THE MATTHEW PROJECT

England & Wales · Charity number 1122801

Details

Status	Registered
Legal form	Charitable company
Company number	06388343
Registered	2008-02-15
Register	View on the Charity Commission register

Contact

Address	The Matthew Project 70-80 Oak Street Norwich NR3 3AQ
Phone	01603626123
Email	admin@matthewproject.org
Website	www.matthewproject.org

Activities

Objects: 3. THE CHARITY'S OBJECTS (THE "OBJECTS") ARE:- FOR THE BENEFIT OF YOUNG PEOPLE AND ADULTS IN THE EAST OF ENGLAND AND ELSEWHERE BY(A) ADVANCING EDUCATION AND (B) PROVIDING COUNSELLING, ADVICE, INFORMATION, SUPPORT SERVICES AND OTHER ASSISTANCE FOR THOSE IN NEED WITH THE AIM OF IMPROVING THEIR PHYSICAL, EMOTIONAL, MENTAL AND SPIRITUAL WELL-BEING.

Activities: The Matthew Project is a value driven charity working in innovative ways with adults. young people and communities affected by drugs. alcohol and other issues

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty
- **Who:** Children/young People, Other Defined Groups, The General Public/mankind

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Geography

- **Area of benefit:** IN THE EAST OF ENGLAND AND ELSEWHERE.
- Norfolk
- Suffolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,102,869	£2,183,619	£1,786,018	61
2024-03-31	£2,001,332	£2,188,876	£1,866,768	61
2023-03-31	£2,631,311	£2,498,575	£2,054,312	63
2022-03-31	£2,195,507	£2,211,031	£1,921,576	59
2021-03-31	£2,112,258	£2,003,079	£1,937,100	62

Trustees

Name	Role	Appointed
Alison Lamont		2018-03-05
Aravind Satheesh		2024-07-15
Dr Richard Cadman		2022-11-24
Dr Richard Gilbert		2022-11-24
Elizabeth Cahir		2023-03-24
Fiona Jane Webb		2026-03-16
Neil Lawrence		2020-01-20
Rev Ian Fifield		2024-11-18

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THE MATTHEW PROJECT

England & Wales - Charity number 1122801

Accounts

Registered number: 6388343
Charity number: 1122801

THE MATTHEW PROJECT

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

THE MATTHEW PROJECT
(A company limited by guarantee)

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THE MATTHEW PROJECT

(A company limited by guarantee)

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

Trustees

Trustees	Elizabeth Wiggins, Chair until 16 September 2025 (resigned 16 September 2025) Neil Lawrence, Treasurer Richard Cadman Elizabeth Cahir Ian Charles Fifield (appointed 18 November 2024) Richard Gilbert, Chair from 17 September 2025 Robin Graham Hepburn Alison Jane Lamont Aravind Satheesh (appointed 15 July 2024) Gregory Gibson (resigned 18 November 2024) Margaret Wade (resigned 18 November 2024) Keith James (resigned 18 November 2024)
Company registered number	6388343
Charity registered number	1122801
Registered office	70-80 Oak Street Norwich Norfolk NR3 3AQ
Company secretary	Rachel Chapman
Chief executive officer	Rachel Chapman
Independent auditors	Larking Gowen LLP Chartered Accountants 1st Floor, Prospect House Rouen Road Norwich NR1 1RE
Bankers	Lloyds Bank Plc Norwich NR2 1LZ
Solicitors	Birketts LLP Kingfisher House Gilders Way Norwich NR3 1UB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the company for the 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Purposes and aims

For 40 years, the Matthew Project has been empowering young people and adults to overcome drugs, alcohol, and mental health issues so they can live their lives more fully.

We support young people and adults who:
- have problems with drugs or alcohol
- are at risk of exploitation in County lines activity
- suffer from anxiety, depression and self-esteem issues
- face barriers to education, employment and training

We also have specialist services:
- run by veterans for veterans affected by drug and alcohol issues and living with PTSD
- for family members isolated and impacted by others' drug and alcohol issues

The Charity's objects (the “Objects”) are:

For the benefit of young people and adults in the East of England and elsewhere by:
a) advancing education and
b) providing counselling, advice, information, support services and other assistance for those in need with the aim of improving their physical, emotional, mental and spiritual well-being.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Achievements and performance

a. Main achievements of the company

The Matthew Project was founded in 1984 and over the past year we have had the pleasure of marking our 40th anniversary. Our focus over the year was to highlight the difference that the Matthew Project has made in that time, by sharing stories of our impact. The most powerful stories were told by some of our current members who were brave enough to be part of our living library held in September. Hearing from them about how they had turned their lives around with help from The Matthew Project was both humbling and inspiring. A heartfelt thanks goes out to them for their testimony.

Over the past 12 months, we have supported 1,788 individuals through our diverse range of programmes and

Achievements and performance (continued)

services. Working across Norfolk and beyond, we have engaged with people facing challenges related to drugs, alcohol, and mental health.

Our dedicated and compassionate team of experienced professionals focus on the individual, not just the problem. They provide a safe, supportive space where people feel heard and valued. We offer personalised support, recognising that one size does not fit all. Whether through one-to-one sessions or group work—delivered both in person and online—we help young people and adults explore their behaviours and motivations, make informed choices, and develop new skills and interests.

Through this approach, we aim to prevent or reduce substance misuse, improve mental health, build confidence and self-esteem, and support individuals to make healthy life choices. This often includes assistance with education and employment. In doing so, we contribute to stronger, healthier communities—improving physical and mental wellbeing, fostering better relationships, and enhancing overall quality of life and access to opportunities.

Our achievements this year have also advanced our long-term goals, which include:

- Being a trusted provider of substance misuse services across Norfolk and beyond, delivering high-quality care and support.
- Diversifying our funding streams to sustain and grow our charitable services.
- Investing in our team through ongoing training and volunteer development, making the Matthew Project a rewarding and supportive place to work.
- Reaching and supporting individuals who may not engage with traditional services.

Specific highlights and achievements over the year include:

- We are enormously thankful to The National Lottery Community Fund for awarding us three years funding of £767,295 to develop and expand our support for adults in recovery, allowing us to work with 370 more people per year, increasing the amount of one-to-one work we can deliver and expanding our work in prisons and with offenders as they leave prison. This funding commenced on 1st April 2025.
- After winning the contract to deliver Children's and Young People's drug and alcohol service on behalf of Norfolk County Council Public Health last year, we have implemented two new services; Unity which provides support to young people struggling with drugs and alcohol, and YouCan which provides help to children and young people who have a family member struggling with drugs and alcohol. These were launched, creating a seamless transition for both clients and referrers.
- Our Next Steps Centre is now open on Saturdays and Sundays and provides recovery support for adults in recovery 7 days a week. It enables people with weekday work and caring responsibilities to gain support, as well as helping the many people for whom weekends are a particularly difficult time.
- We saw three long standing and valued trustees Margaret Wade; Greg Gibson and Archdeacon Keith James leave the board as their tenure had come to an end.
- Aravind Satheesh and Rev Ian Fifield have joined the board bringing with them wide range of skills including backgrounds in social work and finance respectively.
- We have seen a significant increase in the number of volunteers who work alongside staff to deliver our work. This increase enables us to offer a wider range of activities in our centre, volunteers work as befrienders to our young people and to our veterans, and they help by providing additional help in the kitchen, the allotment and covering reception duties.

Achievements and performance (continued)

Some of our key outcomes over the year include:



b. Future developments

We have established steady income streams from room hire, catering and DINE events and over the next year we will be exploring how we can develop these further as well as exploring other ways to. diversify our income so that we are less reliant on individual funding bodies or single contracts.

We will be focusing on onward progression of the people that we work with to create more opportunities for work and volunteering.

We will review and update our three-year strategy to be in place for April 2026.

Our aim to further develop the link between the people we work with and decision-making at all levels across the organisation has progressed and we have participation throughout the organisation including representation on our Governance Committee.

Achievements and performance (continued)

c. Our services

The Matthew Project provides a range of services for adults and young people across the region

Young people's services	Unity
	YouCan
	On Track
Adults Services	Next Steps – Recovery Hub
	Next Steps – Criminal Justice
	Outside the Wire (Veterans)

Unity
Unity provides support for children and young people across Norfolk struggling with drugs and alcohol. It is funded by Norfolk County Council through Public Health. We completed the first year of the new contract with a new delivery model. This focusses on providing specialist provision to those in greatest need and on offering advice and guidance to professionals supporting young people who do not need or perhaps do not want to engage with such intensive support. In this way we are upskilling professionals across the county.
Over 2024 – 2025 we worked with 243 young people.

YouCan
YouCan supports young people who are affected by somebody else's substance misuse such as a parent, a guardian, or another close family member. YouCan also adapted its delivery model and focuses on achieving measurable improvements in resilience and wellbeing for its children and young people. Over the past 12 months, YouCan has supported a total of 232 young people across Norfolk.

On Track
On Track Team is aimed primarily at 13-24 year olds who are furthest from the labour market and who are, or at risk of being not in education, employment or training, to help them overcome their barriers to progression. For those that are eligible, we provide one-to-one sessions and/or positive activities. In total we have worked with 184 young people across the following services:

- **Central Great Yarmouth (Nelson Ward) Engagement Coaching** – Is a project aimed at 14-19 year olds who are either NEET (not in education, employment or training), or at higher risk of becoming so. It offers one to one coaching in school/college or outreach complimented by follow-on confidence and aspiration building activities, groups and community engagement. The aim of the project is to bridge the gap between disadvantaged young people and education, employment and training opportunities. Already we have seen 64% of the young people in schools increase their attendance.

- **Safe Space** - Is a project to support young people aged 13-18 who are NEET (or at risk of) to access regular positive activities and community engagement. The activities are for a small group of no more than ten young people and will be Norwich City based. The aim of the project is to raise young people's motivation and support them by building resilience and to have hope for the future.

- **South Norfolk, Broadland and King's Lynn and West Norfolk Coaching** – Are projects aimed at 16-24 year olds furthest from the labour market, to reduce barriers to training and employment across the districts. It offers one to one outreach coaching and follow-on employability-based activities and groups. The aim of these projects is to bridge the gap between disadvantaged young people and employment and training opportunities.

Feedback from young people tells us that:

Achievements and performance (continued)

- 96% of our participants found the 1-1 support either useful or very useful.
- 91% of participants have improved their confidence and self-esteem.
- 100% of participants felt comfortable with their practitioner and felt they were listened to.
- 100% of participants felt they got the help they needed
- 70% of participants feels they gained knowledge from the support they received.

Adult services
Our service provides a safe, inclusive, and empowering environment for individuals affected by substance misuse, supporting them on their journey toward sustained recovery and reintegration into the community.

Next Steps – Recovery Hub
Next Steps, based in central Norwich, is Norfolk's first ever community recovery hub. The hub provides a safe space for those in recovery from addiction to learn new skills, build new friendships, and maintain their recovery. The centre also provides additional support for affected others, veterans, and young people.

The core of Next Steps is the Recovery Support Programme (RSP), a programme of therapeutic and skills support based at the hub. Following participation in the RSP, people can access a range of sessions. These sessions focus on skill-building, employability, community engagement, and personal development and enable those we work with to further their development of recovery capital and continued connection with a recovery community. We provide work ready training and support people into paid work or volunteering.

Over the past year, Next Steps Centre has supported 311 adults in recovery through a range of therapeutic and skills- based programmes. Of these, 64 individuals have progressed through the structured RSP, with the remainder accessing drop-ins and additional activities, including volunteering. In addition to the RSP we ran 1,560 drop in sessions. Our members reported that:
- 79% felt more socially connected
- 77% felt better able to manage their addictive behaviour
- 84% identified an improvement in their mental health and wellbeing.

Building community is a significant part of our support offering and for this, our café area is a particularly useful resource. In the last year, we have served 5,848 meals. 20 graduates of the RSP have gone onto volunteer in the centre over the 12 months, gaining maturity in their recovery and benefiting newer members.

- Lived Experience at the core of what we do. Our team is enriched by lived experience—50% of volunteers and 44% of staff have personal recovery backgrounds. This authenticity fosters trust and empathy in our service delivery.
- Members actively shape our services through feedback, participation in governance meetings, and co-production via a dedicated group that includes trustee representation.
- One of the key challenges we faced this year has been the increased complexity of the problems that the people we work with face. We are now able to offer members six one to one sessions as they complete the Recovery Support Programme. This enables us to provide more individual advocacy and personalised recovery planning. This targeted approach has shown clear positive outcomes in sustaining recovery.
- With new funding from Norfolk County Council, we now operate seven days a week, ensuring consistent support and reaching individuals who face barriers during traditional hours as well as being open for people who find weekends difficult.

Next Steps – Criminal Justice
With discretionary funding from Norfolk County Council, we have extended our recovery model to support offenders and ex-offenders affected by substance misuse.

Achievements and performance (continued)

Our work includes intensive one to one work as well as running SMART Recovery Groups. Working both in prison and the community enables individuals to have continuity of care as they transition from prison.

- In-Reach Prison Support: We work in HMP Norwich, HMP Bure and HMP Wayland as well as with offenders through the probation service. We are preparing to expand this work, offering early-stage recovery support to individuals from marginalised backgrounds—particularly those from overrepresented ethnic minority groups. This initiative aims to promote equitable outcomes and reduce systemic disadvantage.
- In total we have worked with 373 offenders and ex-offenders affected by substance misuse both in prison and in the community, as part of the Project ADDER approach led by Police and Crime Commissioners Office.

Outside the Wire (OTW)
Since its launch in 2013, OTW has been supporting veterans, current serving personnel, and close family members in the East of England. This includes Norfolk, Suffolk, Essex, and Cambridgeshire. OTW is run by armed forces veterans, helping to create more effective, tailored support for those affected by drug/alcohol misuse and/or PTSD.

OTW takes a holistic approach, involving additional issues including homelessness, financial problems, employment, court appearances, and family relationships. OTW is made up of a team of seven staff, including outreach one to one practitioners, an affected others practitioner, group practitioners, and a prisons practitioner.

Owing to financial difficulties during the course of the year we were unable to continue to provide such a comprehensive service and restructured the Outside the Wire Team, Focusing on our core delivery in just Norfolk and Suffolk to veterans only. Despite this reduction in the team, they have provided a high level of support.

Over the past year, Outside the Wire has provided one to one and group support to 192 people. This includes:
- 121 veterans in the community provided with specialist one to one outreach support
- 39 family members provided with specialist one to one support and activities
- 32 veterans in custody supported with advice and guidance in prison forums

In addition, we also ran groups across the region, run by staff and volunteers and supporting an average of 70 group members a month.

An additional focus of Outside the Wire is to raise awareness of the issues faced by veterans, as well as tackling stigma around PTSD and substance misuse within the armed forces. To do this, staff have delivered presentations and training to an estimated 330 veterans and professionals over the course of the year.

Achievements and performance (continued)

d. Volunteers

Volunteers are vital to The Matthew Project, contributing around 300 hours monthly. With a staff-to-volunteer ratio of 60:40, TMP relies on volunteers' diverse skills to deliver essential services. Volunteers extend support beyond formal programmes, offering consistent and relatable help.

In our Young People's services, we have three main roles for volunteers:

- Young volunteers help with activities and often work as peer mentors, providing emotional support and help create safe, inclusive spaces. These young people have usually been clients and are now wanting to contribute to helping others on the same journey as themselves.
- Young people contribute to and influence the service design, ensuring relevance. They spend time testing our marketing and communication and often helping to design campaigns targeted at Young People. They are involved in the recruitment and selection of staff by being members of a young person panel which has a key role in advising the decision makers.
- Befrienders commit long-term, working alongside practitioners to provide additional support to a young person.

In Outside the Wire, veterans support fellow veterans through two roles:

- Befrienders: Long-term support in collaboration with practitioners to provide help once a less intensive approach is no longer needed.
- Group Volunteers: Run weekly social groups and visit veterans in care. In doing this they help reduce isolation.

Most of our volunteers work in the Next Steps Centre with adults in recovery. There are several roles they may take including:

- Volunteers manage all aspects of the allotments and the café, supporting members as well as delivering activities and services
- Volunteers lead group activities like crafts, music, woodwork and cooking.
- We have several volunteers who are now trained to deliver SMART recovery sessions as well as to carry out assessments.
- Kitchen: Volunteers work alongside staff to prepare and serve meals. They help train members, providing employability as well as life skills.
- Reception: Volunteers welcome visitors and support staff with admin tasks.

TMP's volunteers are essential, compassionate, and deeply integrated into every programme. Without them we would not be able to offer such an extensive range of services or support so many people.

Achievements and performance (continued)

e. Environmental impact

We take a range of measures to ensure that our environmental impact is kept to a minimum.

- Next Steps: the Norwich based hub has been designed to reduce environmental impact. For example:
  - Repurposing an old industrial building (including reusing many of the original fixtures).
  - Using OSB cladding from sustainable forests; and
  - Using LED lighting throughout Next Steps.
- Encouraging eco friendly practices among staff and volunteers: a focus on recycling in the workshop teaching skills using recycled wood, furniture etc; growing vegetables at our allotment and using them in the kitchen to provide lunches for our members; clothes collections; and materials reused for arts and crafts activities.
- Offices: reducing energy consumption by controlling temperature and promoting switching off devices/lights when not in use; having a recycling plan in place; using environmentally friendly stationary products and printing. This year we installed double glazing in the office windows so that all the building is now doubled glazed
- Travel: we support a cycle-to-work scheme; a car sharing initiative; a blended model of online and face to face support to reduce mileage; 'clustering' outreach work to see more people more efficiently.

f. Equality, diversity and inclusion

Individuals with different cultures, perspectives and experiences are at the heart of the way the Matthew Project works. We want to recruit, develop and retain the most talented people. As an organisation we recognise that being a diverse and inclusive employer helps us fulfil our responsibility to make a difference for our clients.

We recognise the importance of lived experience of our staff and volunteers and have created paid trainee positions that provide opportunities for those with lived experience to enter our workforce in a supported way. We are very pleased that it has provided opportunities for individuals who we have supported as clients, to become valued paid members of staff.

We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way. We work within the spirit and the practice of the Equality Act 2010 by promoting a culture of respect and dignity and actively challenging discrimination. We will remove unnecessary barriers for our employees' seeking opportunities through training and development, promotion and career planning.

We will continue to support our leaders, managers and employees to demonstrate the principles of diversity and inclusion in their everyday activities, roles and functions through training and awareness-raising activities. We have improved accessibility of our Next Steps Centre by replacing the gravel path with hard surface.

We have an EDI group made up of staff of the whole organisation whose role is to advise on the promotion of EDI for staff, volunteers and our client group.

