDIARY

New Hope Retail Limited, the charitable company's trading subsidiary (Company number: 7667185) was incorporated on the 13 June 2011. New Hope Retail Limited began to operate during 2011/12. The subsidiary's financial statements can be obtained from the operational address on page 3 of these financial statements.

The company was established to operate retail opportunities on behalf of New Hope. New Hope Retail Limited is a company limited by guarantee and the only member is New Hope. There are two directors, one member of the board of trustees of New Hope and the Chief Executive of the New Hope.

New Hope Retail ceased trading on 31 March 2019.

The results of the company are as follows:

	2022	2021
	£	£
Turnover	-	-
Cost of sales	-	-
Gross profit	-	-
Administrative expenses	-	-
Gift aid to Watford New Hope Trust	-	-
Profit on ordinary activities before taxation	-	-
Taxation for the period	-	-
Results for the period	-	-

15. TRADING SUBSIDIARY (Continued)

The aggregate of the assets, liabilities and funds at the 31 March were:

	2022	2021
	£	£
Assets	71,770	71,770
Liabilities	(71,770)	(71,770)
Share Capital	-	-
Accumulated Profit/(loss)	-	-

16. RELATED PARTY TRANSACTIONS

New Hope Retail Limited, a wholly owned subsidiary, gift aids all profits to New Hope. The total gift aid donation relating to 2022 is £Nil (2022: £Nil).

New Hope Retail was dormant during the year and there were no payments from New Hope Retail to New Hope (2021: £nil). The total amount owing from New Hope Retail Ltd at 31 March 2022 to New Hope is £71,770 (2021: £71,770).

Donations received from Trustees and other charities for which Trustees act totalled £9,640 (2021: £8,400) during the reporting period.

17. OPERATING LEASE COMMITMENTS

At 31 March 2022 New Hope had total commitments under non-cancellable operating leases as set out

GROUP & CHARITY

	2022		2021	
	Land and buildings	Other items	Land and buildings	Other items
Operating leases which expire:	£	£	£	£
Within one year	21,125	7,629	19,167	1,836
Within two to five years	24,000	9,382	-	16,057
In more than five years	26,667	2,693	-	10,930
	71,792	**19,704**	**19,167**	**28,823**

WATFORD NEW HOPE TRUST

England & Wales - Charity number 1080784

Accounts

Company Registration Number: 3969063
Charity Number: 1080784

WATFORD NEW HOPE TRUST
(TRADING AS NEW HOPE)

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED
31 MARCH 2021

NewHope
PREVENTING HOMELESSNESS
TRANSFORMING LIVES

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CHAIRMAN AND CEO'S WELCOME

As we approached this last year, we were grappling with record numbers of rough sleepers while at the same time planning various events to celebrate the 30 years since the founding of New Hope by Janet Hosier, Sheila Meaning and Dr Tim Robson. As we all know, things turned out somewhat differently.

There were several phases and challenges for New Hope in the year to March 31st 2021:

1. The onset of the pandemic and the rush to get those facing homelessness safely off the streets both to protect them and to prevent them acting as superspreaders in the community at large. Temporary accommodation was found for over 100 people facing homelessness in the course of the months following the outbreak of the pandemic. As our own accommodation was already at capacity, many were housed in the Travelodge and others in properties owned by Watford Borough Council, Watford Community Housing Trust and One YMCA. The way the various partners worked together was remarkable.

2. The challenge of caring for those who had been placed in temporary accommodation, many of whom faced addiction, mental health difficulties,and other challenges. Local organisations helped supply food and clothing while our staff went into overdrive to provide the support needed to survive lockdown. Our team from the Community Market Garden developed a new service called 'Cultivate' which took garden skills, workshops and games into the accommodation services to help service users make the most of the time when locked down.

3. As some form of normality returned, longer term housing solutions needed to be found to avoid all those facing homelessness returning to the streets. Our teams worked closely with our partners to find solutions in both social housing and private rented sectors.

4. With the dust beginning to settle, we needed to develop new strategies and restructure a number of our services to reflect new needs. Our 'Roots' strategy document was released in May 2021 to help us make those changes with a view to our long term direction as we seek to 'Prevent Homelessness and Transform Lives'.

Throughout these different phases, our staff, partners and supporters have been nothing short of magnificent and we would like to thank each and every one of you for your contribution to the work.

As well as the strain placed on staff, there were times in the year where our financial resources were also placed under severe strain. Our shops, which provide such wonderful financial support as well as their wider ministry in the community, had to be closed for significant periods of time. With more people needing more support, our costs were also under pressure. However, we were able to secure funding from Herts County Council to help cover the costs of the shop closures and our fundraising team worked tirelessly to inspire an amazing response from the community. We give thanks to God that after a turbulent year, our finances remain healthy.

As we review the current environment, the number of people rough sleeping remains mercifully low. With the increased stock of housing available for those facing homelessness, we have focussed our resources on ensuring that those people who find themselves on the streets are directed to the appropriate housing as quickly as possible. Our multi-disciplinary street outreach team is now based with our emergency accommodation. We have built on the success of 'Cultivate' to embed that in all our accommodation services. Our Tenancy Sustainment Team has recently won contracts to provide support in Three Rivers. We are also looking to increase the rooms we devote to recovery services for those struggling with addictions.

Looking to the future, many commentators are fearful that once the government support programmes, and in particular the prohibition on evictions for rent arrears, come to an end that there may be an increase in those facing homelessness. It may be that many of these will be facing these issues for the first time. The last year has taught us that we have to be prepared for any eventuality and we can't emphasise enough the commitment and dedication of our staff in responding to the relentless demands and changes they have had to face. It is too soon to say that the landscape will be stable for the period ahead. The virus seems under control at present but still a significant health risk for many of the most vulnerable. We have made changes that align our services to current needs. In our longer term plans, we can see greater demands on our Tenancy Sustainment Team. The two HopeHomes that we have set up over the past few years have proved a godsend to those who have been resident with many encouraging stories of lives changed and if finances allow, we will look to build on that service.

This year we say goodbye to Keith Stevens who has served faithfully on the board of New Hope since 2002. Not only has Keith brought his wise counsel and his depth of experience in human resources and the charity sector, he has brought an integrity and congruence of words and actions that has been a wonderful witness to God's love. We will miss him on the board but know that he will continue to pray for us and keep in touch.

New Hope was set up in 1990 to meet the needs of those who had fallen between the cracks of social provision and care. We are so grateful to all those staff, volunteers, supporters and partners who have stood shoulder to shoulder with us in that time – and in particular through the uniquely challenging circumstances of the past year.

John Ford (Chair) and Matthew Heasman (CEO)

OBJECTIVES AND OPERATIONS

OUR MISSION

New Hope exists to serve people with current or recent experience of homelessness by providing accommodation and opportunities to rebuild damaged lives. Founded upon Christian values, which are at the core of our operation, we support people regardless of faith.

New Hope is a Christian charity. This means we value everybody and work to support people regardless of faith, class, disability, ethnicity, gender and sexual orientation. It also doesn't mean that our staff and volunteers have to be Christian, to pray or to share all of our motivations. We do however ask that all staff and volunteers are sympathetic to our mission, ethos and values.

Our mission is encapsulated in our strapline: 'preventing homelessness, transforming lives'.

OUR PRIMARY OBJECTIVES

1. **Intervention** – to help those who are currently homeless (such as those who are rough sleeping and sofa surfing).
2. **Moving on positively** - to offer high quality support to those who were previously homeless (such as helping them sustain their tenancy).
3. **Continuous improvement** – to offer development opportunities for the people with whom we work.
4. **Investing in our people** – to ensure New Hope staff and volunteers are fully equipped, trained and supported in delivering safe and effective support for service users.
5. **Impact and efficiency** – to continue to seek ways of increasing our impact and improving our efficiency
6. **Resourcing our work** – to manage our resources well
7. **Being faithful** – to keep Christ at the centre of our work and in doing so fulfil the mission of the charity's founders

OUR VALUES

- Be professional – staff will be trained to enable them to operate in accordance with best practice.
- Be responsive – we will assess and respond to the needs and aspirations of service users as individually and constructively as possible.
- Be fair – we will give equal consideration to service users of all creeds or none, and all lifestyles and abilities.
- Be accountable – we will monitor our performance and communicate with our funders and supporters in order to improve the quality and efficiency of our services.
- Be honourable – we will manage our activities with integrity, in accordance with our mission.
- Be prayerful – we will seek God's guidance and enabling through prayer.

