



# 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](http://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 partner 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

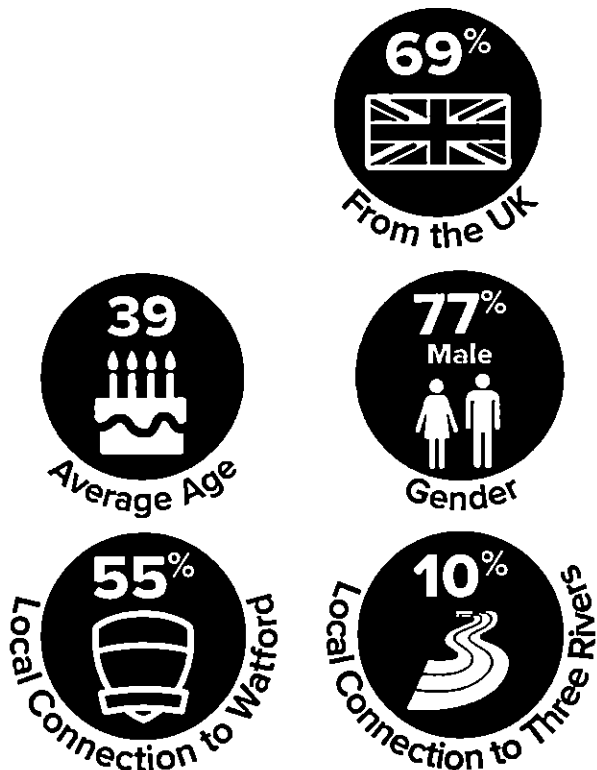
- Invest in good working relationships with other local charities and similar charities working in other areas

## Being faithful to our mission

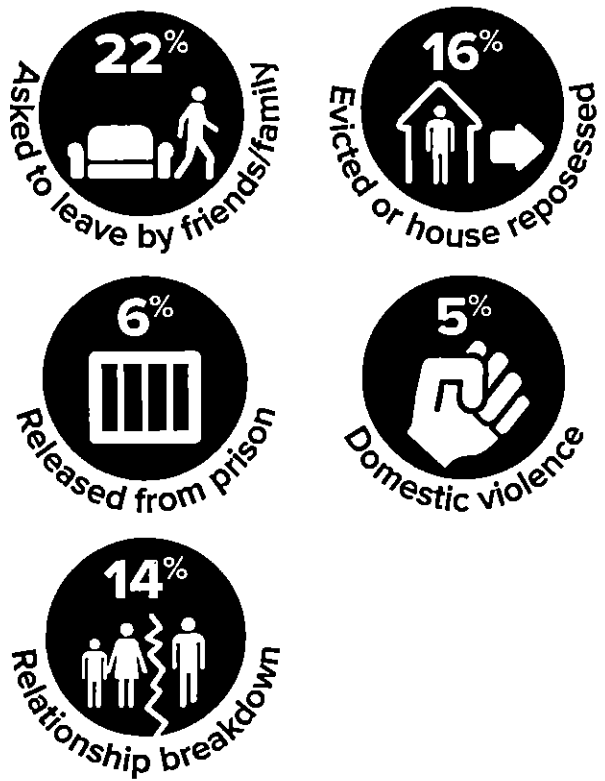
- Regular prayer times in New Hope's services with the chaplain taking a leading role in facilitating this

# 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.

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.

### 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

“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 –

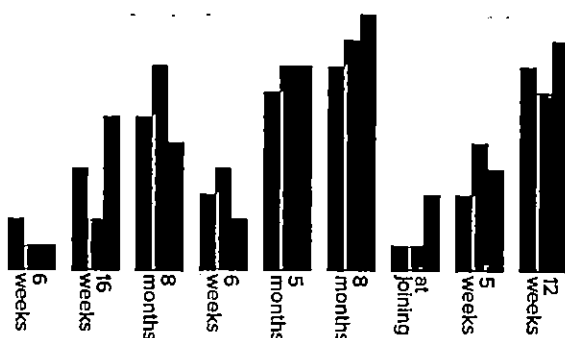
**three homes providing accommodation for up to 18 people who are in recovery from alcohol and substance misuse**

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.

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## 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 Aphthorp 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 Sils (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.