This year we have

- reviewed our recruitment processes and introduced anonymized shortlisting,
- explained our approach to EDI and employing people with lived experience on the recruitment page of our website
- Job sharing and flexible working are actively promoted to reduce barriers to employment.
- Our buildings are becoming more accessible; we improved access to the building by replacing a gravel path with a wheelchair friendly alternative. We have provided tactile signage, online access guides, and

Achievements and performance (continued)

clearer floor plans.
- We're now a Disability Confident Committed employer.
- We create tailored materials for asylum seekers.
- Importantly, we're learning from others—connecting with organisations across the UK and hosting inclusive events, such as the recent Ramadan celebration.

Financial review

a. Financial review

Income for the year was £2,102,869 (2024 - £2,001,332) and of this £1,821,043 (2024 - £1,804,477) came from grants and contract income.

Resources expended for the year amounted to £2,183,619 (2024 - £2,188,876).

The work of the Charity consists mainly of providing advice and support, and this is reflected in staff costs which form approximately 77% of total gross expenditure.

Net movement in funds for the year was a deficit of £80,750 (2024 – deficit of £187,544).

b. Reserves policy

Note 17 shows the movement in all the charity's funds in the year. An explanation of the nature and purpose of restricted funds is also given.

Restricted Funds

The balance of funds at 1 April 2024 was £1,300,898. Incoming resources for the year totalled £1,910,574 (2024 - £1,774,962). Resources expended totalled £1,938,811 (2024 - £1,926,949). The balance was £1,272,670 on restricted funds at 31 March 2025.

Further detail on individual restricted funds can be found in note 16 of the financial statements.

Unrestricted Funds

The opening balance on the general fund at the beginning of the year was £565,870. Incoming resources totalled £192,295 (2024 - £226,370) and resources expended totalled £244,808 (2024 - £261,927) giving a deficit of £52,513 (2024 – deficit of £35,557) for the year. The balance was £513,348 at 31 March 2025.

The Trustees review the reserves policy on an ongoing basis at bi-monthly finance committee meetings. In determining the level of unrestricted reserves required, the Trustees have taken into account:

- Working capital requirements: as payments under several major contracts are now made in arrears there is a need to maintain sufficient working capital to finance the on-going expenditure and also build up working capital in anticipation of winning additional major contracts.
- Expenditure which might arise if a major contract is lost: this would mainly relate to the levels of central overheads that could be recovered (with the potential requirement to reorganise parts of The Matthew Project) and the costs of vacating premises that would no longer be required.
- Expenditure required to continue to support a service where the funding has reduced and further funding is being sought.

- Investment in consultancy to support bids for new services.
- Investment in buildings and IT.
- Investment in professional development.
- An allowance for exceptional maintenance costs of buildings and equipment.
- Other potential risks as identified in the Risk Register.
- The need for a contingency to cover unforeseen events.

The target for unrestricted reserves is £469,700 and this compares with unrestricted funds at 31 March 2025 which amounted to £513,348. Excluding £17,712 of fixed assets within unrestricted funds, reserves therefore amounted to £495,636. The Trustees are satisfied that the Charity will have adequate funds available to fulfil its obligations for the year ended 31 March 2025.

c. Material investments policy

The Trustees have considered the most appropriate policy for investing funds. They have concluded that holding monies in bank treasury deposit and COIF deposit accounts meets the requirements to generate income whilst minimising risk and maintaining liquidity.

d. Fundraising

Under Section 13 of the Charities (Protection and Social investment) Act 2016, charities that are subject to audit must make specific statements in their annual reports that provide information about their fundraising standards. Accordingly, the Trustees make the following statements in compliance with the requirements of the Act:

- All fundraising activities have been undertaken by the employees of the Charity or by supporters who have chosen The Matthew Project as their nominated charity for fundraising purposes. The Charity has not used a professional fundraiser or commercial participator during the year ended 31 March 2024.
- The Charity is not currently a member of the Fundraising Standards Board. However, the Charity complies with the Code of Fundraising Practice.
- In the past year there have been no instances where the Charity has failed to comply with the requirements and a complaint made.
- The Charity continually reviews and monitors activities involving fundraising carried out by internal staff.
- There have been no complaints received by the Charity or any person acting on its behalf about activities by the Charity or by a person on behalf of the Charity for the purpose of fundraising.
- The Charity has protected vulnerable people and other members of the public from behaviour constituting:
  a) Unreasonable intrusion on a person's privacy
  b) Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or
  c) Placing undue pressure on a person to give money or other property, in the course of, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.

The Charity actively promotes and markets its fundraising events and activities; however, it is entirely a voluntary matter for individuals, groups or businesses to decide whether they wish to participate in events or make donations.

e. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Structure, governance and management

a. Constitution

The charity was incorporated as a company limited by guarantee on 2 October 2007, and on 1 April 2008 took over the assets, liabilities, and undertakings of The Matthew Project (an unincorporated charity established by a trust deed dated 9March 1982).

The charity's Trustees, who are members of the board of directors, are detailed on page 3.

b. Methods of appointment or election of Trustees

Trustees are elected at the annual general meeting for a term of three years. They are recruited based on skills, experience, and background to contribute to the effective governance of the charity. Trustees are recruited through a variety of means including advertising through websites, responding to interest, and approaching relevant professional and voluntary organisations.

Each Trustee receives an information pack, a role description, and a thorough induction package which involves meeting the Chair of Trustees, the CEO, and members of staff and observing the work of the charity. Trustees are also then enrolled on two online safeguarding courses, one for children and one for vulnerable adults. Trustees attend regular training and update sessions concerning governance facilitated by local providers. The Matthew Project is grateful to the Trustees for their hard work and commitment.

In the past year Trustees have taken responsibility for specific governance areas based on their particular skills and expertise, including:

- Ethos
- Performance
- Compliance and legal
- Volunteers
- Safeguarding
- Training
- ICT

Action continues to be taken to recruit Trustees with specialist knowledge and experience of substance misuse and social work; and governance of charitable organisations. The Trustees have also taken action to raise their profile and understanding of the work of the Matthew Project by attending a range of events and visiting teams in their various workplaces.

Structure, governance and management (continued)

c. Governance and management

The Trustees are responsible for the overall governance of the charity and its strategic direction and development with the Chief Executive Officer and the senior management team. Aspects of this, including the day-to-day management and development of the charity, are delegated to the CEO and the management team. Trustees have areas of responsibility and a working group method has been adopted to address key tasks and areas of work, which also involves relevant staff members. Regular reports are produced for the Trustees every two months.

Over the past year, the Board has met bi-monthly. At each meeting the Board considers the finances of the Charity and receives a report from the Chief Executive Officer. The Board also operates three sub-committees: the Finance Committee, the Development Committee, and Operational Governance Group. Each of these are attended by at least two Trustees, as well as relevant staff members.

We are undertaking a review of trustee roles and procedures to ensure more effective governance and in doing so are taking into account the recommendations of the governance code.

d. Pay policy for senior staff

The remuneration for senior staff is determined by the Board of Trustees. Remuneration is subject to periodic market reviews and independent evidence and advice is obtained to inform the decision-making process, before any changes are made. Any proposed changes will be recommended to the Board of Trustees for consideration and approval.

In addition, the remuneration for senior staff will be subject to annual review as part of the organisation's evaluation of pay inflation and consequential recommendations to the Board of Trustees to make a pay award, if any.

The Trustees received no remuneration for their time during the year.

Structure, governance and management (continued)

e. Risk assessment

The Trustees have, during the year, continued to review the major risks to which the charity is exposed and to establish systems to mitigate those risks identified not already covered by the charity's existing systems and risk management strategies and controls. This is designed to minimise any potential impact to the Charity and its beneficiaries, should these risks materialise. All potential new services are assessed through a risk management process. This includes a periodical review of the risk register and organisational governance. The Trustees have identified two main risks to the charity:

Reduction in funding from public sector, trusts and foundations. In response the charity has:

- diversified its income through the development of earned and donated income streams.
- A programme of continued engagement with relevant public sector funding bodies, trusts and foundations to keep abreast of upcoming changes and developments.
- annual review of our reserves figure to ensure we have sufficient financial headroom to adapt to changes in the underlying political / economic situation.

Staffing risks including risk of staff stress, absence, retention and difficulties recruiting due to increasing complexity and volatility of clients, exacerbated by contextual pressures such as the cost-of-living crisis. In response the charity has:

- provided staff with effective managerial supervision and ensures that managers' expectations are reasonable
- provided staff with access to a range of employee assistance services.

f. Public benefit

Under the Charities Act, the Trustees are required to report on the extent to which The Matthew Project has provided public benefit during the year. The Charity Commission guidance recommends that this should be reported by means of a review of significant activities; details of aims and objectives; strategies adopted, and activities undertaken to achieve aims and objectives; and achievements by reference to aims and objectives.

We report on the above four areas in detail in the sections headed 'our aims and objectives' and 'achievements and performance'. The Trustees consider that the operations of The Matthew Project during the year were in accordance with general charitable principles and the charitable purposes set out in the Memorandum and Articles of Association and were wholly for the benefit of the public.

g. Trustees' imdemnities

The charity has purchased professional indemnity insurance on behalf of the Trustees.

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Disclosure of information to auditors (continued)

Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



.....

Neil Lawrence
(Trustee)
Date: 10/12/2025

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT

Opinion

We have audited the financial statements of The Matthew Project (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions 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 company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

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:

Due to the field in which the Charity operates, we identified the following areas as those most likely to have a material impact on the financial statement: health and safety; employment laws; GDPR, safeguarding, serious incident reporting and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgments made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Use of our report

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

Larking Gowen LLP

Giles Kerkham FCA (Senior statutory auditor)
for and on behalf of
Larking Gowen LLP
Chartered Accountants
Statutory Auditors
1st Floor, Prospect House
Rouen Road
Norwich
NR1 1RE

Date: 18 December 2025

THE MATTHEW PROJECT

(A company limited by guarantee)

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

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	*Total funds 2024 £*
Income from:					
Donations and legacies	4	**157,376**	**91,171**	**248,547**	*153,524*
Charitable activities	5	**2,133**	**1,818,910**	**1,821,043**	*1,804,477*
Other trading activities	6	**25,107**	**493**	**25,600**	*36,066*
Investments	7	**7,679**	**-**	**7,679**	*7,265*
Total income		**192,295**	**1,910,574**	**2,102,869**	*2,001,332*
Expenditure on:					
Raising funds	8	**18,669**	**4,250**	**22,919**	*17,751*
Charitable activities		**226,148**	**1,934,552**	**2,160,700**	*2,171,125*
Total expenditure		**244,817**	**1,938,802**	**2,183,619**	*2,188,876*
Net movement in funds		**(52,522)**	**(28,228)**	**(80,750)**	*(187,544)*
Reconciliation of funds:					
Total funds brought forward		**565,870**	**1,300,898**	**1,866,768**	*2,054,312*
Net movement in funds		**(52,522)**	**(28,228)**	**(80,750)**	*(187,544)*
Total funds carried forward		**513,348**	**1,272,670**	**1,786,018**	*1,866,768*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 24 to 43 form part of these financial statements.

THE MATTHEW PROJECT

(A company limited by guarantee)
REGISTERED NUMBER: 6388343

BALANCE SHEET
AS AT 31 MARCH 2025

	Note		2025 £		*2024 £*
Fixed assets					
Tangible assets	13		**882,900**		*892,513*
Investments	14		**1**		*1*
			882,901		*892,514*
Current assets					
Debtors	15	**43,438**		*92,448*	
Cash at bank and in hand		**1,076,881**		*1,178,285*	
		1,120,319		*1,270,733*	
Creditors: amounts falling due within one year	16	**(217,202)**		*(296,479)*	
Net current assets			**903,117**		*974,254*
Total net assets			**1,786,018**		*1,866,768*
Charity funds					
Restricted funds	17		**1,272,670**		*1,300,898*
Unrestricted funds	17		**513,348**		*565,870*
Total funds			**1,786,018**		*1,866,768*

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

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

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

.....

Neil Lawrence
(Trustee)
Date: 10/12/2025

The notes on pages 24 to 43 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	*2024* *£*
Cash flows from operating activities		
Net cash generated in operating activities	**(109,083)**	*(191,684)*
Cash flows from investing activities		
Interest received	**7,679**	*7,265*
Net cash provided by investing activities	**7,679**	**7,265**
Change in cash and cash equivalents in the year	**(101,404)**	**(184,419)**
Cash and cash equivalents at the beginning of the year	**1,178,285**	*1,362,704*
Cash and cash equivalents at the end of the year	**1,076,881**	*1,178,285*

The notes on pages 24 to 43 form part of these financial statements

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

1. General information

The Matthew Project is a company, limited by guarantee and has no share capital, incorporated in England and Wales, registration number 6388343. The registered office is 70-80 Oak Street, Norwich, Norfolk, NR3 3AQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Matthew Project meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

In approving these accounts, the Trustees have assessed whether the use of going concern is appropriate and whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of The Matthew Project to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of the approval of the financial statements.

The Trustees have reviewed the level of liquid assets and funds and the expected income and expenditure for 12 months from authorising these financial statements. Taking particularly into consideration the level of unrestricted reserves and projected cashflows the Trustees conclude that the charity will meet its liabilities as they fall due for the period of assessment. For this reason, the Trustees consider the charity to be financially well positioned and that the financial statements should continue to be prepared on a going concern basis.

2.3 Legal status of the Charity

The Charity is a company by limited guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

2. Accounting policies (continued)

2.4 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid and tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Legacies are included in the Statement of Financial Activities when the charity becomes aware of its entitlement to gift, receipt is probable and the amount can be reliably quantified.

Income from government grants, whether 'capital' grants or 'revenue' grants, are recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amout can be measured reliably and is not deferred.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition has been met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the Charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fee are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

2.5 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Cost of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies. Fundraising costs do not include the costs of disseminating information of support of the charitble activities.

- Support costs comprise those costs which are incurred directly in support of expenditure on the objects transferred to the new provider.

- Support costs are allocated on the basis of the full time equivalent of staff to the resource.

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

2. Accounting policies (continued)

2.5 Expenditure and irrecoverable VAT (continued)

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.7 Tangible fixed assets and depreciation

All purchased fixed assets are initially recorded at cost. Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

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

Depreciation is provided on the following bases:

Leasehold improvements	-		over period of lease
Caravans	-	25%	RB
Motor vehicles	-	25%	RB
Equipment (fixed)	-		over period of lease
Furniture and equipment (movable)	-	25%	
Computer equipment	-	33%	SL

2.8 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

2.10 Cash at bank and in hand

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

2. Accounting policies (continued)

2.11 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.12 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.14 Pensions

Contributions to the charity's defined contribution pension scheme and to the Norfolk Pension Scheme are charged to the profit and loss account in the year in which they become payable.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

No significant judgements have been made in the process of applying the above policies.

Critical accounting estimates and assumptions:

The key assumption concerning the future and key sources of estimation uncertainty at the key reporting date that has significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year is:

- The estimation of the useful economic life of the fixed assets.

4. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Donations	157,376	91,171	**248,547**

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Donations	*125,442*	*28,082*	*153,524*

5. Income from charitable activities

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Young Persons	-	1,301,349	**1,301,349**
Adult Services	2,083	517,561	**519,644**
Community Justice	50	-	**50**
	2,133	1,818,910	**1,821,043**

5. Income from charitable activities (continued)

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Young Persons	*-*	*965,668*	*965,668*
Adult Services	*140*	*775,770*	*775,910*
Community Justice	*62,899*	*-*	*62,899*
	63,039	*1,741,438*	*1,804,477*

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2025 £	**Restricted funds 2025 £**	**Total funds 2025 £**
Fundraising events	1,309	-	**1,309**
Other trading activities	23,798	493	**24,291**
	25,107	493	**25,600**

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Fundraising events	*9,290*	*-*	*9,290*
Other trading activities	*21,334*	*5,442*	*26,776*
	30,624	*5,442*	*36,066*

7. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £
Bank interest	7,679	**7,679**

	Unrestricted funds 2024 £	*Total funds 2024 £*
Bank interest	*7,265*	*7,265*

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Young Persons	-	533	**533**
Adult Services	7,491	3,717	**11,208**
Support Costs	11,178	-	**11,178**
	18,669	4,250	**22,919**

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

8. Expenditure on raising funds (continued)

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Young Persons	*-*	*70*	*70*
Adult Services	*6,764*	*1,036*	*7,800*
Support Costs	*9,881*	*-*	*9,881*
	16,645	*1,106*	*17,751*

9. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	**Support costs 2025 £**	**Total funds 2025 £**
Young Persons	1,099,514	182,634	**1,282,148**
Adult Services	655,627	222,925	**878,552**
	1,755,141	405,559	**2,160,700**

	Activities undertaken directly 2024 £	*Support costs 2024 £*	*Total funds 2024 £*
Young Persons	*912,032*	*198,654*	*1,110,686*
Adult Services	*818,304*	*242,135*	*1,060,439*
	1,730,336	*440,789*	*2,171,125*

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Young Persons 2025 £	Adult Services 2025 £	Total funds 2025 £
Staff and volunteer costs	993,930	575,219	**1,569,149**
Service costs	14,617	11,061	**25,678**
Premises and office running costs	88,486	50,388	**138,874**
Depreciation including loss on disposal	2,481	18,959	**21,440**
	1,099,514	655,627	**1,755,141**

	Young Persons 2024 £	*Adult Services 2024 £*	*Total funds 2024 £*
Staff and volunteer costs	*838,254*	*686,130*	*1,524,384*
Service costs	*13,474*	*25,767*	*39,241*
Premises and office running costs	*57,448*	*78,687*	*136,135*
Depreciation including loss on disposal	*2,856*	*27,720*	*30,576*
	912,032	*818,304*	*1,730,336*

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Young Persons 2025 £	Adult Services 2025 £	Total funds 2025 £
Salaries	137,834	168,464	**306,298**
Staff costs	2,284	2,791	**5,075**
Volunteer costs	24	29	**53**
Training	1,294	1,582	**2,876**
Vehicle costs	51	61	**112**
Premises costs	8,636	10,555	**19,191**
Office running costs	9,886	11,792	**21,678**
Telephone	2,555	3,123	**5,678**
IT	6,921	8,458	**15,379**
Finance and legal costs	208	254	**462**
Audit, consultancy and professional fees	12,858	15,715	**28,573**
Depreciation	83	101	**184**
	182,634	222,925	**405,559**

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Young Persons 2024 £	*Adult Services 2024 £*	*Total funds 2024 £*
Salaries	*128,132*	*156,605*	*284,737*
Staff costs	*16,435*	*20,087*	*36,522*
Volunteer costs	*266*	*325*	*591*
Training	*547*	*-*	*547*
Staff travel	*239*	*293*	*532*
Vehicle costs	*97*	*119*	*216*
Premises costs	*10,374*	*12,679*	*23,053*
Office running costs	*17,741*	*21,684*	*39,425*
Telephone	*2,722*	*3,327*	*6,049*
IT	*7,715*	*9,430*	*17,145*
Finance and legal costs	*354*	*434*	*788*
Audit, consultancy and professional fees	*13,638*	*16,670*	*30,308*
Depreciation	*394*	*482*	*876*
	198,654	*242,135*	*440,789*

Costs are allocated on the basis of the full time equivalent (FTE) of staff allocated to the resource.