OUR SERVICES

To achieve our aims and objectives, New Hope provides the following services:

INTERVENTION

24-7 emergency homelessness helpline
Only dedicated homelessness phone service in the Watford area.

Street Outreach Service
This service provides specialist support to people who are sleeping rough in Watford. A partnership between New Hope, Change Grow Live and Herts Young Homeless.

Rough Sleeping Prevention Service
Provides food, clothes, showers, laundry facilities, sleeping bags and support to people who are sleeping rough.

Intervention Team Partnership with Change Grow Live, Citizens Advice and Herts Young Homeless offering specialised support, including support with alcohol and substance misuse, mental health, and general advice on benefits, housing, immigration and debt.

RECOVERY

Sanctuary Emergency Accommodation
18-bed (increased from 14 during the year) emergency accommodation.

Community Home
4-bed home for those with substance misuse problems who are motivated to change.

New Hope House
10-bed home for those preparing to move onto independent living.

Sanctuary Cluster Flats
7-bed (decreased from 11 during the year) Flats with three or four bedrooms for people who are ready to live more independently

The Manse
4-bed home for people who are ready to live more independently

Community Market Garden
A therapeutic environment offering activities to help people in their recovery.

HopeCollege
Enables service users to access local training opportunities and gain skills and qualifications.

PREVENTION

Tenancy Sustainment Team (TST)
Support for those renting after a period of homelessness to enable them to keep their tenancy.

HopeHomes
Long-term affordable rental homes for people who have been homeless and are now ready to live independently.

In the provision of these services the trustees have considered the Charity Commission guidance on public benefit. The trustees consider the services New Hope provides are within the definition of public benefit.

OUR STRATEGY

This financial year began a week after Prime Minister Boris Johnson said 'we MUST stay at home'. We raced to accommodate over 80 people who were sleeping rough in Watford, adapted our accommodation services to make them COVID-secure, and ensured that vulnerable, anxious people who were new to independent living were supported.

It is fair to say that our strategy was not the focus of our attention. But in spite of our focus on the COVID-19 crisis, it is clear that the six strategic objectives were met, albeit not in the way or the circumstances we ever imagined.

The huge changes as a result of COVID-19 resulted in the creation of a new strategy which was worked on during this financial year and launched in June 2021. The changes to each service have been highlighted in the service sections.

Objective 1: Intervention – to help those who are currently homeless (such as those who are rough sleeping and sofa surfing).

New Hope worked with Watford Borough Council, local MP, Dean Russell, and One YMCA to ensure that over 80 people who had been rough sleeping in Watford were housed in temporary accommodation as part of the government's 'Everyone In' scheme. Staff and volunteers then distributed three meals a day, seven days a week to people to temporary accommodation as well as providing support to a small number of people who chose to remain sleeping rough. Our staff and volunteers provided crucial support with mental health and substance misuse.

We continued working with a small number of people who were street homeless throughout the year and, partly thanks to some additional funding from Homeless Link which provided additional hotel rooms in the winter, we were pleased to report that the number of verified rough sleepers in Watford was zero for most of January 2021 – March 2021.

Objective 2: Moving on positively - to offer high quality support to those who were previously homeless (such as helping them sustain their tenancy).

The 'Everyone In' scheme resulted in an increase in the number of people moving into their own homes following a period of homelessness. We therefore expanded the Tenancy Sustainment Team and launched Project Home to provide household essentials and rent deposits to people moving into their own homes.

At the beginning of the pandemic, the Tenancy Sustainment Team supported people through telephone support rather than face-to-face meetings as well as providing food parcels for people who were shielding.

Objective 3: Continuous improvement – to offer development opportunities for the people with whom we work.

The Community Market Garden staff were redeployed to run activities in the accommodation services. Residents were involved with a variety of development opportunities: PAT testing qualifications, poetry writing, making a planter out of pallet wood, fitness through exercise sessions, weights and exercise bike, music as a therapeutic aid, using art as a therapeutic tool, using plants therapeutically and for practical purposes, bike maintenance and table tennis.

Objective 4: Investing in our people – to ensure New Hope staff and volunteers are fully equipped, trained and supported in delivering safe and effective support for service users.

Staff and volunteers were able to access training online, including a new course, Rough Sleeper Mental Health Awareness, from Aneemo. Staff were also able to attend online conferences organised by Homeless Link.

The Workforce Development Manager underwent training in resilience coaching for the workforce and each team underwent wellbeing sessions.

Objective 5: Impact and efficiency – to continue to seek ways of increasing our impact and improving our efficiency

In common with many others, COVID accelerated organisational change, notably the change to the Community Market Garden which became a more agile and flexible service throughout the pandemic.

Objective 6: Resourcing our work – to manage our resources well

Sadly, our two charity shops were closed for much of the year. However, we saw an increase in financial donations from individuals, trusts and grants.

Objective 7: **Being faithful** – to keep Christ at the centre of our work and in doing so fulfil the mission of the charity's founders

Funding was received for a chaplain (from One YMCA and Allchurches Charitable Trust) but a chaplain has not yet been appointed. Supporters from around the country joined on Zoom for online prayer meetings, including on 23 March, the 31st anniversary of New Hope's launch.

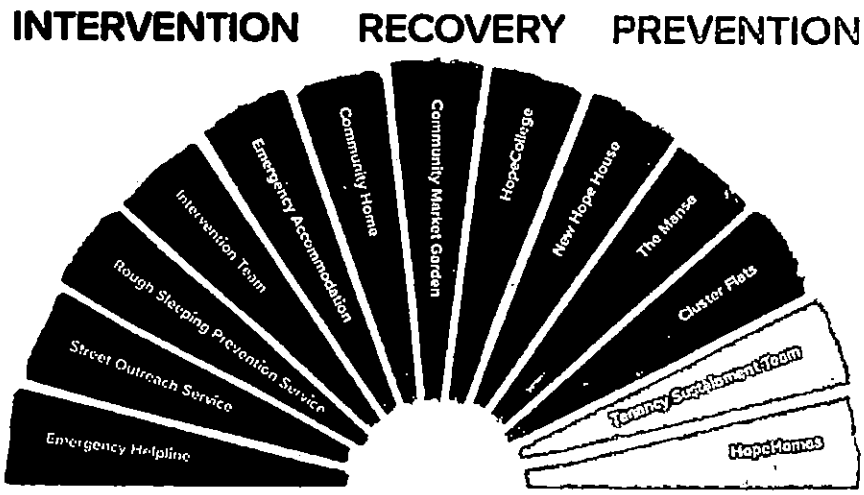
ACHIEVEMENTS AND PERFORMANCE

OVERALL

This year, we have supported 541 individuals – a decrease of 12% previous year (we believe this decrease was due to the lockdowns). In addition, there were 929 calls to the 24/7 emergency helpline.

The 541 beneficiaries included: builders, chefs, drivers, IT professionals, and people who had worked in pubs, retail, social care and warehouses. 73% were from the UK. The average age was 40. 79% were male. 60% had a statutory local connection to Watford. 19% were homeless because their friends/family had asked them to leave, 9% had been released from prison, 19% had been evicted by a landlord or had their house repossessed. 14% were homeless because of relationship breakdown. 20% misused alcohol, 28% misused substances, 40% experienced mental health difficulties and 5% had no recourse to public funds.

INTERVENTION



Our intervention services were: 24/7 emergency phone line, Street Outreach Service, Rough Sleeping Prevention Service, and the Intervention Team.

On 23 March 2020, the country was mandated to 'stay at home' but how do you 'stay home' when you have no home? New Hope worked with Watford Borough Council, Dean Russell MP, and One YMCA to ensure that over 80 people who had been rough sleeping in Watford were housed in temporary accommodation. Staff and volunteers distributed three meals a day, seven days a week to people to temporary accommodation as well as providing support to a small number of people who chose to remain sleeping rough. Our staff and volunteers provided crucial support with mental health and substance misuse. We continued working with people who were street homeless and, partly thanks to some additional funding from

Homeless Link which provided additional hotel rooms in the winter, we were pleased to report that the number of verified rough sleepers in Watford was zero for most of January 2021 – March 2021.