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## Reference and Administrative Information

**Charity registration number:** 1080784

**Company registration number:** 03969063

### Registered office:

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67 Queens Road  
Watford  
Hertfordshire  
WD17 2QN

### The Trustees (Directors):

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

### Leadership Team:

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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:

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

**CafCash Limited**  
Kings Hill  
West Malling  
Kent  
ME19 4TA

### Auditors:

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**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:

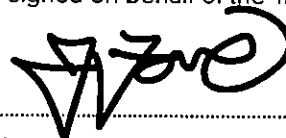
- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make the judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures 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 14<sup>th</sup> 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

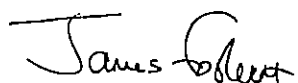
represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

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



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**Mr. James Foksett**

(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
<b>Income</b>							
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	-	-	-
<b>Total income</b>		<b>2,061,113</b>	<b>423,230</b>	<b>2,484,343</b>	<b>1,709,473</b>	<b>266,876</b>	<b>1,976,349</b>
<b>Expenditure</b>							
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
<b>Total expenditure</b>		<b>1,940,199</b>	<b>395,822</b>	<b>2,336,021</b>	<b>1,756,737</b>	<b>405,450</b>	<b>2,162,187</b>
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
<b>Total funds carried forward</b>	8,9	<b>2,006,343</b>	<b>508,225</b>	<b>2,514,568</b>	<b>1,885,429</b>	<b>480,817</b>	<b>2,366,246</b>

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

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

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

# Consolidated Balance Sheet

At 31 March 2023

		2023		2022	
	Note	Charity £	Group £	Charity £	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	<u>243,240</u>	<u>(331,558)</u>
 Cashflows from Investing activities		
Purchase of fixed assets	(8,531)	-
Investment Income	<u>10,328</u>	<u>927</u>
Net cash provided by / (used in) operating activities	1,797	927
 Net increase in cash and cash equivalents	245,037	<u>(330,631)</u>
 Cash and cash equivalents at 1 April	<u>906,975</u>	<u>1,237,606</u>
 Cash and cash equivalents at 31 March	<u>1,152,012</u>	<u>906,975</u>
 Analysis of cash and cash equivalents:		
 Cash in hand	1,152,012	906,975
 Total cash and cash equivalents	<u>1,152,012</u>	<u>906,975</u>



# 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
	£	£	£	£	£	£
<b>3a Intervention</b>						
Contracts	90,806	-	90,806	98,025	-	98,025
<b>Total Intervention</b>	<b>90,806</b>	<b>-</b>	<b>90,806</b>	<b>98,025</b>	<b>-</b>	<b>98,025</b>
<b>3b Recovery</b>						
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
<b>Total Recovery</b>	<b>1,012,840</b>	<b>-</b>	<b>1,012,840</b>	<b>786,324</b>	<b>-</b>	<b>786,324</b>
<b>3c Prevention</b>						
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
<b>Total Prevention</b>	<b>271,272</b>	<b>-</b>	<b>271,272</b>	<b>219,112</b>	<b>-</b>	<b>219,112</b>
<b>Total charitable income</b>	<b>1,374,918</b>	<b>-</b>	<b>1,374,918</b>	<b>1,103,461</b>	<b>-</b>	<b>1,103,461</b>

### 4 Total Expenditure

	Intervention	Recovery	Prevention	Fundraising and commu- nications	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)	-	-
<b>Total</b>	<b>358,745</b>	<b>1,386,088</b>	<b>314,692</b>	<b>146,930</b>	<b>129,566</b>	<b>-</b>	<b>2,336,021</b>	<b>2,162,187</b>

### 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	-
	<b>1,570,067</b>	<b>1,384,580</b>

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
	<b>42.9</b>	<b>43.9</b>

#### 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	-	-
	<b>10,292</b>	<b>10,470</b>

### 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
<b>Depreciation</b>			
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
<b>Net Book Value</b>			
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 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
	<b>1,203,021</b>	<b>1,227,497</b>

### 6 Debtors

	2023		2022	
	Charity	Group	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	-
	<b>266,098</b>	<b>194,328</b>	<b>303,484</b>	<b>231,714</b>

### 7 Creditors

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

### 8 Designated Funds (Charity and Group)

	31 March 2022	Income	Expenditure	Transfers	31 March 2023
	£	£	£	£	£
<b>Designated funds</b>					
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
	<b>1,353,507</b>	<b>60,400</b>	<b>(18,784)</b>	<b>-</b>	<b>1,395,123</b>
<b>General unrestricted funds</b>	<b>531,922</b>	<b>2,000,713</b>	<b>(1,921,415)</b>	<b>-</b>	<b>611,220</b>
<b>Total unrestricted funds</b>	<b>1,885,429</b>	<b>2,061,113</b>	<b>(1,940,199)</b>	<b>-</b>	<b>2,006,343</b>

#### 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 Hosler. 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
	<b>480,817</b>	<b>423,175</b>	<b>(395,822)</b>	<b>-</b>	<b>508,170</b>

#### 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 district 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 independent 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** - Receipt 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
	<b>1,330,822</b>	<b>906,975</b>	<b>128,449</b>	<b>-</b>	<b>2,366,246</b>

## 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
	<b>63,792</b>	<b>12,075</b>	<b>71,792</b>	<b>19,704</b>