10. Auditors' remuneration

	2025 £	*2024 £*
Fees payable to the company's auditor for the audit of the company's annual accounts	**12,000**	*10,650*

11. Staff costs

	2025 £	*2024* *£*
Wages and salaries	**1,465,089**	*1,422,518*
Social security costs	**124,528**	*121,037*
Pension costs	**82,568**	*82,364*
	1,672,185	*1,625,919*

During the year there were redundancy payments (including payments in lieu of notice) of £23,491 (2024: £4,536). These are recognised on the basis set out in accounting policy 2.5.

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

	2025 No.	*2024* *No.*
Average monthly head count	**61**	*61*

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

The charity considers that the key management personnel comprise the trustees and senior management team. The total employee benefits of key management personnel of the charity were £291,845 (2024: £308,539).

12. Trustees' remuneration and expenses

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

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

13. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Caravans £	Total £
Cost or valuation						
At 1 April 2024	**958,038**	**47,905**	**33,499**	**152,415**	**41,638**	**1,233,495**
Additions	**12,011**	**-**	**-**	**-**	**-**	**12,011**
Disposals	**-**	**-**	**-**	**-**	**(41,638)**	**(41,638)**
At 31 March 2025	**970,049**	**47,905**	**33,499**	**152,415**	**-**	**1,203,868**
Depreciation						
At 1 April 2024	**76,904**	**40,762**	**33,287**	**150,638**	**39,391**	**340,982**
Charge for the year	**15,607**	**1,781**	**212**	**1,777**	**183**	**19,560**
On disposals	**-**	**-**	**-**	**-**	**(39,574)**	**(39,574)**
At 31 March 2025	**92,511**	**42,543**	**33,499**	**152,415**	**-**	**320,968**
Net book value						
At 31 March 2025	**877,538**	**5,362**	**-**	**-**	**-**	**882,900**
At 31 March 2024	*881,134*	*7,143*	*212*	*1,777*	*2,247*	*892,513*

14. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2024	**1**
At 31 March 2025	**1**

See note 26 for further details.

15. Debtors

	2025 £	*2024 £*
Due within one year		
Trade debtors	**16,344**	*78,715*
Other debtors	**64**	*123*
Prepayments and accrued income	**27,030**	*10,532*
Tax recoverable	**-**	*3,078*
	43,438	*92,448*

16. Creditors: Amounts falling due within one year

	2025 £	*2024 £*
Trade creditors	**63,338**	*40,762*
Amounts owed to group undertakings	**1**	*1*
Other taxation and social security	**35,670**	*35,732*
Other creditors	**1,143**	*750*
Accruals and deferred income	**117,050**	*219,234*
	217,202	*296,479*

Deferred income comprises contract income received in advance for contracts to be performed in future accounting periods.

	2025 £	*2024 £*
Deferred income at 1 April 2024	**204,584**	*310,513*
Resources deferred during the year	**99,760**	*204,584*
Amounts released from previous periods	**(204,584)**	*(310,513)*
	99,760	*204,584*

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
Unrestricted funds					
General Fund	**565,870**	**192,295**	**(244,817)**	**-**	**513,348**
Restricted funds					
Unity	**7,052**	**979,152**	**(946,007)**	**-**	**40,197**
Outside the Wire	**117,926**	**150,050**	**(238,177)**	**-**	**29,799**
Next Steps	**199,268**	**536,324**	**(485,667)**	**-**	**249,925**
Next Steps Recovery Hub	**881,134**	**-**	**(15,881)**	**-**	**865,253**
Early Interventions	**32,263**	**218,848**	**(210,406)**	**35,979**	**76,684**
Voicebox and vehicles	**9,543**	**-**	**(9,543)**	**-**	**-**
Other	**53,712**	**26,200**	**(33,121)**	**(35,979)**	**10,812**
	1,300,898	**1,910,574**	**(1,938,802)**	**-**	**1,272,670**
Total of funds	**1,866,768**	**2,102,869**	**(2,183,619)**	**-**	**1,786,018**

17. Statement of funds (continued)

General Fund:
The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes, donations, fund raising and surpluses and deficits arising from projects funded from various external sources.

Restricted Fund:

1) The Unity project is funded by the Norfolk County Council Public Health and identifies and works with vulnerable young people affected by substance misuse.

2) Outside the Wire provides advice and support to members and ex-members of the Armed Forces and their families. it is currently funded by the Royal British Legion, the Armed Forces Covenant Fund, and the NHS through the Norfolk and Suffolk Foundation Trust.

3) Next Steps is a centre for people in recovery from substance misuse. The centre programmes also include being part of the Project Adder initiative and the extension in recovery services to Kings Lynn and Great Yarmouth through Universal Funding. It has developed with funding from charitable trusts and Norfolk County Council Public Health.

4) Next Steps Recovey Hub represents funds received to purchase and develop the Recovery Hub Centre on Oak Street Norwich. The funds carried forwards will cover future years depreciation on the building.

5) The Early Intervention project aims to support children and young people with mental well-being issues.

6) One voicebox caravan (and towing vehicle) has been used in work to educate and support young people throughout Norfolk. The balances on the funds will cover future depreciation of these assets, which were originally purchased using restricted funds.

Fund transfers
During the year the charity made the following funds transfers:

1) A transfer of £35,979 from other restricted funds to Early Interventions. This represents an amalgamation of previously separate funds into a more appropriate classification.

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2023 *£*	*Income* *£*	*Expenditure* *£*	*Transfers in/out* *£*	*Balance at 31 March 2024* *£*
Unrestricted funds					
General Fund	*609,516*	*226,370*	*(261,626)*	*(8,390)*	*565,870*
Restricted funds					
On Track	*-*	*35,435*	*(43,825)*	*8,390*	*-*
Unity	*92,915*	*811,364*	*(897,227)*	*-*	*7,052*
Outside the Wire	*189,286*	*258,514*	*(329,874)*	*-*	*117,926*
Next Steps	*197,472*	*435,859*	*(434,063)*	*-*	*199,268*
Next Steps Recovery Hub	*896,746*	*-*	*(15,612)*	*-*	*881,134*
Early Interventions	*51,977*	*132,779*	*(148,702)*	*(3,791)*	*32,263*
Voicebox and vehicles	*10,287*	*-*	*(744)*	*-*	*9,543*
Other	*6,113*	*101,011*	*(57,203)*	*3,791*	*53,712*
	1,444,796	*1,774,962*	*(1,927,250)*	*8,390*	*1,300,898*
Total of funds	*2,054,312*	*2,001,332*	*(2,188,876)*	*-*	*1,866,768*

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	**Restricted funds 2025 £**	**Total funds 2025 £**
Tangible fixed assets	12,615	870,285	**882,900**
Fixed asset investments	1	-	**1**
Current assets	491,018	629,301	**1,120,319**
Creditors due within one year	9,714	(226,916)	**(217,202)**
Total	513,348	1,272,670	**1,786,018**

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2024 £	*Restricted funds 2024 £*	*Total funds 2024 £*
Tangible fixed assets	*7,325*	*885,188*	*892,513*
Fixed asset investments	*1*	*-*	*1*
Current assets	*628,107*	*642,626*	*1,270,733*
Creditors due within one year	*(69,563)*	*(226,916)*	*(296,479)*
Total	*565,870*	*1,300,898*	*1,866,768*

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2025 £	*2024 £*
Net expenditure for the year (as per Statement of Financial Activities)	**(80,750)**	*(187,544)*
Adjustments for:		
Depreciation charges	**21,624**	*31,452*
Decrease in debtors	**55,185**	*47,723*
Decrease in creditors	**(79,277)**	*(76,050)*
Interest received	**(7,679)**	*(7,265)*
Net cash used in operating activities	**(90,897)**	*(191,684)*

20. Analysis of cash and cash equivalents

	2025 £	*2024 £*
Cash in hand	**1,076,881**	*1,178,285*

21. Analysis of changes in net debt

	At 1 April 2024	Cash flows	At 31 March 2025
	£	£	£
Cash at bank and in hand	**1,178,285**	**(101,404)**	**1,076,881**

22. Pension commitments

The Charity operates a defined contribution scheme in respect of certain employees of the Charity.

Contributions are charged in the accounts as incurred and totalled £82,568 (2024: £82,364). There were outstanding contributions at the balance sheet date of 31 March 2025 of £9,204 (2024: £8,569).

23. Operating lease commitments

At 31 March 2025 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	*2024*
	£	*£*
Not later than 1 year	**7,192**	*6,324*
Later than 1 year and not later than 5 years	**25,100**	*24,576*
Later than 5 years	**296,881**	*303,025*
	329,173	*333,925*

24. Related party transactions

The company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the company at 31 March 2025.

25. Corporate status

The company is a registered charity (No. 1122801) incorporated under the Companies Act and limited by guarantee. In the event of the charitable company being wound up members are required to contribute an amount not exceeding £1.

26. Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Holding
Matthew Project Enterprises Limited	10840324	Dormant	100%

The subsidiary was dormant for the year and its net position at 31 March 2024 was:

Name	Net assets £
Matthew Project Enterprises Limited	1

THE MATTHEW PROJECT

England & Wales - Charity number 1122801

Accounts

Registered number: 6388343
Charity number: 1122801

THE MATTHEW PROJECT

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

THE MATTHEW PROJECT
(A company limited by guarantee)

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THE MATTHEW PROJECT

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2024

Trustees

Trustees	Stephen Lock, Vice Chair (resigned 20 November 2023) Neil Lawrence, Treasurer Elizabeth Wiggins, Chair Gregory Gibson (resigned 18 November 2024) Margaret Wade (resigned 18 November 2024) Alison Lamont Keith James (resigned 18 November 2024) Robin Graham Hepburn Richard Cadman Elizabeth Cahir Richard Gilbert Aravind Satheesh (appointed 15 July 2024) Ian Fifield (appointed 18 November 2024)
Company registered number	6388343
Charity registered number	1122801
Registered office	70-80 Oak Street Norwich Norfolk NR3 3AQ
Company secretary	Rachel Chapman
Chief executive officer	Rachel Chapman
Independent auditors	Larking Gowen LLP Chartered Accountants 1st Floor, Prospect House Rouen Road Norwich NR1 1RE
Bankers	Lloyds Bank Plc Norwich NR2 1LZ
Solicitors	Birketts LLP Kingfisher House Gilders Way Norwich NR3 1UB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their annual report together with the audited financial statements of the company for the 1 April 2023 to 31 March 2024. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Purposes and aims

For 39 years, the Matthew Project has been empowering young people and adults to overcome drugs, alcohol, and mental health issues so they can live their lives more fully.

We support young people and adults who:
- have problems with drugs or alcohol
- are at risk of exploitation in County lines activity
- suffer from anxiety, depression and self-esteem issues
- face barriers to education, employment and training

We also have specialist services:
- run by veterans for veterans affected by drug and alcohol issues and living with PTSD
- for family members isolated and impacted by others' drug and alcohol issues

The Charity's objects (the "Objects") are:

For the benefit of young people and adults in the East of England and elsewhere by:
a) advancing education and
b) providing counselling, advice, information, support services and other assistance for those in need with the aim of improving their physical, emotional, mental and spiritual well-being.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Achievements and performance

a. Main achievements of the company

During these 12 months we have supported over 1,700 people through our varied programmes and services, working across Norfolk and beyond with people who are struggling with drugs, alcohol and mental health issues. Our dedicated and experienced teams of caring professionals see the person not the problem. They offer hope and a space in which to be listened to. We tailor our support rather than expecting everyone to fit into a standard model. We work one-to-one with individuals as well as in groups, face -to- face and 'virtually' to help young people and adults to understand their behaviours and motivations; make choices that are right for them, and to develop skills and interests.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance (continued)

In this way we work to prevent or reduce substance misuse, build confidence and self-esteem, and help people to reintegrate into everyday life, including, in many cases, supporting them with education and into employment. By doing this we benefit vulnerable communities through improved physical and mental health, better relationships with others, and overall better quality of life, along with access to more opportunities.

Our achievements over the past year have also helped us in working towards our long-term goals, which include:

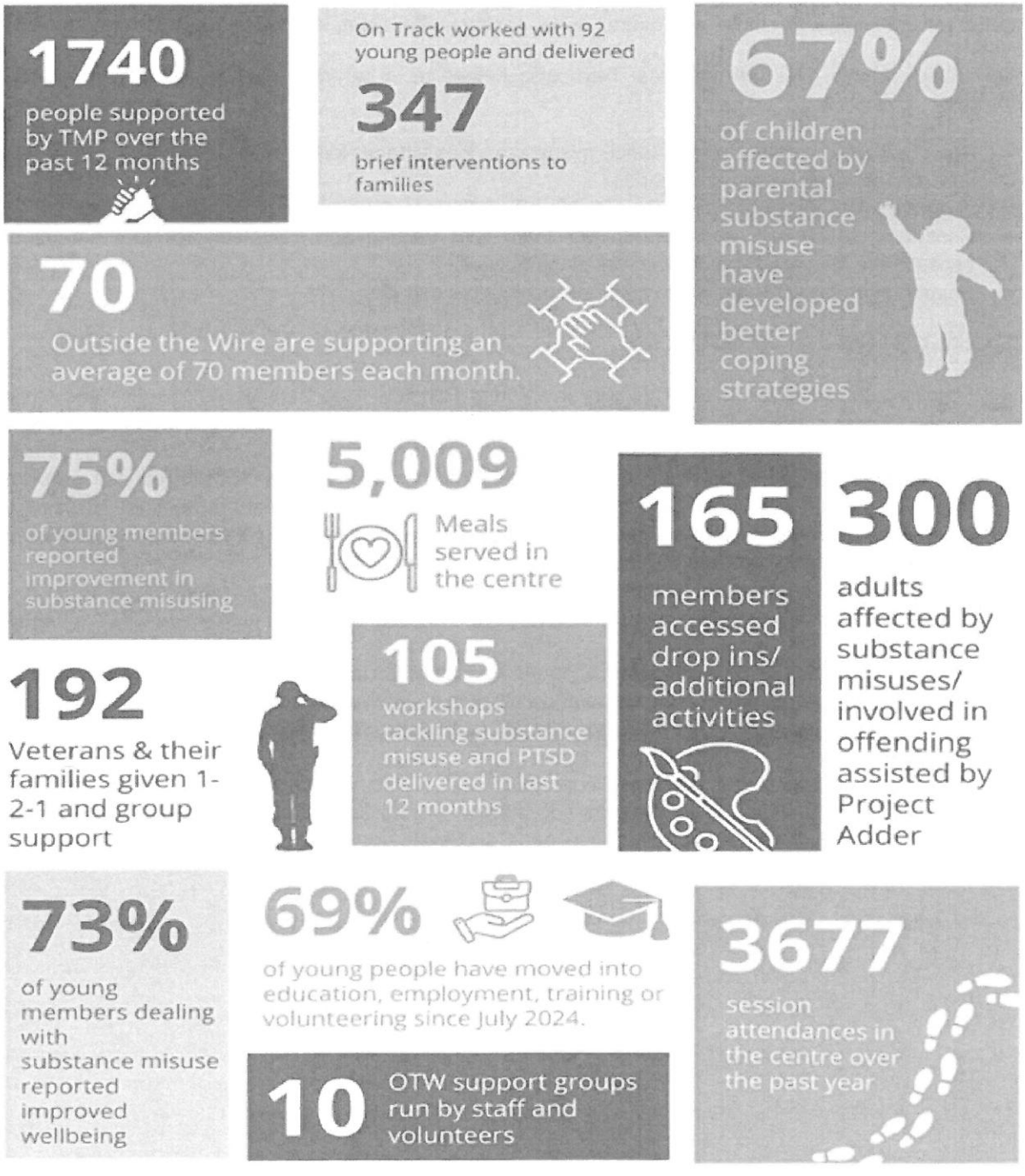
- Being a trusted provider of substance misuse services across Norfolk and beyond and providing excellent care and service for our beneficiaries.
- Widening our sources of funding to sustain and continue to develop our charitable services.
- Continuing to support and develop our team with training and volunteer development opportunities, because the Matthew Project is a great place to work.
- Supporting those with whom traditional services fail to engage.

Specific highlights over the year include:

- Following the retender of the Children and Young People's Drug and Alcohol Service and Children and Young People's Affected Others Service, we submitted a bid for this work for the next four years starting April 2024. We were delighted to win this contract to work with Norfolk County Council Public Health.
- The ending of Building Better Opportunities funding for On Track in March 2023 reduced considerably the work we could do with young people who are not in education, employment or training. However, we have maintained a smaller service and begun to expand On Track support for young people across Norfolk.
- We have developed our work in Wayland, Bure and Norwich prisons.
- The board was strengthened by the appointment of Richard Gilbert as deputy chair of trustees.
- After a period as Interim CEO, the Board appointed Rachel Chapman as permanent CEO with effect from 1 April 2023.
- We were awarded the Safe and Secure Flourish award in the inaugural Norfolk County Council FLOURISH awards ceremony recognising the value of our work to children and young people.
- We were shortlisted for the 'Behind the Scenes' award by ERSA (Employment Related Services Association).
- We have explored social enterprise opportunities to diversify our income. This has been enabled by securing seed funding. With the help and support of excellent local chefs, we have developed 'DINE' events, to bring potential supporters into our Oak Street Hub rented out rooms and delivered training in Substance misuse.

Achievements and performance (continued)

Some of our key outcomes over the year include the following:



Achievements and performance (continued)

b. Future developments

- We have secured funding to open our Next Steps Centre on Saturdays and Sundays in the next financial year. This will provide support for adults in recovery 7 days a week. It will also enable people with weekday work and caring responsibilities to gain support, as well as the many people for whom weekends are a particularly difficult time.
- We will be expanding our offer to young people who are not in education, employment and training.
- We will further implement our participation strategy developing the link between the people we work with and decision-making at all levels across the organisation.
- We will continue to develop social enterprise by creating a range of "Sober evenings" offering nights out without alcohol.
- Over the year we have developed our strategy. Getting input from managers we have identified the key goals are to:
    - Focus our services on Substance Misuse and Mental wellbeing
    - Diversify our sources of income
    - Build synergy across client groups and services

SMART objectives for the year ahead have been set as we work towards these goals.

c. Our services

The Matthew Project provides a range of services for adults and young people across the East of England. These include:

Young people's services

Unity
Unity provides support for children and young people across Norfolk. Funded by Norfolk County Council's Public Health department, the service supports under19s experiencing substance misuse issues, as well as those affected by somebody else's substance misuse such as a parent, a guardian, or another close family member (affected others).