400 individuals were supported by the Rough Sleeping Prevention Service, including 195 individuals with a new case of homelessness. The Rough Sleeping Prevention Service also provided 5,397 instances of humanitarian support (food, clothing, toiletries etc.)

75 individuals were supported by the Street Outreach Service.

125 individuals were supported by the Intervention Team.

The staff and volunteers of the Street Outreach Service received Heroes of Hertfordshire certificates from the High Sheriff of Hertfordshire and the Street Outreach Service and Intervention Team Manager, Vivienne Brennan, won a Make A Difference Award from BBC Three Counties Radio for her hard work during Everyone In.

The work of New Hope was praised in parliament in February 2021 by Robert Jenrick, Secretary of State for Housing, Communities and Local Government.

"I would only be too happy to praise the local organisations in [Dean Russell's] constituency [Watford] such as New Hope and One YMCA. As I said earlier in my remarks, I think those people who are working on the front line of tackling rough sleeping, whether that's support workers, volunteers, in soup kitchens, people in local councils and many other spheres are incredibly brave, courageous people who are doing great work, noble work which often goes unnoticed and deserve our respect and recognition today as we see the fruits of the hard work with the statistics that have been published. His constituency is one of a number that has recently reported zero rough sleepers."

"Thank you so much, I don't know what I would have done without your help."

"Our daughter is bipolar and went walk about during lockdown from the Cotswolds. She was given a safe place to be and kind words which brought her home."

"Thanks for all your support during my homeless state. Your moral support and hope for a place helped me to pass this difficult time."

"You have been more help to me than any other organisation or anyone else. I am over the moon, I really am. Thank you for your time, effort, patience and help. You've been great."

Our targets for 2020/21 were:

- Carry out the annual rough sleeper count

Counts were carried out regularly.

- To continue to offer humanitarian aid and support to people who are street homeless in a way that is appropriate in the COVID-19 affected enivironment

The service provided by the Rough Sleeping Prevention Service continued to adapt throughout the year to meet the changing needs and the changing restrictions.

Future targets

Street Outreach Service ⟶ Outreach Plus

Due to the success of Everyone In, the numbers of people sleeping rough in Watford have dramatically decreased. Our Outreach Plus service is a smaller service based at the Sanctuary helping people instantly access crisis accommodation.

OP TARGETS

Haven Targets:

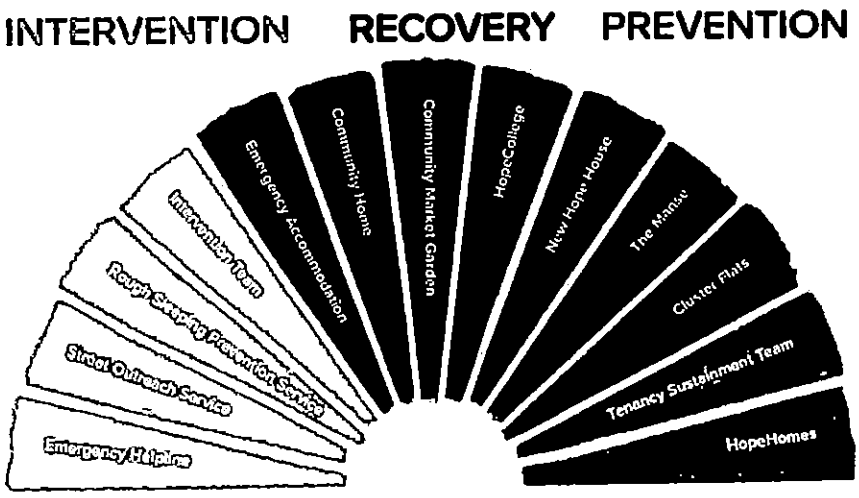
Rough Sleeping Prevention Service ⟶ The Haven

The Rough Sleeping Prevention Service transformed into The Haven in June 2021 and, alongside humanitarian aid, focuses on supporting people who are homeless but not rough sleeping as well as people worried about eviction. This has included a change in opening times.

Haven Targets:

- To work with 40 unique individuals, providing humanitarian support, advice, sign-posting and advocacy, per quarter
- To support 15 unique individuals who are in danger of or facing eviction, per quarter
- For all Haven Staff to complete PIE 2.0 (Psychologically Informed Environments) training.

RECOVERY



Our recovery services were primarily accommodation services: Emergency Accommodation, the Community Home, New Hope House, the Manse and the Cluster Flats. The Community Market Garden and HopeCollege were also recovery services.

112 individuals were accommodated during the year.

Our recovery services quickly adapted to the pandemic: new cleaning schedules, communicating vital health information (including enabling a high take-up of the vaccines amongst residents), changing the layout of the buildings to avoid shared sleeping spaces, and running a variety of activities.

We continued to support residents in progressing towards independent living and a highlight of the year was seeing residents successfully leave New Hope accommodation and move into their own homes. Residents continued to meet with their keyworkers at least once a week to set goals, review progress, and talk through solutions to any challenges they were facing.

The staff from the Community Market Garden were deployed to the accommodation services to run activities.

We set the following targets for 2020/21

- For 70% of residents at the Community Home to move on positively

75% was achieved

- For 100% of Community Home residents to receive external support for their addictions

100% of residents engaged in external support to help with substance and alcohol misuse

- The occupancy target for the Emergency Accommodation service was 96% and 90% for the Cluster Flats.

Emergency Accommodation and Cluster Flats were at capacity. The Clusters Flat started to wind down as a service so that we could accommodate more people who needed Emergency Accommodation.

- For the Community Market Garden staff to provide a therapeutic, vocational and socially rewarding service to 60 individuals

51 people engaged in activities run by the Community Market Garden staff

"I feel advocated for. The Sanctuary has been a large bridge between being homeless and getting accommodation. Exceptional, individual treatment. Staff will go above and beyond to help. I can talk to them about absolutely anything."

"New Hope is here to help you when you have nothing and no one else."

'Because of the staff here I'm feeling positive about the future, I feel motivated and have a really good feeling. This place has really helped me. The staff have really helped me and I like living here. As long as I keep on the path that I'm on I know I can do good things.'

"The existence of the activities has lifted the general mood."

"It's important to me to contribute to community living. Playing a lot of table tennis improves fitness while gyms are closed and it brings people together."

Future targets:

Sanctuary Emergency Accommodation and Cluster Flats ⟶ Sanctuary Emergency Accommodation

The Sanctuary now only provides emergency accommodation as we provide a much smoother and swifter pathway into accommodation for people facing street homelessness.

Targets for 2021/22

- 70% positive planned move-on
- 80% move-on within 28 days of arriving in the Sanctuary
- Rent arrears < 5%
- 20% reduction in staff sick leave from 20/21

Community Home, New Hope House and the Manse ⟶ Recovery Accommodation Services

We are expanding our recovery services so we can provide more accommodation for people who are experiencing substance and alcohol misuse.

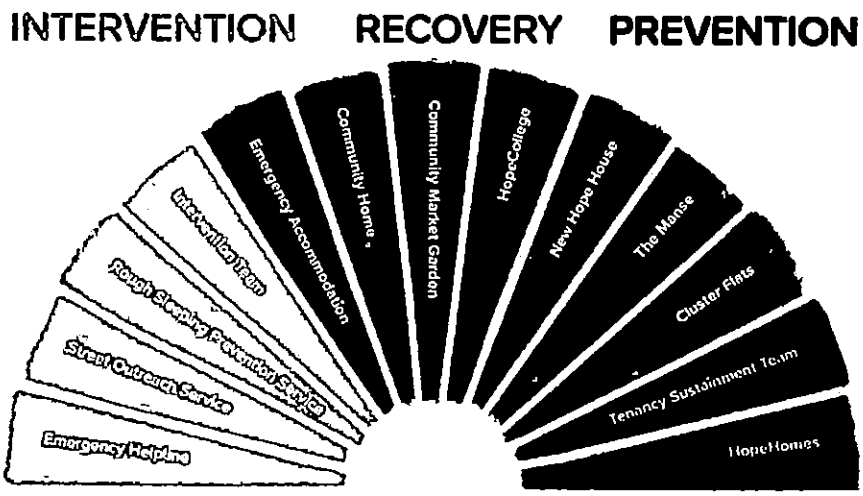
Community Market Garden ⟶ Cultivate

During lockdown we clearly saw the benefits of having activities in our accommodation services and so in April 2021, Cultivate, a new flexible horticultural therapy service, launched and the Community Market Garden service ended.

