



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](https://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.

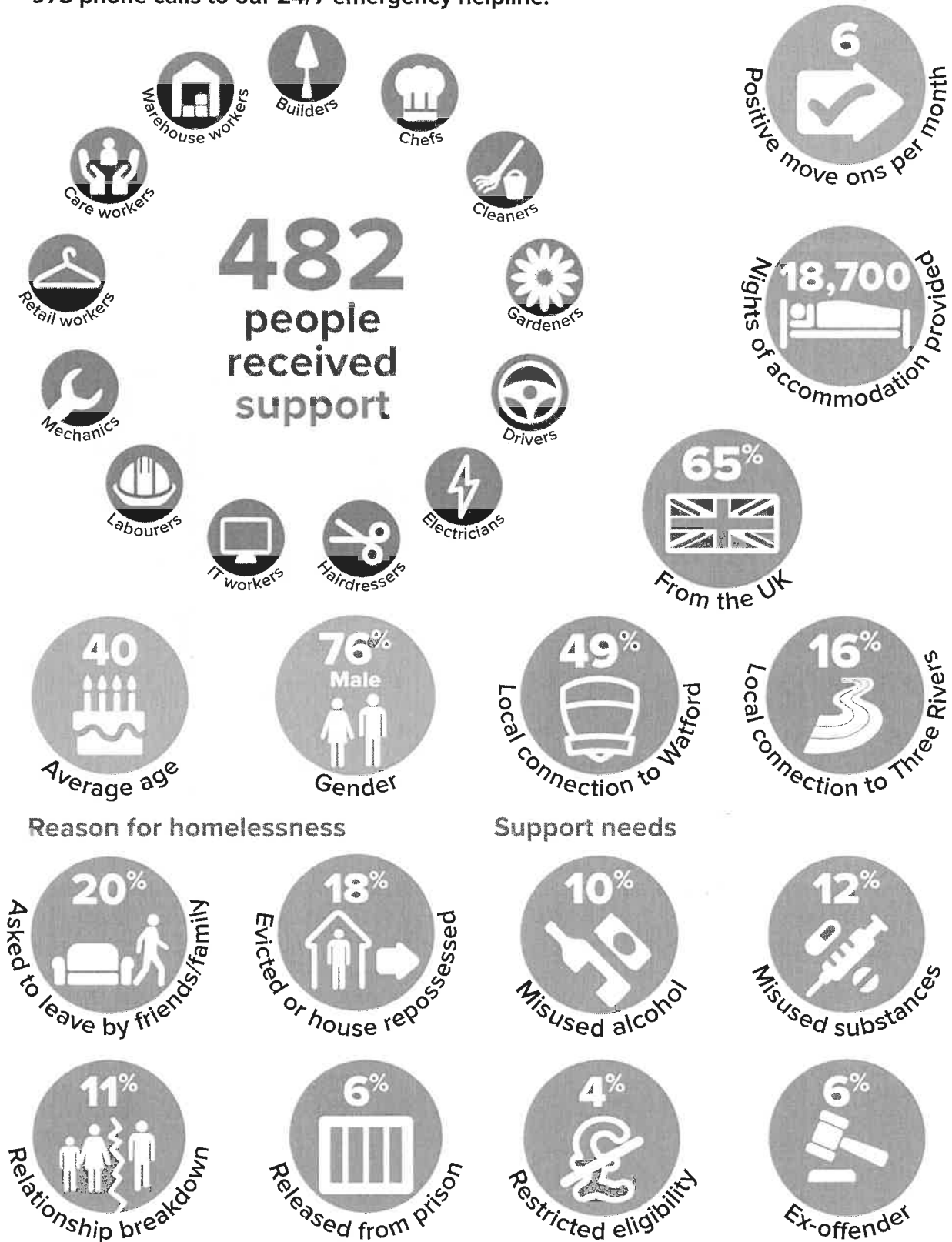
As part of the focus on Cornerstone, New Hope's strategic plan for 2025-2030, we created a film showing how New Hope is Prioritising Health:

[newhope.org.uk/health](https://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.



## 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.

“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.”

#### 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 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 Champriss 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:

- 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.
- 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

## 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)

**Dr T Robson OBE**

**Mrs M Sills** (Treasurer)

**Mr A Robertson**

**Mr M Bailey**

**Mrs A Reeve**

**Mr S Meldrum**

**Leadership Team:**

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**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:**

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

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## 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](http://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

		Unrestricted funds £	Restricted funds £	Total funds 2025 £	Unrestricted funds £	Restricted funds £	Total funds 2024 £
	Note						
<b>Income</b>							
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		-	-	-	-	-	-
<b>Total income</b>		<b>2,546,691</b>	<b>446,632</b>	<b>2,993,323</b>	<b>3,168,816</b>	<b>421,472</b>	<b>3,590,288</b>
<b>Expenditure</b>							
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	-	-	-
<b>Total expenditure</b>		<b>2,805,439</b>	<b>763,529</b>	<b>3,568,968</b>	<b>2,237,355</b>	<b>480,115</b>	<b>2,717,470</b>
Net income/ (expenditure) for the year		(258,748)	(316,897)	(575,645)	931,461	(58,643)	872,818
<b>Reconciliation of funds</b>							
Total funds brought forward		2,937,804	449,582	3,387,386	2,006,343	508,225	2,514,568
<b>Total funds carried forward</b>	8,9	<b>2,679,056</b>	<b>132,685</b>	<b>2,811,741</b>	<b>2,937,804</b>	<b>449,582</b>	<b>3,387,386</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 2024