During this year we secured a four-year contract with Norfolk County Council Public Health to continue the delivery of Children and Young People's Drug and Alcohol Service and Children and Young People's Affected Others Service. It has the potential of a further four years extension thereafter. The new contract starts in April 2024.

Over the past 12 months, Unity has supported a total of 440 young people across Norfolk. This includes: 208 affected others; and 232 substance misuse clients..

Young people we have worked with have seen numerous improvements:
- Improved wellbeing = 73% of substance misuse clients and 72% of affected others
- Improved confidence: 56% of substance misuse clients and 56% of affected others
- Engaged in education = 58% of substance misuse clients and 59% of affected others
- Better able to cope = 67% of affected others
- Improvement in substance misuse = 75% of substance misuse clients
- Family relationships = 52% of substance misuse clients and 61% of affected others

Achievements and performance (continued)

On Track
The On Track Team primarily works with 13–24-year-olds who are furthest from the labour market and who are, or at risk of being not in education, employment or training. We work with them to help them overcome their barriers to progression. For those that are eligible, we provide one-to-one sessions and/or positive activities. Over the past year the On Track team provided support through a number of projects.

- Norwich Coaching Support, funded by Anguish's Education Foundation, helps 16–24-year-olds tackle a range of barriers including emotional health and wellbeing needs which prevent them from engaging in education, employment, or training.
- Stepping Out, funded by Norfolk County Council, supports 15–18-year-olds who are not in employment, education or training (NEET) to better understand and improve the management of their mental health, so reducing the need for referral for specialist support, and to enable them to reengage with education and explore their options.

- Hangout, funded by Ormiston Families and partnered with NSFT, is a Norfolk-based project for young people aged between 15-19 years old. It delivers positive activities to support those currently on a mental health waiting list.. This service involves working with young people and their parents by supplying information and guidance around mental health and providing positive activities.

- Safe SPACE, funded by Norfolk Community Foundation is a two-year project, supporting young people aged 13-18 who are NEET to access regular positive activities and community engagement. The project aims to raise young people's motivation and support them by building resilience and hope for the future.

- Engagement, Careers and Transitions Coaching, funded through Right to Succeed by National Lottery is located in central Great Yarmouth and started in January 2023.We offer individual coaching, group work and activities for year 10 students at risk of not being in education, employment or training offering engagement, careers and transition support. These young people have told us they benefit from speaking to a trusted advisor who is not part of the education system and makes them feel heard.

Adult services

The Next Steps recovery hub
Next Steps, based in central Norwich, is Norfolk's first ever community recovery hub. The hub provides a safe space for those in recovery from addiction to learn new skills, build new friendships, and maintain their recovery. The centre also provides additional support for affected others, veterans, and young people.

The core of Next Steps is the Recovery Support Programme (RSP), a programme of therapeutic and skills support based at the hub. Following participation in the RSP, people can access work ready training and get support into paid work or volunteering. Drop-in activities are offered to enable those we work with to further their development of recovery capital and continued connection with a recovery community.

Over the past year, Next Steps has supported 234 adults in recovery through a range of therapeutic and skills-based programmes. Of these, 69 individuals have progressed through the structured RSP, with the remainder accessing drop-ins and additional activities, including volunteering. This amounted to 3,677 attendances at sessions in the centre.

Building community is a significant part of our support offering and for this, our café area is a particularly useful resource. In the last year, we have served 2,409 lunches and 2,600 breakfasts. 19 graduates of the RSP have gone onto to volunteer in the centre over the 12 months, gaining maturity in their recovery and benefiting newer members.

Achievements and performance (continued)

In addition, we have also supported 300 adults affected by substance misuse, who have become involved in offending, as part of the Project Adder programme delivered in partnership with Norfolk Constabulary. .

Outside the Wire (OTW)
Since its launch in 2013, OTW has been supporting veterans, current serving personnel, and close family members in the East of England. This includes Norfolk, Suffolk, Essex, and Cambridgeshire. OTW is run by armed forces veterans, helping to create more effective, tailored support for those affected by drug/alcohol misuse. The service has been primarily funded by the Royal British Legion with three yearly grants. The most recent of which was due to end in October 2024. Unfortunately, RBL are not able to support OTW and we have taken the difficult decision to reduce the size of the service as of 1st November 2024. We will retain 3 members of staff to deliver this service instead of the current 8. In this way we are confident that we will be able to continue to support veterans in Norfolk and Suffolk in the long term.

OTW takes a holistic approach, involving additional issues including homelessness, financial problems, employment, court appearances, and family relationships. OTW is made up of a team of seven staff, including outreach onetoone practitioners, an affected others practitioner, group practitioners, and a prisons practitioner.

Over the past year, Outside the Wire has provided onetoone and group support to 192 people. This includes:

- 145 veterans in the community provided with specialist onetoone outreach support
- 28 family members provided with specialist onetoone support and activities
- 21 veterans in custody supported with advice and guidance in prison forums

In addition, we also ran groups across the region, totalling 10 support groups run by staff and volunteers and supporting an average of 70 group members.

An additional focus of Outside the Wire is to raise awareness of the issues faced by veterans, as well as tackling stigma around PTSD and substance misuse within the armed forces. To do this, staff have delivered presentations and training to an estimated 330 veterans and professionals over the course of the year.

d. Volunteers

We have 44 volunteers, 37 of whom help to deliver groups and activities in Next Steps, this can be help running the allotment, delivering art or pottery sessions, or helping with reception. Five volunteers help run our veterans' groups and two help with fundraising and social media.

We have also offered successful student placements that benefit our clients, the organisation as well as the student/trainee. Placements range from long-term social worker placements where the students can develop a client base to 1-day shadowing arrangements. We hosted a social work student, medical students, a trainee nurse, and an occupational therapist.

We recruit volunteers via word of mouth, Voluntary Norfolk, previous beneficiaries, colleges, and universities.

Achievements and performance (continued)

e. Environmental impact

We take a range of measures to ensure that our environmental impact is kept to a minimum.

- Next Steps: the Norwichbased hub has been designed to reduce environmental impact. For example,:
  - Repurposing an old industrial building (including reusing many of the original fixtures).
  - Using OSB cladding from sustainable forests; and
  - Using LED lighting throughout Next Steps.
- Encouraging ecofriendly practices among staff and volunteers: a focus on recycling; growing vegetables at our allotment; clothes collections; and materials reused for arts and crafts.
- Offices: reducing energy consumption by controlling temperature and promoting switching off devices/lights when not in use; having a recycling plan in place; using environmentally friendly stationary products and printing.
- Travel: we support a cycle-to-work scheme; a carsharing initiative; a blended model of online and facetoface support to reduce mileage; 'clustering' outreach work to see more people more efficiently. _

f. Equality, diversity and inclusion

Individuals with different cultures, perspectives and experiences are at the heart of the way the Matthew Project works. We want to recruit, develop and retain the most talented people. As an organisation we recognise that being a diverse and inclusive employer helps us fulfil our responsibility to make a difference for our clients.

We recognise the importance of lived-experience of our staff and volunteers and have created paid internships that provide opportunities for those with lived-experience to enter our workforce in a supported way. We are very pleased that it has provided opportunities for individuals who we have supported as clients, to become volunteers and then paid members of staff.

We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way. We work within the spirit and the practice of the Equality Act 2010 by promoting a culture of respect and dignity and actively challenging discrimination. We will remove unnecessary barriers for our employees' seeking opportunities through training and development, promotion and career planning.

We will continue to support our leaders, managers and employees to demonstrate the principles of diversity and inclusion in their everyday activities, roles and functions through training and awareness-raising activities.

Financial review

a. Financial review

Income for the year was £2,001,332 (2023 - £2,631,311) and of this £1,804,477 (2023 - £2,456,370) came from grants and contract income.

Resources expended for the year amounted to £2,188,876 (2023 - £2,498,575).

The work of the Charity consists mainly of providing advice and support, and this is reflected in staff costs which form approximately 74% of total gross expenditure.

Net movement in funds for the year was a deficit of £187,544 (2023 – surplus of £132,736).

b. Reserves policy

Note 16 shows the movement in all the charity's funds in the year. An explanation of the nature and purpose of restricted funds is also given.

Restricted Funds

The balance of funds at 1 April 2023 was £1,444,796. Incoming resources for the year totalled £1,774,962 (2023 - £2,430,616). Resources expended totalled £1,926,949 (2023 - £2,319,192). The balance was £1,301,199 on restricted funds at 31 March 2024.

Further detail on individual restricted funds can be found in note 16 of the financial statements.

Unrestricted Funds

The opening balance on the general fund at the beginning of the year was £609,516. Incoming resources totalled £226,370 (2023 - £200,695) and resources expended totalled £261,927 (2023 - £179,383) giving a deficit of £35,557 (2023 – surplus of £21,312) for the year. The balance was £565,569 at 31 March 2024.

The Trustees review the reserves policy on an ongoing basis at bi-monthly finance committee meetings. In determining the level of unrestricted reserves required, the Trustees have taken into account:

- Working capital requirements: as payments under several major contracts are now made in arrears there is a need to maintain sufficient working capital to finance the on-going expenditure and also build up working capital in anticipation of winning additional major contracts.
- Expenditure which might arise if a major contract is lost: this would mainly relate to the levels of central overheads that could be recovered (with the potential requirement to reorganise parts of The Matthew Project) and the costs of vacating premises that would no longer be required.
- Expenditure required to continue to support a service where the funding has reduced and further funding is being sought.
- Investment in consultancy to support bids for new services.
- Investment in buildings and IT.
- Investment in professional development.
- An allowance for exceptional maintenance costs of buildings and equipment.
- Other potential risks as identified in the Risk Register.
- The need for a contingency to cover unforeseen events.

The target for unrestricted reserves is £538,100 and this compares with unrestricted funds at 31 March 2024 which amounted to £565,569. Excluding £7,325 of fixed assets within unrestricted funds, reserves therefore amounted to £558,244. The Trustees are satisfied that the Charity will have adequate funds available to fulfil its obligations for the year ended 31 March 2024.

c. Material investments policy

The Trustees have considered the most appropriate policy for investing funds. They have concluded that holding monies in bank treasury deposit and COIF deposit accounts meets the requirements to generate income whilst minimising risk and maintaining liquidity.

d. Fundraising

Under Section 13 of the Charities (Protection and Social investment) Act 2016, charities that are subject to audit must make specific statements in their annual reports that provide information about their fundraising

standards. Accordingly, the Trustees make the following statements in compliance with the requirements of the Act:

- All fundraising activities have been undertaken by the employees of the Charity or by supporters who have chosen The Matthew Project as their nominated charity for fundraising purposes. The Charity has not used a professional fundraiser or commercial participator during the year ended 31 March 2024.
- The Charity is not currently a member of the Fundraising Standards Board. However, the Charity complies with the Code of Fundraising Practice.
- In the past year there have been no instances where the Charity has failed to comply with the requirements and a complaint made.
- The Charity continually reviews and monitors activities involving fundraising carried out by internal staff.
- There have been no complaints received by the Charity or any person acting on its behalf about activities by the Charity or by a person on behalf of the Charity for the purpose of fundraising.
- The Charity has protected vulnerable people and other members of the public from behaviour constituting:
  a) Unreasonable intrusion on a person's privacy
  b) Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or
  c) Placing undue pressure on a person to give money or other property, in the course of, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.

The Charity actively promotes and markets its fundraising events and activities; however, it is entirely a voluntary matter for individuals, groups or businesses to decide whether they wish to participate in events or make donations.

e. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Structure, governance and management

a. Constitution

The charity was incorporated as a company limited by guarantee on 2 October 2007, and on 1 April 2008 took over the assets, liabilities, and undertakings of The Matthew Project (an unincorporated charity established by a trust deed dated 9March 1982).

The charity's Trustees, who are members of the board of directors, are detailed on page 3.

b. Methods of appointment or election of Trustees

Trustees are elected at the annual general meeting for a term of three years. They are recruited based on skills, experience, and background to contribute to the effective governance of the charity. Trustees are recruited through a variety of means including advertising through websites, responding to interest, and approaching relevant professional and voluntary organisations.

Each Trustee receives an information pack, a role description, and a thorough induction package which involves meeting the Chair of Trustees, the CEO, and members of staff and observing the work of the charity.

Structure, governance and management (continued)

Trustees are also then enrolled on two online safeguarding courses, one for children and one for vulnerable adults. Trustees attend regular training and update sessions concerning governance facilitated by local providers. The Matthew Project is grateful to the Trustees for their hard work and commitment.

In the past year Trustees have taken responsibility for specific governance areas based on their particular skills and expertise, including:

- Ethos
- Performance
- Compliance and legal
- Volunteers
- Safeguarding
- Training
- ICT

Action continues to be taken to recruit Trustees with specialist knowledge and experience of substance misuse and social work; and governance of charitable organisations. The Trustees have also taken action to raise their profile and understanding of the work of the Matthew Project by attending a range of events and visiting teams in their various workplaces.

c. Governance and management

The Trustees are responsible for the overall governance of the charity and its strategic direction and development with the Chief Executive Officer and the senior management team. Aspects of this, including the day-to-day management and development of the charity, are delegated to the CEO and the management team. Trustees have areas of responsibility and a working group method has been adopted to address key tasks and areas of work, which also involves relevant staff members. Regular reports are produced for the Trustees every two months.

Over the past year, the Board has met bi-monthly. At each meeting the Board considers the finances of the Charity and receives a report from the Chief Executive Officer. The Board also operates three sub-committees: the Finance Committee, the Development Committee, and Operational Governance Group. Each of these are attended by at least two Trustees, as well as relevant staff members.

We are undertaking a review of trustee roles and procedures to ensure more effective governance and in doing so are taking into account the recommendations of the governance code.

d. Pay policy for senior staff

The remuneration for senior staff is determined by the Board of Trustees. Remuneration is subject to periodic market reviews and independent evidence and advice is obtained to inform the decision-making process, before any changes are made. Any proposed changes will be recommended to the Board of Trustees for consideration and approval.

In addition, the remuneration for senior staff will be subject to annual review as part of the organisation's evaluation of pay inflation and consequential recommendations to the Board of Trustees to make a pay award, if any.

The Trustees received no remuneration for their time during the year.

Structure, governance and management (continued)

e. Risk assessment

The Trustees have, during the year, continued to review the major risks to which the charity is exposed and to establish systems to mitigate those risks identified not already covered by the charity's existing systems and risk management strategies and controls. This is designed to minimise any potential impact to the Charity and its beneficiaries, should these risks materialise. All potential new services are assessed through a risk management process. This includes a periodical review of the risk register and organisational governance. The Trustees have identified two main risks to the charity:

Reduction in funding from public sector, trusts and foundations. In response the charity has:

- diversified its income through the development of earned and donated income streams.
- A programme of continued engagement with relevant public sector funding bodies, trusts and foundations to keep abreast of upcoming changes and developments.
- annual review of our reserves figure to ensure we have sufficient financial headroom to adapt to changes in the underlying political / economic situation.

Staffing risks including risk of staff stress, absence, retention and difficulties recruiting due to increasing complexity and volatility of clients, exacerbated by contextual pressures such as the cost-of-living crisis. In response the charity has:

- provided staff with effective managerial supervision and ensures that managers' expectations are reasonable
- provided staff with access to a range of employee assistance services.

f. Public benefit

Under the Charities Act, the Trustees are required to report on the extent to which The Matthew Project has provided public benefit during the year. The Charity Commission guidance recommends that this should be reported by means of: a review of significant activities; details of aims and objectives; strategies adopted and activities undertaken to achieve aims and objectives; and achievements by reference to aims and objectives.

We report on the above four areas in detail in the sections headed 'our aims and objectives' and 'achievements and performance'. The Trustees consider that the operations of The Matthew Project during the year were in accordance with general charitable principles and the charitable purposes set out in the Memorandum and Articles of Association and were wholly for the benefit of the public.

g. Trustees' imdemnities

The charity has purchased professional indemnity insurance on behalf of the Trustees.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial . Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2024

Disclosure of information to auditors (continued)

Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:

.....

Neil Lawrence
(Trustee)
Date:

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT

Opinion

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

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions 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 company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

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:

Due to the field in which the Charity operates, we identified the following areas as those most likely to have a material impact on the financial statement: health and safety; employment laws; GDPR, safeguarding, serious incident reporting and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgments made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Use of our report

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

Giles Kerkham FCA (Senior statutory auditor)
for and on behalf of
Larking Gowen LLP
Chartered Accountants
Statutory Auditors
1st Floor, Prospect House
Rouen Road
Norwich
NR1 1RE

Date:

THE MATTHEW PROJECT

(A company limited by guarantee)

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

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Income from:					
Donations and legacies	4	**82,015**	**28,019**	**110,034**	*98,151*
Charitable activities	5	**63,039**	**1,741,438**	**1,804,477**	*2,456,370*
Other trading activities	6	**74,051**	**5,505**	**79,556**	*74,633*
Investments	7	**7,265**	**-**	**7,265**	*2,157*
Total income		**226,370**	**1,774,962**	**2,001,332**	*2,631,311*
Expenditure on:					
Raising funds	8	**16,645**	**1,106**	**17,751**	*23,155*
Charitable activities		**244,981**	**1,926,144**	**2,171,125**	*2,475,420*
Total expenditure		**261,626**	**1,927,250**	**2,188,876**	*2,498,575*
Net (expenditure)/income		**(35,256)**	**(152,288)**	**(187,544)**	*132,736*
Transfers between funds	17	**(8,390)**	**8,390**	**-**	*-*
Net movement in funds		**(43,646)**	**(143,898)**	**(187,544)**	*132,736*
Reconciliation of funds:					
Total funds brought forward		**609,516**	**1,444,796**	**2,054,312**	*1,921,576*
Net movement in funds		**(43,646)**	**(143,898)**	**(187,544)**	*132,736*
Total funds carried forward		**565,870**	**1,300,898**	**1,866,768**	*2,054,312*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 22 to 41 form part of these financial statements.

THE MATTHEW PROJECT

(A company limited by guarantee)
REGISTERED NUMBER: 6388343

BALANCE SHEET
AS AT 31 MARCH 2024

	Note		2024 £		2023 £
Fixed assets					
Tangible assets	13		**892,513**		*923,965*
Investments	14		**1**		*1*
			892,514		*923,966*
Current assets					
Debtors	15	**92,448**		*140,171*	
Cash at bank and in hand		**1,178,285**		*1,362,704*	
		1,270,733		*1,502,875*	
Creditors: amounts falling due within one year	16	**(296,479)**		*(372,529)*	
Net current assets			**974,254**		*1,130,346*
Total net assets			**1,866,768**		*2,054,312*
Charity funds					
Restricted funds	17		**1,300,898**		*1,444,796*
Unrestricted funds	17		**565,870**		*609,516*
Total funds			**1,866,768**		*2,054,312*

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

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

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

.....