Targets for 2020/21

- To provide holistic support for 60 people through sessions offering outdoor experiences, creativity, health living or wellbeing
- To see a self-reported increase in wellbeing in 60% of those we support. Measured through self scoring forms and observations from non cultivate staff.
- To embed Cultivate into New Hope staff culture so that at least 15 front line staff run or support cultivate sessions.

PREVENTION



Prevention services are the two HopeHomes and the Tenancy Sustainment Team. 100 people were supported by TST and 11 people lived in our two HopeHomes.

Our targets for 2020/21 were:

- Achieve occupancy of 94% and rent arrears of less than 2.5% at HopeHomes

This was achieved.

- Revise the HopeHome handbook

Due to the pandemic, we're unable to revise the handbook or the leaflet because our work was focused elsewhere solely on urgent and immediate needs looking after the welfare of our service users.

- Update the TST leaflet and the external referral form

The external referral form was updated with support from the Fundraising and Communications Team.

- Strengthen multi-agency relationships with Watford Borough Council, mental health services, the Jobcentre and Citizens Advice

Relationships with other agencies were strengthened. Agencies worked with include: Watford Borough Council, Three Rivers District Council, Citizens Advice, the Jobcentre, housing associations, GPs, Adult Care Services, Herts Help, statutory mental health services, and local food banks.

"Mentally, it [the pandemic] has been horrendous, but it was helpful seeing and talking to the neighbours, sometimes I took advantage of the fact that when people took the bins out I would run out quick for a chance to talk to someone at least."

"The pandemic has affected me in such a bad way, mentally, physically and socially. And the social side of it has been bad for my recovery; the isolation and my addiction go hand in hand and has been detrimental to my health."

"I am grateful for the staff always pop round to the house to say hello and always at the end of the phone when you need help."

Project Home was launched as we sought to raise money to provide people with deposits to access the private rental sector, basic furniture, and household items. We also provided intensive advocacy and support.

Thank you to everyone who donated to our A Home of My Own appeal.

"In addition to their good spirits, professional ethics and caring attitude, New Hope helped us relocate to a more comfortable home and amazed us further by providing the household essentials such as bed, chairs, cooker, fridge and other items we needed. Words are not enough for us to appreciate them for the kind gesture."

Future targets

Due to the the success of Everyone In, there has been an increase in people with complex needs living in accommodation. We have therefore expanded TST. From April 2021, TST also began to support families living in the Three Rivers District Council area.

- HopeHomes: Occupancy 94% and rent arrears under < 2.5%
- Provide quarterly stats which include five case studies evidencing partnership working with Herts Young Homeless
- TST to take on another scheme with Three Rivers Distrct Council supporting five individuals with complex needs and to also extend contract for 20 units of temporary accommodation

FUNDRAISING AND COMMUNICATIONS

This year, the Fundraising and Communications Team raised £812,273 for the work of New Hope with costs of £164,431. In addition, the team generated £23,431 worth of gifts in kind, including the provision of meals for people in temporary accommodation.

Fundraising appeals

This year, we started the year with the Coronavirus Crisis Appeal, this was then followed by A Home of My Own and the Harvest Fresh Food Fund appeal. Our Christmas Appeal, Not Alone at Christmas, evolved into Not Alone at Lockdown as the news of the third lockdown broke. We are incredibly grateful to everyone who gave to our appeals.

Grants

We received a number of significant grants throughout the year, including £73,000 from the Homeless Link Response Fund which enabled us to pay the salaries of the Community Market Garden staff, Tenancy Sustainment Team staff and Rough Sleeping Prevention Service staff. We also received a grant from Homeless Link in January 2021 enabling us to provide emergency winter accommodation in hotels for 12 individuals.

Gifts in kind

Donations of food, toiletries, clothes and PPE were delivered almost daily to the Haven and the Sanctuary. We are so grateful to the local community for their generosity.

Fundraisers

Many individuals chose to take part in their own fundraising events, such as the team at Loans Warehouse who each ran 26.2 miles over the course of January and raised over £15,000 and Charlotte Mangam from TK Maxx who raised over £800 by taking part in the New Forest Marathon.

Fundraising events

Sadly, all our planned events to celebrate 30 years of New Hope were cancelled. We were grateful that Watford Museum were able to showcase the art and photography created by service users for the planned 'Other Side of the Street' exhibition online.

Little Book of Hope and Entertaining Angels

We produced a small booklet, The Little Book of Hope, which was given away to all residents and some of our supporters as a small gift during the first lockdown. In the third lockdown, we offered free copies of Entertaining Angels, the story of New Hope, through our social media channels. Over 40 copies were posted out.

Internal communications

The Fundraising and Communications Team is also responsible for internal communications which are crucial in an organisation with over 70 members of staff and over 200 volunteers working in seven locations in the town. The importance of clear and timely communication was demonstrated throughout the coronavirus crisis when the team disseminated vital health

information and government updates to staff, service users and volunteers (posters delivered to every service and regular email updates).

Fundrasing statement

We aim to comply with all the statutory regulations and good practice recommended in a range of codes of practice. We are registered with the Fundrasiing Regulator. Our fundraising is all managed internally and we engage in a variety of fundraising activities, including those listed above. All fundraising activities are overseen by the Leadership Team. We do not send unsolicited fundraising requests and obtain the donors permission prior to contact. We have not received any complaints during the year with regards to our fundraising activities.

VOLUNTEERS

We are grateful to all the New Hope volunteers, especially the 30 individuals who joined us at the beginning of the pandemic to help us deliver food to people accommodated by Everyone In. Throughout the year volunteers helped with administration, retail, cooking meals, DIY, sorting donations, befriending service users, running Cocaine Anonymous meetings, gardening, hosting workshops, collecting donations, and helping residents move into their new homes.

"During the first lockdown my children became concerned about how the homeless would be protected from COVID, so we looked at how we could help in the community. We started as food collection volunteers (which meant my teenage son could come along with me) and then I also started helping out at the Haven on weekends. I enjoy the team atmosphere and meeting new people. New Hope is a wonderful charity and it's great to feel a small part of it, enabling people to get the support and intervention they need to move on from homelessness."

THANK YOU

We simply would not exist without the generosity of our funders, and we are so grateful to everyone who has supported us financially, either by making a donation or fundraising for us. A few have given us an exceptional level of support (typically £1,000 or more) and, unless they have asked to remain anonymous, we would like to say a special thank you to the following:

Trusts and Foundations

Albert Hunt Memorial Trust
Allchurches Charitable Trust
Belron Ronnie Lubner Community Foundation
Champniss Foundation
Eve and Philip Morrison Trust
Gould Charitable Trust
Hertfordshire Community Foundation
Herts County Council locality budgets
Homeless Link
Jandsford Charitable Trust
Joron Trust
Pat Newman Memorial Trust
Rutherford Charitable Trust
Thrive
Warner Bros Studios
Watford and Three Rivers Trust
Watford Borough Council's Mayor's Fund

Faith and community groups

Bushey and Oxhey Methodist Church
Cathedral and Abbey Church of St Alban
Christ Church, Chorleywood
Christ First
Derby Road Baptist Church
Dominican Sisters
Eastbury Church
Go Dharmic
Helping Herts Homeless
Impact on the Streets
Moor Park and Eastbury Neighbours Together
One YMCA
Oxhey Village Environmental Group (OVEG)
St George's Day Charity Club
St Helen's Church, Watford
St James Road Baptist Church, Watford
St Luke's Church, Bricket Wood
St Luke's Church, Watford
Sandy Lodge Golf Club
St Mary's Church, Watford

Sewa Day
Trinity United St Alban's
Watford and Bushey CV19 Mutual Aid Facebook Group
Watford Foodbank
Wellspring Church
West Watford Golfing Society

Companies

Authentic Catering
Campbell Building Design
Flax's Foods
Gokula
J B Structures Ltd
J P Hildreth Ltd
John Lewis, Watford
Morrisons, Watford
TJ Maxx and Homesense
Waitrose
Wenzel's
Statutory funders
Herts County Council
Herts Valley Clinical Commissioning Group
Three Rivers District Council
Watford Borough Council

Fundraisers
A special thanks to Loans Warehouse for their amazing Marathon Challenge which raised over £15,000 and to the team at TJX for their many fundraising endeavours!