			2025		2024
	Note	Charity	Group	Charity	Group
		£	£	£	£
<b>Fixed Assets</b>					
Tangible assets	5	1,525,629	1,525,629	1,249,567	1,249,567
<b>Current Assets</b>					
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		<b>2,811,741</b>	<b>2,811,741</b>	<b>3,387,386</b>	<b>3,387,386</b>
<b>Funds</b>					
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
<b>Total Funds</b>		<b>2,811,741</b>	<b>2,811,741</b>	<b>3,387,386</b>	<b>3,387,386</b>

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
<b>Cash and cash equivalents at 31 March</b>	<b>1,222,969</b>	<b>1,437,973</b>
Analysis of cash and cash equivalents:		
Cash in hand	1,222,969	1,437,973
<b>Total cash and cash equivalents</b>	<b>1,222,969</b>	<b>1,437,973</b>

# 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	2025	2025	2024	2024	2024
	Unrestricted	Restricted	Total	Unrestricted	Restricted	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	2025	2025	2024	2024	2024
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
<b>3a Intervention</b>						
Housing Benefit	71,215	-	71,215	12,731	-	12,731
Contracts	82,332	85,000	167,332	106,956	-	106,956
<b>Total Intervention</b>	<b>153,547</b>	<b>85,000</b>	<b>238,547</b>	<b>119,687</b>	<b>-</b>	<b>119,687</b>
<b>3b Recovery</b>						
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
<b>Total Recovery</b>	<b>1,112,371</b>	<b>-</b>	<b>1,112,371</b>	<b>1,131,984</b>	<b>-</b>	<b>1,131,984</b>
<b>3c Prevention</b>						
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
<b>Total Prevention</b>	<b>348,708</b>	<b>-</b>	<b>348,708</b>	<b>295,228</b>	<b>-</b>	<b>295,228</b>
<b>Total charitable income</b>	<b>1,614,626</b>	<b>85,000</b>	<b>1,699,626</b>	<b>1,546,899</b>	<b>-</b>	<b>1,546,899</b>

## 4 Total Expenditure

								2025	2024
	Intervention	Recovery	Prevention	Other Expenditure	Fundraising and com- munications	Retail	Head office	Total costs	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)	-	-
<b>Total</b>	<b>511,706</b>	<b>1,464,789</b>	<b>425,291</b>	<b>841,549</b>	<b>174,098</b>	<b>151,535</b>	<b>-</b>	<b>3,568,968</b>	<b>2,717,470</b>

## 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		
	<b>1,777,885</b>	<b>1,726,879</b>

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
	<b>43.0</b>	<b>42.0</b>

### 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
	<b>13,800</b>	<b>13,140</b>

### Governance costs:

	2025	2024
	£	£
Governance costs included 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
<b>Depreciation</b>			
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
<b>Net Book Value</b>			
At 31 March 2025	<b>1,474,261</b>	<b>51,368</b>	<b>1,525,629</b>
At 31 March 2024	<b>1,178,641</b>	<b>70,926</b>	<b>1,249,567</b>

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 building	320,000	-
HopeHomes	447,221	456,956
	<b>1,474,261</b>	<b>1,178,641</b>

## 6 Debtors

	2025	2025	2024	2024
	Charity	Group	Charity	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	2025	2024	2024
	Charity	Group	Charity	Group
	£	£	£	£
<b>Within one year</b>				
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
	£	£	£	£	£
<b>Designated funds</b>					
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
	<b>2,294,569</b>	<b>239,818</b>	<b>(549,694)</b>	<b>-</b>	<b>1,984,693</b>
General unrestricted funds	643,235	2,306,873	(2,255,745)	-	694,363
<b>Total unrestricted funds</b>	<b>2,937,804</b>	<b>2,546,691</b>	<b>(2,805,439)</b>	<b>-</b>	<b>2,679,056</b>

	31 March 2024	Income	Expenditure	Transfers	31 March 2025
	£	£	£	£	£
<b>Designated funds - Prior year</b>					
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
	<b>1,395,123</b>	<b>925,534</b>	<b>(26,088)</b>	<b>-</b>	<b>2,294,569</b>
General unrestricted funds	611,220	2,243,282	(2,211,267)	-	643,235
<b>Total unrestricted funds</b>	<b>2,006,343</b>	<b>3,168,816</b>	<b>(2,237,355)</b>	<b>-</b>	<b>2,937,804</b>

### 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
	<b>449,582</b>	<b>446,632</b>	<b>(763,529)</b>	-	<b>132,685</b>

### 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
	<b>508,225</b>	<b>421,472</b>	<b>(480,115)</b>	-	<b>449,582</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.

**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
	<b>1,525,629</b>	<b>1,222,969</b>	<b>63,143</b>	<b>-</b>	<b>2,811,741</b>

## 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
	<b>1,249,567</b>	<b>1,437,973</b>	<b>699,846</b>	<b>-</b>	<b>3,387,386</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. 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	-	-	-	-
	<b>83,792</b>	<b>9,039</b>	<b>31,792</b>	<b>19,295</b>