Neil Lawrence
(Trustee)
Date:

The notes on pages 22 to 41 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	*2023* *£*
Cash flows from operating activities		
Net cash generated in operating activities	**(191,684)**	*89,061*
Cash flows from investing activities		
Interest received	**7,265**	*2,157*
Net cash provided by investing activities	**7,265**	**2,157**
Change in cash and cash equivalents in the year	**(184,419)**	**91,218**
Cash and cash equivalents at the beginning of the year	**1,362,704**	*1,271,486*
Cash and cash equivalents at the end of the year	**1,178,285**	*1,362,704*

The notes on pages 22 to 41 form part of these financial statements

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

1. General information

The Matthew Project is a company, limited by guarantee and has no share capital, incorporated in England and Wales, registration number 6388343. The registered office is 70-80 Oak Street, Norwich, Norfolk, NR3 3AQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Matthew Project meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

In approving these accounts, the Trustees have assessed whether the use of going concern is appropriate and whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of The Matthew Project to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of the approval of the financial statements.

The Trustees have reviewed the level of liquid assets and funds and the expected income and expenditure for 12 months from authorising these financial statements. Taking particularly into consideration the level of unrestricted reserves and projected cashflows the Trustees conclude that the charity will meet its liabilities as they fall due for the period of assessment. For this reason, the Trustees consider the charity to be financially well positioned and that the financial statements should continue to be prepared on a going concern basis.

2.3 Legal status of the Charity

The Charity is a company by limited guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

2. Accounting policies (continued)

2.4 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid and tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Legacies are included in the Statement of Financial Activities when the charity becomes aware of its entitlement to gift, receipt is probable and the amount can be reliably quantified.

Income from government grants, whether 'capital' grants or 'revenue' grants, are recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amout can be measured reliably and is not deferred.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition has been met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the Charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fee are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

2.5 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Cost of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies. Fundraising costs do not include the costs of disseminating information of support of the charitble activities.

- Support costs comprise those costs which are incurred directly in support of expenditure on the objects transferred to the new provider.

- Support costs are allocated on the basis of the full time equivalent of staff to the resource.

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

2. Accounting policies (continued)

2.5 Expenditure and irrecoverable VAT (continued)

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.7 Tangible fixed assets and depreciation

All purchased fixed assets are initially recorded at cost. Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

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

Depreciation is provided on the following bases:

Leasehold improvements	-		over period of lease
Caravans	-	25%	RB
Motor vehicles	-	25%	RB
Equipment (fixed)	-		over period of lease
Furniture and equipment (movable)	-	25%	
Computer equipment	-	33%	SL

2.8 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

2.10 Cash at bank and in hand

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

2. Accounting policies (continued)

2.11 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.12 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.14 Pensions

Contributions to the charity's defined contribution pension scheme and to the Norfolk Pension Scheme are charged to the profit and loss account in the year in which they become payable.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

No judgements (apart from those involving estimates) have been made in the process of applying the above policies.

The key assumption concerning the future and key sources of estimation uncertainty at the key reporting date that has significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year is:

- The estimation of the useful economic life of the fixed assets.

4. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Donations	82,015	28,019	**110,034**

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total funds 2023 £*
Donations	*85,562*	*12,574*	*98,136*
Legacies	*15*	-	*15*
	85,577	*12,574*	*98,151*

5. Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Young Persons	-	965,668	**965,668**
Adult Services	140	775,770	**775,910**
Community Justice	62,899	-	**62,899**
	63,039	1,741,438	**1,804,477**

5. Income from charitable activities (continued)

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total funds 2023 £*
Young Persons	*-*	*1,576,770*	*1,576,770*
Adult Services	*-*	*836,031*	*836,031*
Community Justice	*43,569*	*-*	*43,569*
	43,569	*2,412,801*	*2,456,370*

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2024 £	**Restricted funds 2024 £**	**Total funds 2024 £**
Fundraising events	36,478	-	**36,478**
Other trading activities	37,573	5,505	**43,078**
	74,051	5,505	**79,556**

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total funds 2023 £*
Fundraising events	*46,610*	*-*	*46,610*
Other trading activities	*22,782*	*5,241*	*28,023*
	69,392	*5,241*	*74,633*

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

7. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £
Bank interest	7,265	**7,265**

	Unrestricted funds 2023 £	*Total funds 2023 £*
Bank interest	*2,157*	*2,157*

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Young Persons	-	70	**70**
Adult Services	6,764	1,036	**7,800**
Support Costs	9,881	-	**9,881**
	16,645	1,106	**17,751**

8. Expenditure on raising funds (continued)

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total funds 2023 £*
Young Persons	*-*	*100*	*100*
Adult Services	*1,479*	*1,434*	*2,913*
Support Costs	*20,142*	*-*	*20,142*
	21,621	*1,534*	*23,155*

9. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	**Support costs 2024 £**	**Total funds 2024 £**
Young Persons	912,032	198,654	**1,110,686**
Adult Services	818,304	242,135	**1,060,439**
	1,730,336	440,789	**2,171,125**

	Activities undertaken directly 2023 £	*Support costs 2023 £*	*Total funds 2023 £*
Young Persons	*1,458,461*	*153,215*	*1,611,676*
Adult Services	*679,216*	*184,528*	*863,744*
	2,137,677	*337,743*	*2,475,420*

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Young Persons 2024 £	Adult Services 2024 £	Total funds 2024 £
Staff and volunteer costs	838,254	686,130	**1,524,384**
Service costs	13,474	25,767	**39,241**
Premises and office running costs	57,448	78,687	**136,135**
Depreciation including loss on disposal	2,856	27,720	**30,576**
	912,032	818,304	**1,730,336**

	Young Persons 2023 £	*Adult Services 2023 £*	*Total funds 2023 £*
Staff and volunteer costs	*1,105,746*	*546,997*	*1,652,743*
Service costs	*223,138*	*38,590*	*261,728*
Premises and office running costs	*108,004*	*60,286*	*168,290*
Depreciation including loss on disposal	*21,573*	*33,343*	*54,916*
	1,458,461	*679,216*	*2,137,677*

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Young Persons 2024 £	Adult Services 2024 £	Total funds 2024 £
Salaries	128,132	156,605	**284,737**
Staff costs	16,435	20,087	**36,522**
Volunteer costs	266	325	**591**
Training	547	-	**547**
Staff travel	239	293	**532**
Vehicle costs	97	119	**216**
Premises costs	10,374	12,679	**23,053**
Office running costs	17,741	21,684	**39,425**
Telephone	2,722	3,327	**6,049**
IT	7,715	9,430	**17,145**
Finance and legal costs	354	434	**788**
Audit, consultancy and professional fees	13,638	16,670	**30,308**
Depreciation	394	482	**876**
	198,654	242,135	**440,789**

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Young Persons 2023 £	*Adult Services 2023* £	*Total funds 2023* £
Salaries	*107,636*	*131,367*	*239,003*
Staff costs	*5,512*	*6,727*	*12,239*
Volunteer costs	*204*	*248*	*452*
Training	*2,019*	-	*2,019*
Staff travel	*651*	*795*	*1,446*
Vehicle costs	*456*	*555*	*1,011*
Service costs	*26*	*31*	*57*
Premises costs	*7,805*	*9,526*	*17,331*
Office running costs	*10,215*	*12,466*	*22,681*
Telephone	*2,711*	*3,309*	*6,020*
IT	*6,716*	*8,196*	*14,912*
Finance and legal costs	*60*	*73*	*133*
Audit, consultancy and professional fees	*8,411*	*10,266*	*18,677*
Depreciation	*793*	*969*	*1,762*
	153,215	*184,528*	*337,743*

Costs are allocated on the basis of the full time equivalent (FTE) of staff allocated to the resource.

10. Auditors' remuneration

	2024 £	*2023* £
Fees payable to the company's auditor for the audit of the company's annual accounts	**10,650**	*10,010*

11. Staff costs

	2024 £	2023 £
Wages and salaries	**1,422,518**	*1,438,659*
Social security costs	**121,037**	*127,128*
Pension costs	**82,364**	*79,065*
	1,625,919	*1,644,852*

During the year redundancy payments of £4,536 (2023: £2,570) were paid. These are recognised on the basis set out in accounting policy 2.5.

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

	2024 No.	2023 No.
Average monthly head count	**61**	*63*

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

The charity considers that the key management personnel comprise the trustees and senior management team. The total employee benefits of key management personnel of the charity were £308,539 (2023: £335,756).

12. Trustees' remuneration and expenses

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

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

13. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Caravans £	Total £
Cost or valuation						
At 1 April 2023	**958,038**	**47,905**	**33,499**	**152,415**	**41,638**	**1,233,495**
At 31 March 2024	**958,038**	**47,905**	**33,499**	**152,415**	**41,638**	**1,233,495**
Depreciation						
At 1 April 2023	**61,292**	**38,381**	**28,307**	**142,908**	**38,642**	**309,530**
Charge for the year	**15,612**	**2,381**	**4,980**	**7,730**	**749**	**31,452**
At 31 March 2024	**76,904**	**40,762**	**33,287**	**150,638**	**39,391**	**340,982**
Net book value						
At 31 March 2024	**881,134**	**7,143**	**212**	**1,777**	**2,247**	**892,513**
At 31 March 2023	*896,746*	*9,524*	*5,192*	*9,507*	*2,996*	*923,965*

14. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2023	**1**
At 31 March 2024	**1**

See note 26 for further details.

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

15. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	**78,715**	*67,614*
Other debtors	**123**	*13,373*
Prepayments and accrued income	**10,532**	*56,008*
Tax recoverable	**3,078**	*3,176*
	92,448	*140,171*

16. Creditors: Amounts falling due within one year

	2024 £	2023 £
Trade creditors	**40,762**	*9,995*
Amounts owed to group undertakings	**1**	*1*
Other taxation and social security	**35,732**	*39,898*
Other creditors	**750**	*750*
Accruals and deferred income	**219,234**	*321,885*
	296,479	*372,529*

Deferred income comprises contract income received in advance for contracts to be performed in future accounting periods.

	2024 £	2023 £
Deferred income at 1 April 2023	**310,513**	*317,958*
Resources deferred during the year	**204,584**	*310,513*
Amounts released from previous periods	**(310,513)**	*(317,958)*
	204,584	*310,513*

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

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
General Fund	**609,516**	**226,370**	**(261,626)**	**(8,390)**	**565,870**
Restricted funds					
On Track	**-**	**35,435**	**(43,825)**	**8,390**	**-**
Unity	**92,915**	**811,364**	**(897,227)**	**-**	**7,052**
Outside the Wire	**189,286**	**258,514**	**(329,874)**	**-**	**117,926**
Next Steps	**197,472**	**435,859**	**(434,063)**	**-**	**199,268**
Next Steps Recovery Hub	**896,746**	**-**	**(15,612)**	**-**	**881,134**
Early Interventions	**51,977**	**132,779**	**(148,702)**	**(3,791)**	**32,263**
Voicebox and vehicles	**10,287**	**-**	**(744)**	**-**	**9,543**
Other	**6,113**	**101,011**	**(57,203)**	**3,791**	**53,712**
	1,444,796	**1,774,962**	**(1,927,250)**	**8,390**	**1,300,898**
Total of funds	**2,054,312**	**2,001,332**	**(2,188,876)**	**-**	**1,866,768**

17. Statement of funds (continued)

General Fund:
The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes, donations, fund raising and surpluses and deficits arising from projects funded from various external sources.

Restricted Fund:

1) The Unity project is funded by the Norfolk County Council Public Health and identifies and works with vulnerable young people affected by substance misuse.

2) Outside the Wire provides advice and support to members and ex-members of the Armed Forces and their families. it is currently funded by the Royal British Legion, the Armed Forces Covenant Fund, and the NHS through the Norfolk and Suffolk Foundation Trust.

3) Next Steps is a centre for people in recovery from substance misuse. The centre programmes also include being part of the Project Adder initiative and the extension in recovery services to Kings Lynn and Great Yarmouth through Universal Funding. It has developed with funding from charitable trusts and Norfolk County Council Public Health.

4) Next Steps Recovey Hub represents funds received to purchase and develop the Recovery Hub Centre on Oak Street Norwich. The funds carried forwards will cover future years depreciation on the building.

5) The Early Intervention project aims to support children and young people with mental well-being issues.

6) One voicebox caravan (and towing vehicle) has been used in work to educate and support young people throughout Norfolk. The balances on the funds will cover future depreciation of these assets, which were originally purchased using restricted funds.

Fund transfers
During the year the charity made the following funds transfers:

1) A transfer from Early Interventions to Other Restricted funds of £3,791. This represents a surplus on a completed project which the original funder has agreed can be used on other services.

2) A transfer of £8,390 from general funds to restricted funds to cover a deficit on a completed project.

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2022 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2023* £
Unrestricted funds					
General Fund	*599,367*	*200,695*	*(179,383)*	*(11,163)*	*609,516*
Restricted funds					
On Track	*16,089*	*619,404*	*(668,262)*	*32,769*	-
Unity	*48,665*	*841,475*	*(797,225)*	-	*92,915*
Outside the Wire	*174,125*	*308,638*	*(293,477)*	-	*189,286*
Next Steps	*85,166*	*437,267*	*(324,957)*	*(4)*	*197,472*
Next Steps Recovery Hub	*912,353*	-	*(15,607)*	-	*896,746*
Early Interventions	*28,506*	*203,696*	*(176,520)*	*(3,705)*	*51,977*
Voicebox and vehicles	*11,286*	-	*(999)*	-	*10,287*
Other	*46,019*	*20,136*	*(42,145)*	*(17,897)*	*6,113*
	1,322,209	*2,430,616*	*(2,319,192)*	*11,163*	*1,444,796*
Total of funds	*1,921,576*	*2,631,311*	*(2,498,575)*	-	*2,054,312*

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	**Restricted funds 2024** £	**Total funds 2024** £
Tangible fixed assets	7,325	885,188	**892,513**
Fixed asset investments	1	-	**1**
Current assets	628,107	642,626	**1,270,733**
Creditors due within one year	(69,563)	(226,916)	**(296,479)**
Total	565,870	1,300,898	**1,866,768**

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total funds 2023 £*
Tangible fixed assets	*15,477*	*908,488*	*923,965*
Fixed asset investments	*1*	*-*	*1*
Current assets	*966,567*	*536,308*	*1,502,875*
Creditors due within one year	*(372,529)*	*-*	*(372,529)*
Total	*609,516*	*1,444,796*	*2,054,312*

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2024 £	*2023 £*
Net income/expenditure for the period (as per Statement of Financial Activities)	**(187,544)**	*132,736*
Adjustments for:		
Depreciation charges	**-**	*56,679*
Decrease/(increase) in debtors	**47,625**	*(41,820)*
Decrease in creditors	**(76,050)**	*(56,377)*
Interest received	**(7,265)**	*(2,157)*
Net cash provided by/(used in) operating activities	**(223,234)**	*89,061*

20. Analysis of cash and cash equivalents

	2024 £	*2023 £*
Cash in hand	**1,178,285**	*1,362,704*

21. Analysis of changes in net debt

	At 1 April 2023	Cash flows	At 31 March 2024
	£	£	£
Cash at bank and in hand	**1,362,704**	**(184,419)**	**1,178,285**

22. Pension commitments

The Charity operates a defined contribution scheme in respect of certain employees of the Charity.

Contributions are charged in the accounts as incurred and totalled £82,364 (2023: £79,065). There were outstanding contributions at the balance sheet date of 31 March 2024 of £8,569 (2023: £7,894).

23. Operating lease commitments

At 31 March 2024 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024	*2023*
	£	*£*
Not later than 1 year	**6,324**	*6,712*
Later than 1 year and not later than 5 years	**24,576**	*24,756*
Later than 5 years	**303,025**	*309,186*
	333,925	*340,654*

24. Related party transactions

The company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the company at 31 March 2024.

25. Corporate status

The company is a registered charity (No. 1122801) incorporated under the Companies Act and limited by guarantee. In the event of the charitable company being wound up members are required to contribute an amount not exceeding £1.

26. Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Holding
Matthew Project Enterprises Limited	10840324	Dormant	100%

The subsidiary was dormant for the year and its net position at 31 March 2024 was:

Name	Net assets £
Matthew Project Enterprises Limited	1

THE MATTHEW PROJECT

England & Wales - Charity number 1122801

Accounts

Registered number: 6388343
Charity number: 1122801

THE MATTHEW PROJECT

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

THE MATTHEW PROJECT
(A company limited by guarantee)

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THE MATTHEW PROJECT

(A company limited by guarantee)

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 MARCH 2023

Trustees	Stephen Lock, Vice Chair Neil Lawrence, Treasurer Elizabeth Wiggins, Chair Gregory Gibson Margaret Wade Lorinea Lain-Rogers (resigned 22 November 2022) Alison Lamont Keith James Robin Graham Hepburn Richard Cadman (appointed 24 November 2022) Elizabeth Cahir (appointed 24 March 2023) Richard Gilbert (appointed 24 November 2022)
Company registered number	6388343
Charity registered number	1122801
Registered office	70-80 Oak Street Norwich Norfolk NR3 3AQ
Company secretary	Andy Sexton (resigned 31 March 2023) Rachel Chapman (appointed 1 April 2023)
Chief executive officer	Andy Sexton (resigned 31 March 2023) Rachel Chapman (appointed 1 April 2023)
Independent auditors	Larking Gowen LLP Chartered Accountants 1st Floor, Prospect House Rouen Road Norwich NR1 1RE
Bankers	Lloyds Bank Plc Norwich NR2 1LZ
Solicitors	Birketts LLP Kingfisher House Gilders Way Norwich NR3 1UB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Purposes and aims

For 39 years, the Matthew Project has been empowering young people and adults to overcome drugs, alcohol, and mental health issues so they can live their lives more fully.

We support young people and adults who:
- have problems with drugs or alcohol
- are at risk of exploitation in County lines activity
- suffer from anxiety, depression and self-esteem issues
- face barriers to education, employment and training

We also have specialist services:
- run by veterans for veterans affected by drug and alcohol issues and living with PTSD
- for family members isolated and impacted by others' drug and alcohol issues

The Charity's objects (the “Objects”) are:

For the benefit of young people and adults in the East of England and elsewhere by:
a) advancing education and
b) providing counselling, advice, information, support services and other assistance for those in need with the aim of improving their physical, emotional, mental and spiritual well-being.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Achievements and performance

a. Main achievements of the company

We have supported over 1,500 people through our varied programmes and services, working across Norfolk and beyond with people who are struggling with drugs and alcohol and mental health issues. Our dedicated and experienced teams of caring professionals see the person not the problem. They offer hope and a space to be listened to. They tailor support rather than expecting everyone to fit into a standard model. We work one-on-one with individuals as well as in groups, face to face and virtually to help young people and adults to understand their behaviour and motivations; make the choices that are right for them and to develop skills and interests.