FINANCIAL REVIEW

This year was an unsettled year financially as we addressed the full impact of the pandemic, dealing with the uncertainly around income and increasing costs. The final surplus for the year was £61,853, of which £113,034 was restricted and unrestricted funds had a deficit of £51,181.

Income increased during the year to £2,437,583 (2020: £2,384,894). Unfortunately due to the closure of our shops due to government restrictions retail income fell during the year, however we saw increased grants and donations as the local community rallied to help. In addition this was the first full year of funding from Watford Borough Council for the Street Outreach Team.

Expenditure also increased by a small amount to £2,375,730 (2020: £2,328,731). There were additional staffing and PPE costs during the year incurred as a result of the pandemic. Other costs remained similar this year resulting in only a small increase throughout the year.

Impact of Covid 19
New Hope remained active throughout the year providing an essential service despite the pandemic. The two shops closed for a number of months, but reaopened in April and have performed well since. New Hope continues to work with the local council and other partners to provide essential services.

Reserves policy
New Hope's Reserves policy is designed to comply with the guidelines set out by the Charity Commissioner's guidance on reserves (CC19-40) which states: "To justify their holding of reserves, trustees should have a reserves policy based on a realistic assessment of their reserves' needs."

This policy has been established so that the trustees can be confident that reserves levels match New Hope's needs, primarily: to protect the organisation and its charitable activity by providing time to adjust to changing financial circumstances.

New Hope maintains three types of reserves; restricted reserves are given for specific purposes and cannot be spent on the general costs of the charity. At the 31 March 2021 New Hope had restricted reserves of £619,391 (2020: £506,357). Designated reserves are funds set aside by the trustees from the unrestricted funds for specific future purposes or project. At the 31 March 2021 New Hope had designated funds of £1,377,655 (2020: £1,408,578). General reserves are available for the trustees to spend on the charitable activities. At 31 March 2021 New Hope had general funds of £555,038 (2020: £575,295). The free reserves available from this are £429,273 (2020: £439,025).

The trustees have agreed to maintain a free reserves level of approximately three months of budgeted annual expenditure. This decision has been made giving consideration to the current sources of income and the likelihood of a decrease in any one funding stream. The trustees have taken into account current trends and the reliance on any single funding stream. When setting this policy the trustees have taken into consideration the length of time the charity will need to adjust to a change in funding.

At 31 March 2021 the required level of free reserves under this policy is £547,000. As above New Hope currently has free reserves of £429,273. The current free reserves held are £118,000 below the target reserves level. This difference relates to the net book value of fixtures and fittings. As the assets are depreciated the difference between the target free reserves and current reserves will reduce. The trustees have earmarked designated funds specifically for the development of the HopeHomes service, however if current general funds are not sufficient for the ongoing operation of the charity these funds can be used to support the free reserves. On this basis the trustees find the current reserves held acceptable and no further action is necessary.

Risks

New Hope has compiled a risk register identifying the actions necessary to eliminate control and reduce or accept the risk. An annual review of the register is carried out by the trustees, although the leadership team keep the risks under reivew on a regular basis. The trustees are satisfied that the sufficient policies and procedures are in place and applied for all the main areas of risk.

The register addresses the risk in nine key categories: operational risk, retail risk, financial riks, fundraising and communications, personnel, property, IT, external environment and governance. All risks are assessed due to their likelihood and impact. Where appropriate mitigating controls are put into place.

During their last review the trustees identified the following as the three highest areas of risk for the charity:

- Incidents or accidents arising from working with challenging service users. All staff are trained to a high standard and provided with adequate supervision. The leadership also implements a full portfolio of policies and procedures.
- Lone working within services resulting in a risk of violence towards a staff member. Full risk assessments are carried out when a staff member is required to carry out lone working. This is embedded within the policies and procedures.
- Service user loss of benefits. This can impact the financial resources of New Hope. There is a clear rent policy in place and all rent debtors are monitored regularly.

GOVERNANCE

Structure
Watford New Hope Trust is a charitable company limited by guarantee, established under a Memorandum of Association which sets out the objects and powers of the charitable company. It is governed under its Articles of Association. On 1 April 2014 the charity introduced a trading name, New Hope, and now operates under that name. The charity set up a wholly owned trading company, New Hope Retail Limited, in June 2011. New Hope Retail is a company limited by guarantee, registered company number 7667185.

Organisational Structure
The Trustees govern the business of New Hope and decide matters of policy, governance and strategy at regular meetings. The Trustees delegate the day-to-day running of New Hope to the Chief Executive, Mr M Heasman. The Chief Executive works with a leadership team and service managers to implement the strategy and the charity's policies and procedures.

The Trustees
The Trustees are directors for the purposes of company law and trustees for the purpose of charity law. The Trustees act on advice and information from regular meetings with the Chief Executive and with regard to the Charity Commission's guidance on public benefit. Other decisions made within the organisation are reported to the Board.

The Trustees who served during the period and up to the date of signing were:

Mr J R Ford (Chair)
Dr T W Robson OBE
Mr D Evans (Treasurer)
Mr A Robertson
Mrs M J Sills
Mr K R Stevens (resigned July 2021)
Mrs A Johnson

Third party indemnity insurance was in place for Trustees during the year.

Guarantees
Trustees, whilst serving, and for a period of twelve months after ceasing to be Trustees, guarantee to contribute an amount not exceeding £10 each to the assets of New Hope in the event of winding up. The total number of Trustee guarantees at 31 March 2021 was seven (2020: nine).

Appointment and Training
New Trustees are recommended by the existing Trustees and are chosen for their ability to contribute to the needs and ethos of New Hope. All new Trustees are fully inducted on appointment. Trustees are also regularly advised of relevant training opportunities.

Sub Committees
The Trustees operate three subcommittees:

The **Finance and Audit Committee** consists of three Board members. The committee meets before each trustee meeting to consider financial reports in more detail. The committee also

reviews the annual budget and financial statements and makes recommendations prior to approval by the full Board of Trustees.

The **Remuneration Committee** consisting of three board members and one staff member meets annually to review the CEO's remuneration and to review management's recommendations regarding overall remuneration structure and make recommendations to the board.

The **Board Development Committee** consists of three trustees and meets on an ad hoc basis to seek and review new candidates for the board.

REFERENCE AND ADMINISTRATIVE INFORMATION

Charity registration number: 1080784

Company registration number: 03969063

Registered office:
67 Queens Road
Watford
Hertfordshire
WD17 2QN

The Trustees (Directors):

Mr J R Ford	(Chair)
Mrs M J Sills	
Mr T Robson OBE	
Mrs A Johnson	
Mr D Evans (Treasurer)	
Mr A Robertson	

Leadership Team:

Mr M Heasman	Chief Executive
Mrs S Holford	Head of Finance
Mrs A Bowyer	Head of Resources
Mr R Edmonds	Head of Services

Bankers and other Financial Advisers:

Royal Bank of Scotland	CafCash Limited
19-21 Clarendon Road	Kings Hill
Watford	West Malling
Hertfordshire	Kent
WD17 1HD	ME19 4TA

Auditors:
Cansdales Audit LLP, Chartered Accountants, Business Advisers & Registered Auditors
Bourbon Court
Nightingales Corner
Little Chalfont
Buckinghamshire
HP7 9QS

RESPONSIBILITIES OF THE TRUSTEES

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statement the trustees are required to:

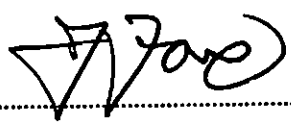
- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2015 (FRS 102);
- Make the judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statement on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware; and
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Trustees on 2nd December 2021 and signed on behalf of the Trustees



Mr J Ford

INDEPENDENT AUDITORS' REPORT

Opinion

We have audited the financial statements of Watford New Hope Trust (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the group Statement of Financial Activities, the group and parent Balance Sheet, the group 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, 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 group's and parent charitable company's affairs as at 31 March 2021, and of the group's 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

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

- adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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 group's and parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's 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 an auditor's report 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

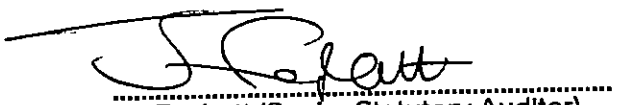
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such

disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 auditor's 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.



22 December 2021
Date

James Foskett (Senior Statutory Auditor)
for and on behalf of Cansdales Audit LLP
Nightingales Corner
Bourbon Court, Little
Chalfont Bucks, HP7 9QS

Cansdales Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

WATFORD NEW HOPE TRUST (TRADING AS NEW HOPE)
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME &
YEAR ENDED 31 MARCH 2021

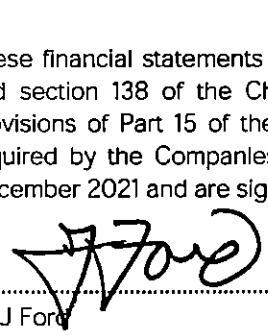
	Note	Unrestricted funds	Restricted funds	Total funds 2021	Unrestricted funds	Restricted funds	Total funds 2020
Income							
Donations and legacies	2	414,878	397,395	812,273	422,779	355,316	778,095
Charitable activities:							
Intervention	3a	95,447	312,230	407,677	69,946	53,897	123,843
Recovery	3b	1,018,544	-	1,018,544	1,101,467	-	1,101,467
Prevention	3c	122,122	-	122,122	128,009	-	128,009
Other trading activities:							
Retail income		75,317	-	75,317	244,905	-	244,905
Investments		1,650	-	1,650	4,379	-	4,379
Other income		-	-	-	4,196	-	4,196
Total income		**1,727,958**	**709,625**	**2,437,583**	**1,975,681**	**409,213**	**2,384,894**
Expenditure							
Raising funds:							
Retail	4	100,584	-	100,584	132,023	-	132,023
Fundraising and communications	4	164,431	-	164,431	150,619	-	150,619
Charitable activities:							
Intervention	4	273,566	288,112	561,678	165,603	341,783	507,386
Recovery	4	1,163,408	176,606	1,340,014	1,347,920	33,119	1,381,039
Prevention	4	77,150	131,873	209,023	135,536	22,128	157,664
Total expenditure		**1,779,139**	**596,591**	**2,375,730**	**1,931,701**	**397,030**	**2,328,731**
Net movement in funds		(51,181)	113,034	61,853	43,980	12,183	56,163
Reconciliation of funds							
Total funds brought forward		1,983,874	506,357	2,490,231	1,939,894	494,174	2,434,068
Total funds carried forward	8,9	**1,932,693**	**619,391**	**2,552,084**	**1,983,874**	**506,357**	**2,490,231**

All of the charitable company's activities are considered to be continuing
There were no recognised gains or losses other than the result for the year
The notes numbered 1 to 17 form part of these financial statements

WATFORD NEW HOPE TRUST (TRADING AS NEW HOPE)
CONSOLIDATED BALANCE SHEET
AT 31 MARCH 2021

	Note	2021 Charity £	2021 Group £	2020 Charity £	2020 Group £
Fixed Assets					
Tangible assets	5	1,383,102	1,383,102	1,430,222	1,430,222
Current Assets					
Debtors	6	236,184	164,414	300,728	228,958
Cash at bank and in hand		1,165,836	1,237,606	921,479	993,249
		1,402,020	1,402,020	1,222,207	1,222,207
Creditors: Amounts falling due within one year	7	233,038	233,038	162,198	162,198
Net Current Assets		1,168,982	1,168,982	1,060,009	1,060,009
Total Assets Less Total Liabilities		**2,552,084**	**2,552,084**	**2,490,231**	**2,490,231**
Funds					
Unrestricted:					
Designated	8,10	1,377,655	1,377,655	1,408,578	1,408,578
General funds	8,10	555,038	555,038	575,296	575,296
		1,932,693	1,932,693	1,983,874	1,983,874
Restricted	9,10	619,391	619,391	506,357	506,357
		2,552,084	**2,552,084**	**2,490,231**	**2,490,231**

These financial statements have been prepared in accordance with section 398 of the Companies Act 2006 and section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006. These financial statements were approved by the Trustees on 2nd December 2021 and are signed on their behalf by:



Mr J Ford

Company number 03969063

The notes numbered 1 to 17 form part of these financial statements

WATFORD NEW HOPE TRUST (TRADING AS NEW HOPE)
CASHFLOW STATEMENT
AT 31 MARCH 2021

		2021		2020
				£
Cashflows from operating activities				
Net income/(expenditure) for the		61,853		56,163
Adjustments for:				
Depreciation		57,594		55,589
Investment income		(1,650)		(4,379)
(Increase)/decrease in debtors		64,544		(166,098)
Increase/(decrease) in creditors		70,840		93,432
Net cash provided by / (used in) operating activities		253,181		34,707
Cashflows from investing activities				
Purchase of fixed assets	(10,474)		(13,492)	
Investment income	1,650		4,379	
Net cash provided by / (used in) operating activities		(8,824)		(9,113)
Net increase in cash and cash equivalents		244,357		25,594
Cash and cash equivalents at 1 April		993,249		967,655
March		**1,237,606**		**993,249**
Analysis of cash and cash equivalents:				
Cash in hand		1,237,606		993,249
Total cash and cash equivalents		**1,237,606**		**993,249**

1. ACCOUNTING POLICIES

Company information

Watford New Hope Trust is a private charitable company limited by guarantee, incorporated in England & Wales. Details of the registered office and principal address can be found on the reference and administrative information pages.

Basis of accounting

The financial statements have been prepared in accordance with the charitable company's governing document, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2019). The charitable company is a Public Benefit Entity as defined by FRS 102.

The trustees consider that sufficient income has been secured to cover all anticipated liabilities. The trustees are not aware of any material uncertainties which will restrict New Hope's ability to continue as a going concern and the financial statements have, therefore, been prepared on a going concern basis.

Income

Income is recognised in the period in which New Hope is legally entitled to the income provided that:

- any performance conditions have been met,
- it is probable that the income will be received and
- the amount can be quantified with reasonable accuracy.

Legacies are recognised in the Statement of Financial Activities when notification of the legacy has been received and a reasonable estimate of the value of the legacy can be made. Donations and grants are recognised when the charity has been notified in writing of the amount. In the event that a grant or donation is subject to conditions, that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Expenditure

Expenditure is accounted for on an accruals basis, inclusive of VAT, which cannot be recovered. Certain expenditure is directly attributable to specific activities and has been allocated to those cost categories. Where these costs are attributable to more than one activity, they have been apportioned to the individual activities on the basis of the time spent by staff on matters relating to those activities. Head Office costs have been allocated on the basis of incoming resources and direct costs and have been apportioned to the cost centres of fundraising and publicity and individual projects within charitable expenditure in accordance with the requirements of the Statement of Recommended Practice.

Gifts in kind

Donated gifts and services are recognised as income when the charity has control over the item and the economic benefit can be measured reliably. Such goods and services are recognised on the basis of the value that the charity would have been willing to pay to obtain such services or facilities on the open market. In accordance with the Charities SORP (FRS 102) the time and commitment donated by the volunteers has not been recognised in the Statement of Financial Activities. Gifts donated for resale are included as income when they are sold due to the administrative difficulty in estimating the fair value of the

1. ACCOUNTING POLICIES (continued)

Operating lease agreements
Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged against income on a straight line basis over the period of the lease.

Tangible fixed assets
Individual assets costs £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows: Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Freehold buildings	- 2% per annum straight line
Leasehold buildings	- over the length of the lease
Equipment	- 25% per annum straight line
Fixtures and fittings	- 10% to 25% per annum straight line

Depreciation is calculated monthly and is included from the first full month after purchase. Freehold land is not depreciated. Other property interests are depreciated over the term of the lease of the property concerned or the relevant management agreement.