Achievements and performance (continued)

In this way we work to prevent or reduce substance misuse, build confidence and self-esteem, and help people to reintegrate into everyday life, including, in many cases, supporting them with education and employment. By doing this we benefit vulnerable communities through improved physical and mental health, better relationships with others, and overall better quality of life, along with access to more opportunities. Our achievements over the past year have also helped us in working towards our long-term goals, which include:

- Being a trusted provider of substance misuse services across Norfolk and beyond and providing excellent care and service for our beneficiaries.
- Widening our sources of funding to sustain and continue to develop our charitable services.
- Continuing to support and develop our team with training and volunteer development opportunities, because the Matthew Project is a great place to work.
- Supporting the hardest to reach.

Specific highlights over the year include:

- Expansion into Cambridgeshire: our Outside the Wire veterans' service now has a new provision within Cambridgeshire, providing much-needed outreach support to veterans affected by PTSD and substance misuse.
- Stepping Out: this new service provides specialist outreach support to 15–18-year-olds across Norfolk affected by mental ill health and barriers to employment.
- Black tie charity ball: In October we held our much-anticipated black-tie ball at Norwich City Football Club. The event featured over 200 guests and was hosted by local ITV news presenters David Whiteley and Becky Jago.
- Supper clubs: in 2022, we launched our supper clubs at Next Steps, where guests came for a meal provided by staff and volunteers at the hub. The events were successful both from a fundraising point of view and in raising awareness of the charity's work.
- Workshop: the Next Steps workshop has continued to develop with a range of activities available, including an increased focus on traded income through upcycling and repairs.
- We started delivering group and one to one work in HMP Norwich thereby also increasing the number of people accessing Matthew Project support on release
- We have strengthened our board by recruiting three new board members who bring with them skills in strategy, marketing, and clinical expertise

Achievements and performance (continued)

Some of our key outcomes over the year include the following:



b. Future developments

Following receipt of a grant for seed funding, we will be piloting social enterprise initiatives, based at our next Steps Centre in Norwich. Initially our plans include using the kitchen to provide catering for groups hiring our rooms as well as for a range of events and social functions. The workshop facilities will be used to upcycle furniture and create small items to sell online or at events. This has a two-fold benefit: to raise income for the work of the charity as well as to provide opportunities for beneficiaries to gain skills and work experience.

Achievements and performance (continued)

We will be launching our digital chat offer for young people struggling with substance misuse or affected by the substance misuse of others. This will provide out-of-hours advice and guidance to young people and their families delivered by experienced practitioners.

With the ending of our Building Better Opportunities funding from European Social Fund and the National Lottery Community Fund we will be seeking funds to continue our work with young people who are struggling to engage with education, employment and training.

We are developing a co-production strategy for the organisation that will provide more input into the decision-making process from adults and young people with lived experience.

Our Young people's Substance Misuse and Affected Others service contract with Norfolk County Council ends in March 2024 and we expect to be tendering for the new contract in the coming year.

Our CEO, Andy Sexton, resigned with effect from 31st March 2023 and an interim CEO, Rachel Chapman, was appointed. Rachel was subsequently appointed as CEO on a permanent basis. .

c. Our services

The Matthew Project provides a range of services for adults and young people across the East of England. These include:

Young people's services

Unity
Unity provides vital support for children and young people across Norfolk. Funded by Norfolk County Council's Public Health department, the service supports under-19s experiencing substance misuse issues, as well as those affected by somebody else's substance misuse such as a parent, a guardian, or another close family member (affected others).

Throughout what has been a challenging year, Unity staff have continued to provide a high quality of support to young people across Norfolk. Over this period, we have also had a change in leadership of Unity, as well as additional resource to ensure continuation of high-quality data collection.

Over the past 12 months, Unity has supported a total of 431 young people across Norfolk. This includes: 204 affected others; and 227 substance misuse clients.

Over this period, young people have seen numerous improvement, including the following:
- Improved wellbeing = 87% of substance misuse clients and 70% of affected others
- Improved confidence: 47% of substance misuse clients and 74% of affected others
- Engaging in education = 72% of substance misuse clients and 58% of affected others
- Better able to cope = 69% of affected others
- Improvements in substance misuse = 87% of substance misuse clients
- Family relationships = 62% of substance misuse clients and 74% of affected others

On Track
On Track is an employability service aimed at enabling some of the most disadvantaged young people across Norfolk into education, training, and employment. The project gives these young people the skills they need for employment, education or training, as well as the self-confidence and belief that they can achieve their goals.

On Track has received funding from the European Social Fund and The National Lottery Community Fund as

Achievements and performance (continued)

part of the 2014-2020 European Structural and investment Funds Growth Programme in England. The service brings together five organisations in a unique partnership led by The Matthew Project, working alongside GYROS, NANSA, YMCA Norfolk, and the Prince's Trust.

The young people we support are affected by multiple barriers to employment. Over the past 12 months, these have included 68% with mental health issues, 69% with disabilities, and 58% who lacked basic skills.

Over the past 12 months, On Track supported a total of 201 NEET (Not in Education, Employment or Training) young people through a range of one-to-one support and skills-based activities. Of these 201 young people:

- 109 reported improvements in their self-esteem
- 113 attended activities based around therapeutic support, skills development, and volunteering.

Early Intervention Team
The Early Intervention team supports young people with low-level and escalating mental health issues. We offer a preventative service, to prevent young people from needing more specialist support services, resource them, and empower them to obtain help and take control of their own mental health. Early intervention can help to have a lasting and positive effect on young people.

Over the past year, one of the key developments has been the new Stepping Out service, which works with 15-18-year-olds needing support around mental health and employability. Over the past year, Stepping Out has provided one-to-one support to 45 young people, and provided brief intervention support to 90 young people. Of those supported:

- 64% saw an improvement in feelings and emotions
- 73% saw an improvement in school, training, and work
- 64% saw an improvement in self-esteem
- 82% saw an improvement in friends and relationships

Adult services

The Next Steps recovery hub
Next Steps, based in central Norwich, is Norfolk's first ever community recovery hub. The hub provides a safe space for those in recovery from addiction to learn new skills, build new friendships, and maintain their recovery. The centre also provides additional support for affected others, veterans, and young people.

The core of Next Steps is the Recovery Support Programme (RSP), a programme of therapeutic and skills support based at the hub. Following participation in the RSP, people are able to access work-ready training and support into paid work or volunteering. Drop-in activities are offered to enable people to further their development of recovery capital and continued connection with a recovery community.

Over the past year, Next Steps has supported 173 adults in recovery through a range of therapeutic and skills-based programmes. Of these, 63 have progressed through the structured RSP, with the remainder accessing drop-ins and additional activities, including volunteering.

In addition, we have also supported 96 adults affected by substance misuse and involved in offending as part of the Project Adder programme delivered in partnership with Norfolk Constabulary. This includes outreach work across Norfolk.

Outside the Wire (OTW)
Since its launch in 2013, OTW has been supporting veterans, current serving personnel, and close family members in the East of England. This includes Norfolk, Suffolk, Essex, and a recently opened service in Cambridgeshire. OTW is run by veterans, helping to create more effective, tailored support for those affected by drug/alcohol misuse and/or PTSD.

Achievements and performance (continued)

OTW takes a holistic approach, also focusing on additional issues including homelessness, financial problems, employment, court appearances, and family relationships. OTW is made up of a team of seven staff, including outreach one-to-one practitioners, an affected others practitioner, group practitioners, and a prisons practitioner.

Over the past year, Outside the Wire has provided one-to-one and group support to 192 people. This includes:

- 121 veterans in the community provided with specialist one-to-one outreach support
- 39 family members provided with specialist one-to-one support and activities
- 32 veterans in custody supported with advice and guidance in prison forums

In addition, we also ran groups across the region, totalling 10 support groups run by staff and volunteers and supporting an average of 70 group members.

An additional focus of Outside the Wire is on raising awareness of the issues faced by veterans, as well as tackling stigma around PTSD and substance misuse within the armed forces. To do this, staff have delivered presentations and training to an estimated 330 veterans and professionals over the course of the year.

d. Volunteers

We currently have 34 active volunteers, who volunteered a total of 3,577+ hours of their time in 2022/23. They cover a range of roles, including new roles which have been created since the full opening of Next Steps (e.g. supporting workshop delivery).

Our volunteers come to us from a range of sources, including word of mouth, Voluntary Norfolk, previous beneficiaries, colleges and universities, and other targeted organisations (e.g. counselling trainers and business support groups).

What's currently working well:

- The diversity of volunteers
- Our reputation as a good place to volunteer
- Low volunteer turnover and attrition
- Supporting volunteers to move from recovery, through volunteering to employment or training

Achievements and performance (continued)

e. Environmental impact

We take a range of measures to ensure that our environmental impact is kept to a minimum. These include:

- Next Steps: the Norwich-based hub has been designed to reduce environmental impact. Examples include:
  - Repurposing an old industrial building (including reusing many of the original fixtures)
  - Using OSB cladding from sustainable forests
  - Using LED lighting throughout Next Steps
- Encouraging eco-friendly practices among staff and volunteers: these include a focus on recycling; growing vegetables at our allotment; clothes collections; and materials reused for arts and crafts.
- Offices: reducing energy consumption by controlling temperature and promoting switching off devices/lights when not in use; having a recycling plan in place with separate bins; using environmentally friendly stationary products and printing.
- Travel: cycle to work scheme; a car-sharing initiative; a blended model of online and face-to-face support to reduce mileage; 'clustering' outreach work to see more people more efficiently.

f. Equality, diversity and inclusion

Individuals with different cultures, perspectives and experiences are at the heart of the way the Matthew Project works. We want to recruit, develop and retain the most talented people. As an organisation we recognise that being a diverse and inclusive employer helps us fulfil our responsibility to make a difference for our clients.

We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way. We work within the spirit and the practice of the Equality Act 2010 by promoting a culture of respect and dignity and actively challenging discrimination. We will remove unnecessary barriers for our employees seeking opportunities through training and development, promotion and career planning.

We will continue to support our leaders, managers and employees to demonstrate the principles of diversity and inclusion in their everyday activities, roles and functions.

Financial review

a. Financial review

Income for the year was £2,631,311 (2022 - £2,195,507) and of this £2,456,370 (2022 - £2,053,728) came from grants and contract income.

Resources expended for the year amounted to £2,498,575 (2022 - £2,211,031).

The work of the Charity consists mainly of providing advice and support, and this is reflected in staff costs which form approximately 65% of total gross expenditure.

Net movement in funds for the year was a surplus of £132,736 (2022 – deficit of £15,524).

b. Reserves policy

Note 16 shows the movement in all the charity's funds in the year. An explanation of the nature and purpose of restricted funds is also given.

Restricted Funds

The balance of funds at 1 April 2022 was £1,322,209. Incoming resources for the year totalled £2,430,616 (2022 - £2,057,232). Resources expended totalled £2,319,192 (2022 - £2,068,933). The balance was £1,444,796 on restricted funds at 31 March 2023.

Further detail on individual restricted funds can be found in note 16 of the financial statements.

Unrestricted Funds

The opening balance on the general fund at the beginning of the year was £599,367. Incoming resources totalled £200,695 (2022 - £138,275) and resources expended totalled £179,383 (2022 - £142,098) giving a surplus of £21,312 (2022 – deficit of £3,823) for the year. The balance was £609,516 at 31 March 2023.

The Trustees review the reserves policy on an ongoing basis at bi-monthly finance committee meetings. In determining the level of unrestricted reserves required, the Trustees have taken into account:

- Working capital requirements: as payments under several major contracts are now made in arrears there is a need to maintain sufficient working capital to finance the on-going expenditure and also build up working capital in anticipation of winning additional major contracts.
- Expenditure which might arise if a major contract is lost: this would mainly relate to the levels of central overheads that could be recovered (with the potential requirement to reorganise parts of The Matthew Project) and the costs of vacating premises that would no longer be required.
- Expenditure required to continue to support a service where the funding has reduced and further funding is being sought.
- Investment in consultancy to support bids for new services.
- Investment in buildings and IT.
- Investment in professional development.
- An allowance for exceptional maintenance costs of buildings and equipment.
- Other potential risks as identified in the Risk Register.
- The need for a contingency to cover unforeseen events.

The target for unrestricted reserves is £503,000 and this compares with unrestricted funds at 31 March 2023 which amounted to £609,516. Excluding £15,477 of fixed assets within unrestricted funds, reserves therefore amounted to £594,039. The Trustees are satisfied that the Charity will have adequate funds available to fulfil its obligations for the year ended 31 March 2023.

c. Material investments policy

The Trustees have considered the most appropriate policy for investing funds. They have concluded that holding monies in bank treasury deposit and COIF deposit accounts meets the requirements to generate income whilst minimising risk and maintaining liquidity. Investment returns were higher as a result of the Bank of England Base Rate increasing from 0.75% to 4.25% throughout the year. Given the nature of this investment the Trustees will be reviewing where these funds are held for ease of access and rate of return.

d. Fundraising

Under Section 13 of the Charities (Protection and Social investment) Act 2016, charities that are subject to audit must make specific statements in their annual reports that provide information about their fundraising standards. Accordingly, the Trustees make the following statements in compliance with the requirements of the Act:

- All fundraising activities have been undertaken by the employees of the Charity or by supporters who have chosen The Matthew Project as their nominated charity for fundraising purposes. The Charity has not used a professional fundraiser or commercial participator during the year ended 31 March 2023.
- The Charity is not currently a member of the Fundraising Standards Board. However, the Charity complies with the Code of Fundraising Practice.
- In the past year there have been no instances where the Charity has failed to comply with the requirements and a complaint made.
- The Charity continually reviews and monitors activities involving fundraising carried out by internal staff.
- There have been no complaints received by the Charity or any person acting on its behalf about activities by the Charity or by a person on behalf of the Charity for the purpose of fundraising.
- The Charity has protected vulnerable people and other members of the public from behaviour constituting:
  a) Unreasonable intrusion on a person's privacy
  b) Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or
  c) Placing undue pressure on a person to give money or other property, in the course of, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.

The Charity actively promotes and markets its fundraising events and activities; however, it is entirely a voluntary matter for individuals, groups or businesses to decide whether they wish to participate in events or make donations.

e. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Structure, governance and management

a. Constitution

The charity was incorporated as a company limited by guarantee on 2 October 2007, and on 1 April 2008 took over the assets, liabilities, and undertakings of The Matthew Project (an unincorporated charity established by a trust deed dated 9March 1982).

The charity's Trustees, who are members of the board of directors, are detailed on page 3.

b. Methods of appointment or election of Trustees

Trustees are elected at the annual general meeting for a term of three years. They are recruited based on skills, experience, and background to contribute to the effective governance of the charity. Trustees are recruited through a variety of means including advertising through websites, responding to interest, and approaching relevant professional and voluntary organisations.

Each Trustee receives an information pack, a role description, and a thorough induction package which involves meeting the Chair of Trustees, the CEO, and members of staff and observing the work of the charity. Trustees are also then enrolled on two online safeguarding courses, one for children and one for vulnerable adults. Trustees attend regular training and update sessions concerning governance facilitated by local

Structure, governance and management (continued)

providers. The Matthew Project is grateful to the Trustees for their hard work and commitment.

In the past year Trustees have taken responsibility for specific governance areas based on their particular skills and expertise, including:

- Ethos
- Performance
- Compliance and legal
- Volunteers
- Safeguarding
- Training
- ICT

Action continues to be taken to recruit Trustees with specialist knowledge and experience of substance misuse and social work; and governance of charitable organisations. The Trustees have also taken action to raise their profile and understanding of the work of the Matthew Project by attending a range of events and visiting teams in their various workplaces.

c. Governance and management

The Trustees are responsible for the overall governance of the charity and its strategic direction and development with the Chief Executive Officer and the senior management team. Aspects of this, including the day-to-day management and development of the charity, are delegated to the CEO and the management team. Trustees have areas of responsibility and a working group method has been adopted to address key tasks and areas of work, which also involves relevant staff members. Regular reports are produced for the Trustees every two months.

Over the past year, the Board has met bi-monthly. At each meeting the Board considers the finances of the Charity and receives a report from the Chief Executive Officer. The Board also operates three sub-committees: the Finance Committee, the Development Committee, and Operational Governance Group. Each of these are attended by at least two Trustees, as well as relevant staff members.

We are undertaking a review of trustee roles and procedures to ensure more effective governance and in doing so are taking into account the recommendations of the governance code.

d. Pay policy for senior staff

The remuneration for senior staff is determined by the Board of Trustees. Remuneration is subject to periodic market reviews and independent evidence and advice is obtained to inform the decision-making process, before any changes are made. Any proposed changes will be recommended to the Board of Trustees for consideration and approval.

In addition, the remuneration for senior staff will be subject to annual review as part of the organisation's evaluation of pay inflation and consequential recommendations to the Board of Trustees to make a pay award, if any.

The Trustees received no remuneration for their time during the year.

Structure, governance and management (continued)

e. Risk assessment

The Trustees have, during the year, continued to review the major risks to which the charity is exposed and to establish systems to mitigate those risks identified not already covered by the charity's existing systems and risk management strategies and controls. This is designed to minimise any potential impact to the Charity and its beneficiaries, should these risks materialise. All potential new services are assessed through a risk management process. This includes a periodical review of the risk register and organisational governance. The Trustees have identified two main risks to the charity.

Reduction in funding from public sector, trusts and foundations. The response from the charity is:

- the diversification of income through the development of earned and donated income streams.
- continued engagement with relevant public sector funding bodies, thusts and foundations to keep abreast of changes and developments.
- annual review of the reserves figure to ensure sufficient financial headroom to adapt to underlying political / economic situation.

Staffing including risk of staff stress, absence, retention and difficulties recruiting due to increasing complexity and volatility of clients, exacerbated by contextual pressures such as the cost of living crisis. The response of the charity is:

- staff have effective managerial supervision and managers expectations are reasonable
- access to a range of employee assistance services.

f. Public benefit

Under the Charities Act, the Trustees are required to report on the extent to which The Matthew Project has provided public benefit during the year. The Charity Commission guidance recommends that this should be reported by means of: a review of significant activities; details of aims and objectives; strategies adopted and activities undertaken to achieve aims and objectives; and achievements by reference to aims and objectives.