Tax status
New Hope is a registered charity and therefore it is not assessable to corporation tax on any surplus charitable funds.

Pensions
New Hope operates both a stakeholder pension scheme for employees, to which the employer does not make contributions and a group personal pension. The group personal pension is a defined contribution scheme and New Hope makes a 3% contribution where employees are also contributing to the group personal pension scheme. This scheme is managed by Source Pensions and the plan invests the contributions made by the employee and employer in an investment fund to build up over the term of the plan. New Hope has no liability beyond making its contributions and paying across the deductions for the employee's contributions.

Funds
Funds held by New Hope are:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

Designated funds - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

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

The nature and purpose of each fund is explained further in the notes to the financial statements.

1. ACCOUNTING POLICIES (continued)

Group financial statements

The consolidated accounts incorporate those of Watford New Hope Trust (trading as New Hope) and its subsidiary undertaking, New Hope Retail, for the year ended 31 March 2021. As permitted by section 408 of the Companies Act 2006, the Statement of Financial Activities of the parent company is not presented as part of these financial statements. The result of the charitable company alone for the year was a surplus of £61,853 (2020 : £56,163). New Hope Retail has not carried out any trading during the year.

2. DONATIONS AND LEGACIES

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Grants	78,852	313,357	392,209	34,450	303,390	337,840
Legacies	5,578	-	5,578	113,996	-	113,996
Individual donations	206,332	33,452	239,784	110,186	39,404	149,590
Tax reclaimed	13,890	-	13,890	14,353	4,000	18,353
Other donations	110,226	50,586	160,812	149,794	8,522	158,316
	414,878	397,395	812,273	422,779	355,316	778,095

Gifts in kind

New Hope receives significant donations of food during the harvest period from schools and churches. In addition New Hope receives regular food donations from local companies including Costco, Ocado and Pret a Manger. All food donations are included in the financial statements at the estimated value the charity would have paid for them. From time to time New Hope also received other gifts to assist in the operation of New Hope's activities. The total amount of gifts in kind included in the financial statements is £23,481 (2020: 67,500).

3. CHARITABLE ACTIVITIES

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
3a Intervention	£	£	£	£	£	£
Contracts	95,447	312,230	407,677	69,197	53,897	123,094
Other income	-	-	-	749	-	749
Total Intervention	**95,447**	**312,230**	**407,677**	**69,946**	**53,897**	**123,843**

	2021			2020		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
3b Recovery						
Housing Benefit	643,482	-	643,482	684,470	-	684,470
Ineligible charges	44,460	-	44,460	44,923	-	44,923
Contracts	300,035	-	300,035	310,741	-	310,741
Sales income	-	-	-	2,444	-	2,444
Other income	30,567	-	30,567	58,889	-	58,889
Total Recovery	1,018,544	-	1,018,544	1,101,467	-	1,101,467
3c Prevention						
Housing Benefit	68,072	-	68,072	61,148	-	61,148
Ineligible charges	6,327	-	6,327	6,180	-	6,180
Contracts	47,723	-	47,723	60,681	-	60,681
Total Prevention	122,122	-	122,122	128,009	-	128,009
Total charitable income	1,236,113	312,230	1,548,343	1,299,422	53,897	1,353,319

4. TOTAL EXPENDITURE

	Intervention £	Recovery £	Prevention £	Fundraising and communications £	Retail £	Head office £	2021 Total costs £	2020 Total costs £
Staff costs	223,289	756,320	119,541	95,878	21,953	249,084	1,466,065	1,398,643
Other staff costs	334	121	520	13	-	68,469	69,457	81,244
RSL charges	-	214,749	-	-	-	-	214,749	259,006
Premises costs	24,413	84,911	28,721	440	23,782	4,136	166,403	177,934
Office costs	2,500	3,681	1,545	8,349	3,780	3,620	23,475	20,424
IT costs	-	-	-	-	-	9,839	9,839	10,581
Service user costs	30,235	44,464	7,147	-	-	-	81,846	118,006
Insurance	3,257	3,688	2,924	670	4,750	3,419	18,708	18,134
Depreciation	16,685	4,178	9,113	2,273	13,636	11,709	57,594	55,589
Professional costs	1,847	4,537	851	1,057	696	41,484	50,472	19,715
Other costs	546	1,625	323	7,558	-	19,670	29,722	22,239
Partnership costs	187,400	-	-	-	-	-	187,400	147,216
Head office costs	71,172	221,740	38,338	48,193	31,987	(411,430)	-	-
Total	**561,678**	**1,340,014**	**209,023**	**164,431**	**100,584**	**-**	**2,375,730**	**2,328,731**

4. EXPENDITURE (continued)

Staff costs

	2021	2020
	£	£
Wages and salaries	1,321,642	1,260,513
Social security costs	98,817	96,785
Pension costs	26,241	25,590
Agency costs	8,485	15,755
Redundancy costs	10,880	-
	1,466,065	1,398,643

One employee was paid at a rate of £60,000 or more (2020: one employee).

In addition to around 200 volunteers during the year the full time equivalent number of staff employed by New Hope during the year, excluding trustees, are set out below.

Employee numbers

	2021	2020
	No.	No.
Direct charitable work	35.8	35.2
Fundraising and communications	3.0	3.0
Head office	7.7	7.5
Retail	1.0	1.0
	47.5	46.7

Key Management

No trustee was remunerated during the year (2020: nil) and there were no trustee expenses during year (2020: nil).

The leadership team are considered the only key management of the organisation. Total remuneration paid to the leadership team during the year was £154,534 (2020: £155,845). The leadership team consists of three employees; CEO, Head of Services and Head of Resources. In addition the charity engages the services of a financial consultant to carry out the role of Head of Finance.

Auditors' remuneration:

	2021	2020
	£	£
Audit	10,050	9,870
Other services	534	534
	10,584	10,404

5. FIXED ASSETS

CHARITY & GROUP Cost	Interests in property £	Plant and machinery etc £	Total £
At 1 April 2020	1,834,198	365,967	2,200,165
Additions	-	10,474	10,474
Disposals		(12,612)	(12,612)
At 31 March 2021	1,834,198	363,829	2,198,027
Depreciation			
At 1 April 2020	540,246	229,697	769,943
Charge for the period	36,615	20,979	57,594
On disposals	-	(12,612)	(12,612)
At 31 March 2021	576,861	238,064	814,925
Net Book Value			
At 31 March 2021	**1,257,337**	**125,765**	**1,383,102**
At 31 March 2020	1,293,952	136,270	1,430,222

The cost of plant and machinery includes donated assets valued by the trustees at £13,940 (2020: £13,940). All of the assets held by the charity are used for charitable purposes.

New Hope owns the freehold interest in the The Manse and the Haven Support Centre and has a leasehold interest in the building accommodating the shop and office. The charity's interest in New Hope House represents costs of £171,768 which are fully depreciated. The title to the property is held by Salvation Army Housing Association (SAHA) and there is a charge registered on the title deeds at the Land Registry noting New Hope's interest. There is a management agreement between New Hope and SAHA under which the charity undertakes the day to day management of the property. If the property is sold the charity is entitled to a 50% share in the sale proceeds. In the opinion of the trustees the amount to which the charity would be entitled is at least equal to the value at which the charity's interest is included in these financial statements.

Interests in property includes:	2021 £	2020 £
The Manse	65,092	66,566
Haven Support Centre	243,579	259,818
Sanctuary Cluster conversion costs	1,132	2,168
Purchase of Shop and offices	526,994	536,070
HopeHomes	420,540	429,330
	1,257,337	**1,293,952**

6. DEBTORS

	2021		2020	
	Charity	Group	Charity	Group
	£	£	£	£
Housing benefit debtors	18,160	18,160	28,057	28,057
Prepayments and accrued income	10,317	10,317	23,368	23,368
Other debtors	123,664	123,664	160,549	160,549
Tax recoverable	12,273	12,273	16,984	16,984
Intercompany account	71,770	-	71,770	-
	236,184	**164,414**	**300,728**	**228,958**

7. CREDITORS

	2021		2020	
	Charity	Group	Charity	Group
Within one year	£	£	£	£
Accruals and deferred income	174,052	174,052	85,804	85,804
Payments on account	31,032	31,032	33,419	33,419
Tax and social security	-	-	2,789	2,789
Other creditors	27,954	27,954	40,186	40,186
	233,038	**233,038**	**162,198**	**162,198**

8. DESIGNATED FUNDS (CHARITY AND GROUP)

	31 March 2020 £	Income £	Expenditure £	Transfers £	31 March 2021 £
Designated funds					
Property	1,188,109	-	(30,923)	-	1,157,186
HopeHomes	202,348	-	-	-	202,348
Building repairs fund	15,302	-	-	-	15,302
Women's hostel	2,819	-	-	-	2,819
	1,408,578	-	(30,923)	-	1,377,655
General unrestricted funds	575,296	1,727,958	(1,748,216)	-	555,038
Total unrestricted funds	1,983,874	1,727,958	(1,779,139)	-	1,932,693

Purposes of designated funds

Property Fund - This comprises a sum set aside by the trustees to reflect the investment in property held by New Hope. The amount represents the net book value of property interests less any amounts held in restricted funds for specific properties.

HopeHomes - These funds were received by a legacy and have been set aside to assist in the costs of purchasing property for the HopeHomes service.

Building Repairs Fund - This represents reserves set aside by the trustees towards the cost of major repairs to the properties in which New Hope has an interest.

Women's Hostel - The fund represents donations given in 2008-9 in memory of Janet Hosier. These funds are being held to fund the cost of a women's hostel.

9. RESTRICTED FUNDS (CHARITY AND GROUP)

	2020	Income	Expenditure	Transfers	2021
	£	£	£	£	£
Haven Support Centre - capital	105,843	-	(5,692)	-	100,151
RSPS - running costs	1,396	68,547	(68,547)	-	1,396
Intervention Team and Street Outreach	29,842	298,756	(257,154)	-	71,444
Severe Weather funding	4,627	-	(4,627)	-	-
Personalised budgets	-	-	-	-	-
Impact fund	(1,175)	-	-	1,175	-
Cultivate	5,420	1,000	(5,840)	-	580
Donations for residents	1,378	-	-	-	1,378
HopeCollege	618	-	(351)	-	267
Furlough grants	-	19,927	(19,927)		-
Tenancy Sustainment Team	35,420	44,380	(38,370)	-	41,430
Project Home	-	32,030	(5,980)	-	26,050
Rough sleeper support	8,902	-	(170)	(1,175)	7,557
Covid support	-	190,935	(183,838)	-	7,097
Chaplain	-	48,500	-	-	48,500
HopeHomes	310,543	50	(50)	-	310,543
Other restricted funds	3,543	5,500	(6,045)	-	2,998
	506,357	**709,625**	**(596,591)**	**-**	**619,391**

Purposes of Restricted funds

Haven Support Centre, capital - This represents funding provided for the building housing the Rough Sleepers Prevention Service, the Street outreach team and the Intervention team. The provision for depreciation of the building is being charged to this fund.

Rough Sleepers Prevention Service, running costs - Various donations towards the general running costs for the service.

Intervention Team and Street Outreach - Funds provided by Watford Borough Council to provide a service in partnership with other providers to those with complex needs or rough sleeping in Watford.

Personalised budgets - Funding provided by Watford Borough Council to assist with purchases or other financial support to rough sleepers to enable them to move off the streets.

Impact Fund -funds provided by Watford Borough Council to provide a rapid response to issues which could make all the difference in preventing homelessness or helping people access accommodation.

Cultivate - Grants and donations to support the costs of providing the cultivate service.

Donations for residents - A number of donations provided to finance capital items and other items for the benefit of specific residents at New Hope House, the Community Home and the Sanctuary.

Purposes of Restricted funds (continued)

Tenancy Sustainment Team - Donations received towards the cost of staffing for the team. Funds received during the year include a grant from Nationwide to support those transitioning from the street to their own accommodation.

Rough sleeper support -Financial assistance given to help the entrenched rough sleepers with individual support.

Covid support and furlough grants - Funds provided by Hertfordshire County Council, Homeless Link and other funders to support additional costs incurred by New Hope during the Coronavirus crisis.

Chaplain - Grants received to pay for a chaplain to support the wellbeing of staff and service users.

HopeHomes - Reciept of a legacy in 2015 to provide accommodation to those who have experienced homelessness. One property has been purchased and the remaining funds are held to purchase additional accommodation.

10. ANALYSIS OF NET ASSETS BETWEEN RESTRICTED AND UNRESTRICTED FUNDS

CHARITY AND GROUP

	Tangible fixed assets £	Cash at bank and in hand £	Net current assets/ (liabilities) £	Creditors more than one year £	Total £
Haven Support Centre - capital	100,151	-	-	-	100,151
Other restricted funds	-	519,240	-	-	519,240
	100,151	519,240	-	-	619,391
Designated funds	1,157,186	220,469	-	-	1,377,655
General unrestricted funds	125,765	497,897	(68,624)	-	555,038
	1,383,102	1,237,606	(68,624)	-	2,552,084

11. PENSIONS

New Hope operates a Stakeholder Pension Scheme for all employees but does not contribute to the pension scheme on behalf of its employees. A group personal pension scheme, a defined contribution scheme, is also offered. New Hope pays a matched contribution of 3% for all employees within the scheme. A payment of £180 is included in creditors at 31 March 2021 relating to the employer and employee contributions (2020: £282).

12. CONTINGENCIES

A contringent liability of £19,000 is included within the accounts to cover the legal costs pertaining to current staffing issues.

13. CAPITAL COMMITMENTS

There are no capital commitments as at 31 March 2021.

14. ULTIMATE CONTROLLING PARTY

There is no ultimate controlling party.

15. TRADING SUBSIDIARY

New Hope Retail Limited, the charitable company's trading subsidiary (Company number: 7667185) was incorporated on the 13 June 2011. New Hope Retail Limited began to operate during 2011/12. The subsidiary's financial statements can be obtained from the operational address on page 3 of these financial statements.

The company was established to operate retail opportunities on behalf of New Hope. New Hope Retail Limited is a company limited by guarantee and the only member is New Hope. There are two directors, one member of the board of trustees of New Hope and the Chief Executive of the New Hope.

New Hope Retail ceased trading on 31 March 2019.

The results of the company are as follows:

	2021 £	2020 £
Turnover	-	-
Cost of sales	-	-
Gross profit	-	-
Administrative expenses	-	-
Gift aid to Watford New Hope Trust	-	-
Profit on ordinary activities before taxation	-	-
Taxation for the period	-	-
Results for the period	-	-

The aggregate of the assets, liabilities and funds at the 31 March were:

	2020 £	2020 £
Assets	71,770	71,770
Liabilities	(71,770)	(71,770)
Share Capital	-	-
Accumulated Profit/(loss)	-	-

16. RELATED PARTY TRANSACTIONS

New Hope Retail Limited, a wholly owned subsidiary, gift aids all profits to New Hope. The total gift aid donation relating to 2021 is £Nil (2020: £Nil).

New Hope Retail was dormant during the year and there were no payments from New Hope Retail to New Hope (2020: £nil). The total amount owing from New Hope Retail Ltd at 31 March 2021 to New Hope is £71,770 (2020: £71,770).

16. RELATED PARTY TRANSACTIONS (CONTINUED)

Donations received from Trustees and other charities for which Trustees act totalled £8,400 (2020: £8,866) during the reporting period.

17. OPERATING LEASE COMMITMENTS

At 31 March 2021 New Hope had total commitments under non-cancellable operating leases as set out below:

GROUP & CHARITY

	2021		2020	
	Land and buildings	Other items	Land and buildings	Other items
Operating leases which expire:	£	£	£	£
Within one year	19,167	1,836	37,500	9,874
Within two to five years	-	16,057	7,084	20,586
In more than five years	-	10,930	-	-
	19,167	28,823	44,584	30,460

The operating leases for land and buildings expiring in more than five years relate to 225 Whippendell Road and laundry machine hire at Sanctuary.