We report on the above four areas in detail in the sections headed 'our aims and objectives' and 'achievements and performance'. The Trustees consider that the operations of The Matthew Project during the year were in accordance with general charitable principles and the charitable purposes set out in the Memorandum and Articles of Association and were wholly for the benefit of the public.

g. Trustees' imdemnities

The charity has purchased professional indemnity insurance on behalf of the Trustees.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2023

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Disclosure of information to auditors (continued)

Auditors

The auditors, Larking Gowen LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees and signed on their behalf by:



.....
Neil Lawrence
(Trustee)
Date: 12/12/2023

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT

Opinion

We have audited the financial statements of The Matthew Project (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Annual report other than the financial statements and our Auditors' report thereon. The Trustees are responsible for the other information contained within the Annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions 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 company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

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:

Due to the field in which the Charity operates, we identified the following areas as those most likely to have a material impact on the financial statement: health and safety; employment laws; GDPR, safeguarding, serious incident reporting and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgments made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Use of our report

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



Giles Kerkham FCA (Senior statutory auditor)
for and on behalf of
Larking Gowen LLP
Chartered Accountants
Statutory Auditors
1st Floor, Prospect House
Rouen Road
Norwich
NR1 1RE

Date: 20/12/2023

THE MATTHEW PROJECT

(A company limited by guarantee)

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

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Income from:					
Donations and legacies	4	**85,577**	**12,574**	**98,151**	*73,718*
Charitable activities	5	**43,569**	**2,412,801**	**2,456,370**	*2,053,728*
Other trading activities	6	**69,392**	**5,241**	**74,633**	*67,994*
Investments	7	**2,157**	**-**	**2,157**	*67*
Total income		**200,695**	**2,430,616**	**2,631,311**	*2,195,507*
Expenditure on:					
Raising funds	8	**21,621**	**1,534**	**23,155**	*6,849*
Charitable activities		**157,762**	**2,317,658**	**2,475,420**	*2,204,182*
Total expenditure		**179,383**	**2,319,192**	**2,498,575**	*2,211,031*
Net income/(expenditure)		**21,312**	**111,424**	**132,736**	*(15,524)*
Transfers between funds	17	**(11,163)**	**11,163**	**-**	*-*
Net movement in funds		**10,149**	**122,587**	**132,736**	*(15,524)*
Reconciliation of funds:					
Total funds brought forward		**599,367**	**1,322,209**	**1,921,576**	*1,937,100*
Net movement in funds		**10,149**	**122,587**	**132,736**	*(15,524)*
Total funds carried forward		**609,516**	**1,444,796**	**2,054,312**	*1,921,576*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 22 to 41 form part of these financial statements.

THE MATTHEW PROJECT

(A company limited by guarantee)
REGISTERED NUMBER: 6388343

BALANCE SHEET
AS AT 31 MARCH 2023

	Note		2023 £		*2022 £*
Fixed assets					
Tangible assets	13		**923,965**		*980,644*
Investments	14		**1**		*1*
			923,966		*980,645*
Current assets					
Debtors	15	**140,171**		*98,244*	
Cash at bank and in hand		**1,362,704**		*1,271,486*	
		1,502,875		*1,369,730*	
Creditors: amounts falling due within one year	16	**(372,529)**		*(428,799)*	
Net current assets			**1,130,346**		*940,931*
Total net assets			**2,054,312**		*1,921,576*
Charity funds					
Restricted funds	17		**1,444,796**		*1,322,209*
Unrestricted funds	17		**609,516**		*599,367*
Total funds			**2,054,312**		*1,921,576*

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

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

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

.....
Neil Lawrence
(Trustee)
Date: 12/12/2023

The notes on pages 22 to 41 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	*2022* *£*
Cash flows from operating activities		
Net cash generated in operating activities	**89,061**	*47,947*
Cash flows from investing activities		
Interest received	**2,157**	*67*
Purchase of tangible fixed assets	**-**	*(25,394)*
Net cash provided by/(used in) investing activities	**2,157**	**(25,327)**
Change in cash and cash equivalents in the year	**91,218**	**22,620**
Cash and cash equivalents at the beginning of the year	**1,271,486**	*1,248,866*
Cash and cash equivalents at the end of the year	**1,362,704**	*1,271,486*

The notes on pages 22 to 41 form part of these financial statements

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

1. General information

The Matthew Project is a company, limited by guarantee and has no share capital, incorporated in England and Wales, registration number 6388343. The registered office is 70-80 Oak Street, Norwich, Norfolk, NR3 3AQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Matthew Project meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

In approving these accounts, the Trustees have assessed whether the use of going concern is appropriate and whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of The Matthew Project to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of the approval of the financial statements.

The Trustees have reviewed the level of liquid assets and funds and the expected income and expenditure for 12 months from authorising these financial statements. Taking particularly into consideration the level of unrestricted reserves and projected cashflows the Trustees conclude that the charity will meet its liabilities as they fall due for the period of assessment. For this reason, the Trustees consider the charity to be financially well positioned and that the financial statements should continue to be prepared on a going concern basis.

2.3 Legal status of the Charity

The Charity is a company by limited guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

2. Accounting policies (continued)

2.4 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid and tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Legacies are included in the Statement of Financial Activities when the charity becomes aware of its entitlement to gift, receipt is probable and the amount can be reliably quantified.

Income from government grants, whether 'capital' grants or 'revenue' grants, are recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amout can be measured reliably and is not deferred.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition has been met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the Charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fee are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

2.5 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Cost of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies. Fundraising costs do not include the costs of disseminating information of support of the charitble activities.

- Support costs comprise those costs which are incurred directly in support of expenditure on the objects transferred to the new provider.

- Support costs are allocated on the basis of the full time equivalent of staff to the resource.

All expenditure is inclusive of irrecoverable VAT.

2. Accounting policies (continued)

2.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.7 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Tangible fixed assets and depreciation

All purchased fixed assets are initially recorded at cost. Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

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

Depreciation is provided on the following bases:

Leasehold improvements	-		over period of lease
Caravans	-	25%	RB
Motor vehicles	-	25%	RB
Equipment (fixed)	-		over period of lease
Furniture and equipment (movable)	-	25%	
Computer equipment	-	33%	SL

2.9 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

2.11 Cash at bank and in hand

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

2. Accounting policies (continued)

2.12 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.13 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight-line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight-line basis over the lease term, unless another systematic basis is representative of the time pattern of the lessee's benefit from the use of the leased asset.

2.15 Pensions

Contributions to the charity's defined contribution pension scheme and to the Norfolk Pension Scheme are charged to the profit and loss account in the year in which they become payable.

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

No judgements (apart from those involving estimates) have been made in the process of applying the above policies.

The key assumption concerning the future and key sources of estimation uncertainty at the key reporting date that has significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year is:

- The estimation of the useful economic life of the fixed assets.

4. Income from donations and legacies

	Unrestricted funds 2023 £	**Restricted funds 2023 £**	**Total funds 2023 £**
Donations	85,562	12,574	**98,136**
Legacies	15	-	**15**
	85,577	12,574	**98,151**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Donations	*50,368*	*10,938*	*61,306*
Legacies	*6,677*	*-*	*6,677*
NCC - Covid grant funding	*4,000*	*-*	*4,000*
Coronavirus Job Retention Scheme Grant	*1,735*	*-*	*1,735*
	62,780	*10,938*	*73,718*

5. Income from charitable activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Young Persons	-	1,576,770	**1,576,770**
Adult Services	-	836,031	**836,031**
Community Justice	43,569	-	**43,569**
Support - Head Office	-	-	**-**
	43,569	2,412,801	**2,456,370**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Young Persons	*-*	*1,356,110*	*1,356,110*
Adult Services	*-*	*674,318*	*674,318*
Support - Head Office	*23,300*	*-*	*23,300*
	23,300	*2,030,428*	*2,053,728*

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Fundraising events	46,610	-	**46,610**
Other trading activities	22,782	5,241	**28,023**
	69,392	5,241	**74,633**

6. Income from other trading activities (continued)

Income from non charitable trading activities (continued)

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Fundraising events	*24,826*	*-*	*24,826*
Other trading activities	*27,302*	*15,866*	*43,168*
	52,128	*15,866*	*67,994*

7. Investment income

	Unrestricted funds 2023 £	**Total funds 2023 £**
Bank interest	2,157	**2,157**

	Unrestricted funds 2022 £	*Total funds 2022 £*
Bank interest	*67*	*67*

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Young Persons	-	100	**100**
Adult Services	1,479	1,434	**2,913**
Support Costs	20,142	-	**20,142**
	21,621	1,534	**23,155**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Young Persons	*-*	*49*	*49*
Adult Services	*2,161*	*386*	*2,547*
Support Costs	*4,253*	*-*	*4,253*
	6,414	*435*	*6,849*

9. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Young Persons	1,458,461	152,105	**1,610,566**
Adult Services	679,216	185,638	**864,854**
	2,137,677	337,743	**2,475,420**

9. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2022 £	*Support costs 2022 £*	*Total funds 2022 £*
Young Persons	*1,350,118*	*203,386*	*1,553,504*
Adult Services	*539,698*	*110,980*	*650,678*
	1,889,816	*314,366*	*2,204,182*

Analysis of direct costs

	Young Persons 2023 £	**Adult Services 2023 £**	**Total funds 2023 £**
Staff and volunteer costs	1,105,746	546,997	**1,652,743**
Service costs	223,138	38,590	**261,728**
Premises and office running costs	108,004	60,286	**168,290**
Depreciation including loss on disposal	21,573	33,343	**54,916**
	1,458,461	679,216	**2,137,677**

	Young Persons 2022 £	*Adult Services 2022 £*	*Total funds 2022 £*
Staff and volunteer costs	*1,050,709*	*448,601*	*1,499,310*
Service costs	*212,411*	*15,569*	*227,980*
Premises and office running costs	*75,420*	*41,615*	*117,035*
Depreciation including loss on disposal	*11,578*	*33,913*	*45,491*
	1,350,118	*539,698*	*1,889,816*

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Young Persons 2023 £	Adult Services 2023 £	Total funds 2023 £
Salaries	107,636	131,367	**239,003**
Staff costs	5,512	6,727	**12,239**
Volunteer costs	204	248	**452**
Training	909	1,110	**2,019**
Staff travel	651	795	**1,446**
Vehicle costs	456	555	**1,011**
Service costs	26	31	**57**
Premises costs	7,805	9,526	**17,331**
Office running costs	10,215	12,466	**22,681**
Telephone	2,711	3,309	**6,020**
IT	6,716	8,196	**14,912**
Finance and legal costs	60	73	**133**
Audit, consultancy and professional fees	8,411	10,266	**18,677**
Depreciation	793	969	**1,762**
	152,105	185,638	**337,743**

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Young Persons 2022 £	*Adult Services 2022 £*	*Total funds 2022 £*
Salaries	*146,313*	*79,839*	*226,152*
Staff costs	*1,829*	*998*	*2,827*
Volunteer costs	*399*	*218*	*617*
Training	*2,123*	*1,156*	*3,279*
Vehicle costs	*1,347*	*735*	*2,082*
Service costs	*65*	*35*	*100*
Premises costs	*7,251*	*3,957*	*11,208*
Office running costs	*18,892*	*10,309*	*29,201*
Telephone	*3,691*	*2,014*	*5,705*
IT	*5,974*	*3,260*	*9,234*
Finance and legal costs	*7,928*	*4,326*	*12,254*
Audit, consultancy and professional fees	*6,561*	*3,580*	*10,141*
Depreciation	*1,013*	*553*	*1,566*
	203,386	*110,980*	*314,366*

Costs are allocated on the basis of the full time equivalent (FTE) of staff allocated to the resource.

10. Auditors' remuneration

	2023 £	*2022 £*
Fees payable to the company's auditor for the audit of the company's annual accounts	**10,010**	*9,100*

11. Staff costs

	2023 £	*2022* *£*
Wages and salaries	**1,438,659**	*1,294,951*
Social security costs	**127,128**	*102,749*
Pension costs	**79,065**	*70,517*
	1,644,852	*1,468,217*

During the year redundancy payments of £2,570 (2022: £2,660) were paid. These are recognised on the basis set out in accounting policy 2.5.

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

	2023 No.	*2022* *No.*
Average monthly head count	**63**	*59*

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

The charity considers that the key management personnel comprise the trustees and senior management team. The total employee benefits of key management personnel of the charity were £335,756 (2022: £341,613).

12. Trustees' remuneration and expenses

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

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

13. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Caravans £	Total £
Cost or valuation						
At 1 April 2022	**958,038**	**47,905**	**33,499**	**152,415**	**41,638**	**1,233,495**
At 31 March 2023	**958,038**	**47,905**	**33,499**	**152,415**	**41,638**	**1,233,495**
Depreciation						
At 1 April 2022	**45,685**	**35,206**	**19,931**	**114,386**	**37,643**	**252,851**
Charge for the year	**15,607**	**3,175**	**8,376**	**28,522**	**999**	**56,679**
At 31 March 2023	**61,292**	**38,381**	**28,307**	**142,908**	**38,642**	**309,530**
Net book value						
At 31 March 2023	**896,746**	**9,524**	**5,192**	**9,507**	**2,996**	**923,965**
At 31 March 2022	*912,353*	*12,699*	*13,568*	*38,029*	*3,995*	*980,644*

14. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2022	**1**
At 31 March 2023	**1**

See note 26 for further details.

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

15. Debtors

	2023 £	2022 £
Due within one year		
Trade debtors	**67,614**	*26,134*
Other debtors	**13,373**	*-*
Prepayments and accrued income	**56,008**	*72,110*
Tax recoverable	**3,176**	*-*
	140,171	*98,244*

16. Creditors: Amounts falling due within one year

	2023 £	2022 £
Trade creditors	**9,995**	*44,952*
Amounts owed to group undertakings	**1**	*1*
Other taxation and social security	**39,898**	*40,848*
Other creditors	**750**	*750*
Accruals and deferred income	**321,885**	*342,248*
	372,529	*428,799*

Deferred income comprises contract income received in advance for contracts to be performed in future accounting periods.

	2023 £	2022 £
Deferred income at 1 April 2022	**317,958**	*249,985*
Resources deferred during the year	**310,513**	*317,958*
Amounts released from previous periods	**(317,958)**	*(249,985)*
	310,513	*317,958*

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

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2023 £
Unrestricted funds					
General Fund	**599,367**	**200,695**	**(179,383)**	**(11,163)**	**609,516**
Restricted funds					
On Track	**16,089**	**619,404**	**(668,262)**	**32,769**	**-**
Unity	**48,665**	**841,475**	**(797,225)**	**-**	**92,915**
Outside the Wire	**174,125**	**308,638**	**(293,477)**	**-**	**189,286**
Next Steps	**85,166**	**437,267**	**(324,957)**	**(4)**	**197,472**
Next Steps Recovery Hub	**912,353**	**-**	**(15,607)**	**-**	**896,746**
Early Interventions	**28,506**	**203,696**	**(176,520)**	**(3,705)**	**51,977**
Voicebox and vehicles	**11,286**	**-**	**(999)**	**-**	**10,287**
Other	**46,019**	**20,136**	**(42,145)**	**(17,897)**	**6,113**
	1,322,209	**2,430,616**	**(2,319,192)**	**11,163**	**1,444,796**
Total of funds	**1,921,576**	**2,631,311**	**(2,498,575)**	**-**	**2,054,312**

17. Statement of funds (continued)

General Fund:
The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes, donations, fund raising and surpluses and deficits arising from projects funded from various external sources.

Restricted Fund:

1) On Track is part of the Building Better Opportunities (BBO) programme which is funded by the European Social Fund (ESF) and Big Lottery. The Matthew Project is the lead partner on this project. We were awarded the funding in January 2017 and the project runs to June 2023.

2) The Unity project is funded by the Norfolk County Council Public Health and identifies and works with vulnerable young people affected by substance misuse.

3) Outside the Wire provides advice and support to members and ex-members of the Armed Forces and their families. it is currently funded by the Royal British Legion, the Armed Forces Covenant Fund, and the NHS through the Norfolk and Suffolk Foundation Trust.

4) Next Steps is a centre for people in recovery from substance misuse. The centre programmes also include being part of the Project Adder initiative and the extension in recovery services to Kings Lynn and Great Yarmouth through Universal Funding. It has developed with funding from charitable trusts and Norfolk County Council Public Health.

5) Next Steps Recovey Hub represents funds received to purchase and develop the Recovery Hub Centre on Oak Street Norwich. The funds carried forwards will cover future years depreciation on the building.

6) The Early Intervention project aims to support children and young people with mental well-being issues.

7) One voicebox caravan (and towing vehicle) has been used in work to educate and support young people throughout Norfolk. The balances on the funds will cover future depreciation of these assets, which were originally purchased using restricted funds.

8) The provision of informal advice and outreach to young people in schools and clubs. This is funded from various charitable trusts and purchased by schools.

Fund transfers
During the year the charity made the following funds transfers:

1) Total transfers of £34,436 from unrestricted funds to restricted funds to cover deficits on restricted projects.

2) Following a review of restricted fund balances, it was concluded there is no remaining restriction on funds totalling £23,273, which have therefore been transferred to general funds.

17. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2021 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2022* £
Unrestricted funds					
General Fund	*664,783*	*138,275*	*(142,098)*	*(61,593)*	*599,367*
Restricted funds					
On Track	*13,773*	*490,512*	*(547,382)*	*59,186*	*16,089*
Unity	*89,749*	*779,709*	*(820,793)*	*-*	*48,665*
Outside the Wire	*92,566*	*306,736*	*(226,717)*	*1,540*	*174,125*
Next Steps	*41,889*	*332,593*	*(296,607)*	*7,291*	*85,166*
Next Steps Recovery Hub	*927,960*	*-*	*(15,607)*	*-*	*912,353*
Early Interventions	*18,550*	*121,893*	*(111,838)*	*(98)*	*28,507*
Voicebox and vehicles	*13,479*	*-*	*(1,332)*	*(861)*	*11,286*
Other	*74,351*	*25,789*	*(48,657)*	*(5,465)*	*46,018*
	1,272,317	*2,057,232*	*(2,068,933)*	*61,593*	*1,322,209*
Total of funds	*1,937,100*	*2,195,507*	*(2,211,031)*	*-*	*1,921,576*

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	**Restricted funds 2023** £	**Total funds 2023** £
Tangible fixed assets	15,477	908,488	**923,965**
Fixed asset investments	1	-	**1**
Current assets	966,567	536,308	**1,502,875**
Creditors due within one year	(372,529)	-	**(372,529)**
Total	609,516	1,444,796	**2,054,312**

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Tangible fixed assets	*28,697*	*951,947*	*980,644*
Fixed asset investments	*1*	*-*	*1*
Current assets	*675,133*	*694,597*	*1,369,730*
Creditors due within one year	*(104,464)*	*(324,335)*	*(428,799)*
Total	*599,367*	*1,322,209*	*1,921,576*

19. Reconciliation of net movement in funds to net cash flow from operating activities

	2023 £	*2022 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**132,736**	*(15,524)*
Adjustments for:		
Depreciation charges	**56,679**	*47,057*
Increase in debtors	**(41,820)**	*(59,345)*
Increase/(decrease) in creditors	**(56,377)**	*90,826*
Interest received	**(2,157)**	*(67)*
Increase/(Decrease) in provisions	**-**	*(15,000)*
Net cash provided by operating activities	**89,061**	*47,947*

20. Analysis of cash and cash equivalents

	2023 £	*2022 £*
Cash in hand	**1,362,704**	*1,271,486*

21. Analysis of changes in net debt

	At 1 April 2022	Cash flows	At 31 March 2023
	£	£	£
Cash at bank and in hand	**1,271,486**	**91,218**	**1,362,704**

22. Pension commitments

The Charity operates a defined contribution scheme in respect of certain employees of the Charity.

Contributions are charged in the accounts as incurred and totalled £79,065 (2022: £70,517). There were outstanding contributions at the balance sheet date of 31 March 2023 of £7,894 (2022: £7,465).

23. Operating lease commitments

At 31 March 2023 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	*2022*
	£	*£*
Not later than 1 year	**6,712**	*6,712*
Later than 1 year and not later than 5 years	**24,756**	*25,326*
Later than 5 years	**309,186**	*315,330*
	340,654	*347,368*

24. Related party transactions

The company has not entered into any related party transaction during the year, nor are there any outstanding balances owing between related parties and the company at 31 March 2023.

25. Corporate status

The company is a registered charity (No. 1122801) incorporated under the Companies Act and limited by guarantee. In the event of the charitable company being wound up members are required to contribute an amount not exceeding £1.

26. Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Holding
Matthew Project Enterprises Limited	10840324	Dormant	100%

The subsidiary was dormant for the year and its net position at 31 March 2023 was:

Name	Net assets £
Matthew Project Enterprises Limited	1

THE MATTHEW PROJECT

England & Wales - Charity number 1122801

Accounts

Registered number: 6388343
Charity number: 1122801

THE MATTHEW PROJECT

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

THE MATTHEW PROJECT
(A company limited by guarantee)

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THE MATTHEW PROJECT

(A company limited by guarantee)

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

Trustees

Stephen Lock, Vice Chair
Neil Lawrence, Treasurer
Elizabeth Wiggins, Chair (appointed 16 November 2020)
Richard Capper (resigned 15 November 2021)
Gregory Gibson
Margaret Wade
Lorinea Lain-Rogers
Alison Lamont
Keith James
Jacqueline Higham (resigned 15 November 2021)
Robin Graham Hepburn (appointed 15 November 2021)

Company registered number	6388343
Charity registered number	1122801
Registered office	70-80 Oak Street Norwich Norfolk NR3 3AQ
Company secretary	Andy Sexton
Chief executive officer	Andy Sexton
Independent auditors	Larking Gowen LLP Chartered Accountants King Street House 15 Upper King Street Norwich NR3 1RB
Bankers	Lloyds Bank Plc Norwich NR2 1LZ
Solicitors	Birketts LLP Kingfisher House Gilders Way Norwich NR3 1UB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2021 to 31 March 2022. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with FRS 102 (effective January 2016) as amended by Updated Bulletin 1 (effective 1 January 2015).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Purposes and aims

For 38 years, the Matthew Project has been supporting children and adults affected by substance misuse in the East of England. Over this time, we have built up a reputation for delivering high quality, effective services, focusing on both prevention, treatment and recovery.

The Charity's objects (the “Objects”) are:

For the benefit of young people and adults in the East of England and elsewhere by:

(a) advancing education and

(b) providing counselling, advice, information, support services and other assistance for those in need with the aim of improving their physical, emotional, mental and spiritual well-being.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Achievements and performance

a. Main achievements of the company

Over the past year, as we have come through the worst of the Covid-19 pandemic, the Matthew Project’s services have been more important than ever in supporting people affected by substance misuse and mental health issues, primarily across Norfolk. We have supported over 1,600 people through our varied programmes and services, including: offering information and advice, counselling, one-to-one support, and life coaching, on both a one-to-one and group basis, using face-to-face, telephone, and digital channels.

We work alongside our beneficiaries to prevent or reduce substance misuse, build confidence and self-esteem, and help people to reintegrate into everyday life, including, in many cases, supporting them with education and employment. By doing this we benefit vulnerable communities through improved physical and mental health, better relationships with others, and overall better quality of life, along with access to more opportunities. Our achievements over the past year have also helped us in working towards our long-term goals, which include:

- Being a trusted provider of substance misuse services across Norfolk and beyond, and providing excellent care and service for our beneficiaries.
- Widening our sources of funding in order to sustain and continue to develop our charitable services.
- Continuing to support and develop our team with training and volunteer development opportunities, because the Matthew Project is a great place to work.
- Supporting the hardest to reach.

Achievements and performance (continued)

Specific highlights over the year include:

- The extension of our young people's drug and alcohol support service, Unity, which is now funded until March 2024.
- Continuation funding for our Next Steps recovery support, based in Norwich. This includes a grant from the National Lottery Community Fund which covers the core costs of Next Steps for three years.
- Continued development and use of the facilities within Next Steps, including regular meals in the kitchen, upcycling in the workshop, and room hire.
- New upcoming projects for young people affected by mental ill health:
  - A new partnership with the Norfolk and Suffolk Foundation Trust to reduce mental health waiting times
  - A new project, called Stepping Out, focusing on 15-18 year olds needing support around wellbeing, confidence, and skills
- Success in growing our community fundraising support through a range of events and appeals, including winning the Big Give Christmas Challenge 2021's 'Excellent Charity' award.
- Longer-term security for our veterans' support service, Outside the Wire, through a three-year grant from the Royal British Legion, as well as continuation of the Veterans' Integrated Service.

Throughout the year, we've also continued to adapt to meet new challenges created by Covid-19, including:

- Adapting support and working practices to ensure the safety of beneficiaries and staff (particularly during times of additional restrictions).
- Meeting emerging and changing needs brought about by Covid-19
- Ensuring that learning and adaptations from Covid-19 are incorporated into future plans (including more blended remote support)

b. Future developments

The current iteration of the Matthew Project's 3-year strategy comes to an end in November 2022, and so we have entered a strategic planning process involving Trustees, staff, and stakeholders to develop a new 3-year strategy for sign off at the November AGM. We plan that this will coincide with the launch of our refreshed brand.

We are looking to recruit additional Board members to replace the two members who resigned and will be looking for particular skills that can work alongside us to support our high-quality practice and strategic direction. We have identified two new members of the Board who will bring skills in strategy and in clinical support for the team.

We are looking forward this year to building on the partnerships with NSFT, Walking with the Wounded, and Norfolk County Council, to support Veterans, young people with mental well-being challenges, as well as to expand recovery teams to other places in Norfolk.

We are also looking forward to having even greater impact through the development of the Substance Misuse Champions Training and the Unity digital offer for young people affected by the substance misuse of others.

Next Steps has been awarded a grant for an exciting pilot project to work alongside the Norwich Historic Churches Trust to train eight people in recovery with skills in historic building restoration.

The On Track progamme, funded by the European Social Fund and the National Lottery Community Fund, will come to an end in June 2023. This will be an enormous loss for the County of Norfolk as there is no other such provision for NEET young people. So, we will be looking creatively with stakeholders at ways we can continue to provide this service.

Through supporter events and a Black-tie Ball in October, we are looking to continue to increase the Matthew Project's profile and expand our supporter base.

Achievements and performance (continued)

c. Our services

The Matthew Project provides a range of services for adults and young people across the East of England. These include:

Young people's services

Unity
Unity provides vital support for children and young people across Norfolk. Funded by Norfolk County Council's Public Health department, the service supports under-19s experiencing substance misuse issues, as well as those affected by somebody else's substance misuse such as a parent, a guardian, or another close family member (affected others).

Throughout what has been a challenging year, Unity staff have continued to provide a high quality of support to young people across Norfolk. Over this period, we have also had a change in leadership of Unity, as well as additional resource to ensure continuation of high-quality data collection.

Over the past 12 months, Unity has supported a total of 526 young people across Norfolk. This includes: 292 affected others; and 234 substance misuse clients.

On Track
On Track is an employability service aimed at enabling disengaged young people across Norfolk into education, training, and employment. The project gives these young people the skills they need for employment, education or training, as well as the self-confidence and belief that they can achieve their goals.

On Track has received funding from the European Social Fund and The National Lottery Community Fund as part of the 2014-2020 European Structural and investment Funds Growth Programme in England. The service brings together five organisations in a unique partnership led by The Matthew Project, working alongside GYROS, NANSA, YMCA Norfolk, and the Prince's Trust.

The young people we support are affected by multiple barriers to employment. Over the past 12 months, these have included 63% with disabilities and 51% who lack basic skills.
Over this period:

- 151 young people were supported
- 75 young people (50%) moved into education, training, and/or employment upon leaving. Of these:
  - 58% moved into education or training
  - 42% moved into employment

Early Intervention Team
The Early Intervention team supports young people with low-level and escalating mental health issues. We offer a preventative service, hoping to prevent young people from needing more specialist support services, resource them, and empower them to obtain help and take control of their own mental health. Early intervention can help to have a lasting and positive effect on young people.

Over the past year, we have seen 91 young people for one-to-one mental health and wellbeing sessions. Generally, we see each young person for 6 sessions.

In addition to this core support:

- We have worked in 9 schools to deliver these sessions
- We have delivered webinars on anxiety, wellbeing, and self-esteem- each of these webinars were delivered to 280 people.
- We have provided 18 parents with support either by telephone, webinar or face- to- face
- In person wellbeing group sessions were delivered in 8 schools with 47 young people taking part in groups
- We sent out a pre-recorded wellbeing assembly to one Norfolk school which was shown to approximately 1200 young people.
- We have delivered at total of 121 drug and alcohol education sessions in person

Achievements and performance (continued)

- 90 of these were delivered at Crucial Crew (a multi-agency safety education event for 10–11-year-olds, focusing on staying safe and managing risk)
- 31 of these sessions were delivered in Norfolk schools and colleges

Adult services

The Next Steps recovery hub
Established with funding from Public Health England and Norfolk County Council Public Health, along with a wide range of trusts and foundations, companies, and individual donors, the Next Steps recovery hub, based in central Norwich, is Norfolk's first ever (and only) community recovery hub. The £1m+ centre officially opened in October 2019 following a year's building and refurbishment work.

Next Steps provides a safe space for those in recovery from addiction to learn new skills, build new friendships, and maintain their recovery. The centre also provides additional support for affected others, veterans, and NEET young people. Despite the difficulties posed by Covid-19, we have not only maintained face-to-face support in all but the first lockdown, but have also grown our service offering. Key to this has been adapting our services from a centre-based model to include outreach over the telephone and digitally, with sessions run over Zoom and community groups meeting virtually through closed social media groups.

The core of Next Steps is the Recovery Support Programme (RSP), a programme of therapeutic and skills support based at the centre. Following participation in the RSP, people are able to access work-ready training and support into paid work or volunteering. Drop-in activities are offered to enable people to further their development of recovery capital and continued connection with a recovery community.

Over the year, Next Steps achieved the following:
- 243 bookable drop-ins
- 1311 interactions with drop-ins
- 57 RSP attendees
- 44 digital offering attendees
- 255 referrals
- 24 evening sessions held.

Outside the Wire (OTW)
Since its launch in 2013, OTW has been supporting veterans, current serving personnel, and close family members in the East of England (currently covering Norfolk, Suffolk, and Essex). OTW is run by veterans, helping to create more effective, tailored support for those affected by drug/alcohol misuse and/or PTSD.

OTW takes a holistic approach, also focusing on additional issues including homelessness, financial problems, employment, court appearances, and family relationships. OTW is made up of a team of seven staff, working across Norfolk, and Suffolk, and Essex.

Over the past year, Outside the Wire has supported 144 clients. Highlights of the year include:
- Being part of the NSFT/Walking with the Wounded partnership to form the Veterans Integrated Service.
- Gaining longer-term three-year funding from the Royal British Legion
- Facilitating 10 veteran support groups across Norfolk, Suffolk, and Essex
- Being included in the top 20 of the Armed Forces Covenant's funded projects for the work around veteran groups.

Key statistics for the year:
- Group attendance across the three counties is on average between 60 – 80 each month with 60% of group attendees taking part in planned activities. On average, 90% of clients show an improvement in their health & wellbeing. The project receives referrals other healthcare professional organisations such as the NSFT and the NHS. We are receiving more referrals directly from GPs who recognise OTW as a trusted and effective support service.

Achievements and performance (continued)

d. Volunteers

We currently have 34 active volunteers, which is double the number from two years ago. These volunteers cover a range of roles, including new roles which have been created since the full opening of Next Steps (e.g. supporting workshop delivery).

Our volunteers come to us from a range of sources, including word of mouth, Voluntary Norfolk, previous beneficiaries, colleges and universities, and other targeted organisations (e.g. counselling trainers and business support groups).

What's currently working well:

- The diversity of volunteers
- Our reputation as a good place to volunteer
- Low volunteer turnover and attrition
- Supporting volunteers to move from recovery, through volunteering to employment or training

e. Environmental impact

We take a range of measures to ensure that our environmental impact is kept to a minimum. These include:

- Next Steps: the Norwich-based hub has been designed to reduce environmental impact. Examples include:
- Repurposing an old industrial building (including reusing many of the original fixtures)
- Using OSB cladding from sustainable forests
- Using LED lighting throughout Next Steps
- Encouraging eco-friendly practices among staff and volunteers: these include a focus on recycling; growing vegetables at our allotment; clothes collections; and materials reused for arts and crafts.
- Offices: reducing energy consumption by controlling temperature and promoting switching off devices/lights when not in use; having a recycling plan in place with separate bins; using environmentally friendly stationary products and printing.
- Travel: cycle to work scheme; a car-sharing initiative; a blended model of online and face-to-face support to reduce mileage; 'clustering' outreach work to see more people more efficiently.

f. Equality, diversity and inclusion

Individuals with different cultures, perspectives and experiences are at the heart of the way the Matthew Project works. We want to recruit, develop and retain the most talented people. As an organisation we recognise that being a diverse and inclusive employer helps us fulfil our responsibility to make a difference for our clients.

We seek to develop a work environment where we treat all employees as individuals, fairly and in a consistent way. We work within the spirit and the practice of the Equality Act 2010 by promoting a culture of respect and dignity and actively challenging discrimination. We will remove unnecessary barriers for our employees seeking opportunities through training and development, promotion and career planning.

We will continue to support our leaders, managers and employees to demonstrate the principles of diversity and inclusion in their everyday activities, roles and functions.

Financial review

a. Financial review

Income for the year was £2,195,507 (2021 - £2,112,258) and of this £2,053,728 (2021 - £1,958,905) came from grants and contract income.

Resources expended for the year amounted to £2,211,031 (2021 - £2,003,079). The operating deficit for the year has arisen due to income being recognised in prior periods, with costs being incurred in this financial year.

The work of the Charity consists mainly of providing advice and support, and this is reflected in staff costs which form approximately 66% of total gross expenditure.

Net movement in funds for the year was a deficit of £15,524 (2021 – surplus of £109,179).

b. Reserves policy

Note 18 shows the movement in all the charity's funds in the year. An explanation of the nature and purpose of restricted funds is also given.

Restricted Funds

The balance of funds at 1 April 2021 was £1,272,317. Incoming resources for the year totalled £2,057,232 (2021 - £1,964,172). Resources expended totalled £2,068,933 (2021 - £1,836,386). The balance was £1,322,209 on restricted funds at 31 March 2022.

Further detail on individual restricted funds can be found in note 18 of the financial statements.

Unrestricted Funds

The opening balance on the general fund at the beginning of the year was £664,783. Incoming resources totalled £138,275 (2021 - £148,086) and resources expended totalled £142,098 (202 - £164,917) giving a deficit of £3,823 (2021 – deficit of £16,831) for the year. The balance was £599,367 at 31 March 2022.

The Trustees review the reserves policy on an ongoing basis at bi-monthly finance committee meetings. In determining the level of unrestricted reserves required, the Trustees have taken into account:

- Working capital requirements: as payments under several major contracts are now made in arrears there is a need to maintain sufficient working capital to finance the on-going expenditure and also build up working capital in anticipation of winning additional major contracts.
- Expenditure which might arise if a major contract is lost: this would mainly relate to the levels of central overheads that could be recovered (with the potential requirement to reorganise parts of The Matthew Project) and the costs of vacating premises that would no longer be required.
- Expenditure required to continue to support a service where the funding has reduced and further funding is being sought.
- Investment in consultancy to support bids for new services
- Investment in buildings and IT.
- Investment in professional development.
- An allowance for exceptional maintenance costs of buildings and equipment.
- Other potential risks as identified in the Risk Register.
- The need for a contingency to cover unforeseen events.

The target for unrestricted reserves is £503,000 and this compares with unrestricted funds at 31 March 2022 which amounted to £599,367. Excluding £28,697 of fixed assets within unrestricted funds, reserves therefore amounted to £570,670. The Trustees are satisfied that the Charity will have adequate funds available to fulfil its obligations for the year ended 31 March 2022.

c. Material investments policy

The Trustees have considered the most appropriate policy for investing funds. They have concluded that holding monies in bank treasury deposit and COIF deposit accounts meets the requirements to generate income whilst minimising risk and maintaining liquidity. Investment returns were low as a result of the low Bank of England Base Rate which has increased at 0.1% to 0.5% throughout the year. Given the nature of this investment the Trustees will be reviewing where these funds are held for ease of access and rate of return.

d. Fundraising

Under Section 13 of the Charities (Protection and Social investment) Act 2016, charities that are subject to audit must make specific statements in their annual reports that provide information about their fundraising standards. Accordingly, the Trustees make the following statements in compliance with the requirements of the Act:

- All fundraising activities have been undertaken by the employees of the Charity or by supporters who have chosen The Matthew Project as their nominated charity for fundraising purposes. The Charity has not used a professional fundraiser or commercial participator during the year ended 31 March 2022.
- The Charity is not currently a member of the Fundraising Standards Board. However, the Charity complies with the Code of Fundraising Practice.
- In the past year there have been no instances where the Charity has failed to comply with the requirements and a complaint made.
- The Charity continually reviews and monitors activities involving fundraising carried out by internal staff.
- There have been no complaints received by the Charity or any person acting on its behalf about activities by the Charity or by a person on behalf of the Charity for the purpose of fundraising.
- The Charity has protected vulnerable people and other members of the public from behaviour constituting:
    a) Unreasonable intrusion on a person's privacy
    b) Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or
    c) Placing undue pressure on a person to give money or other property, in the course of, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.

The Charity actively promotes and markets its fundraising events and activities; however, it is entirely a voluntary matter for individuals, groups or businesses to decide whether they wish to participate in events or make donations.

e. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Structure, governance and management

a. Constitution

The charity was incorporated as a company limited by guarantee on 2 October 2007, and on 1 April 2008 took over the assets, liabilities, and undertakings of The Matthew Project (an unincorporated charity established by a trust deed dated 9 March 1982).

The charity's Trustees, who are members of the board of directors, are detailed on page 3.

b. Methods of appointment or election of Trustees

Trustees are elected at the annual general meeting for a term of three years. They are recruited based on skills, experience, and background to contribute to the effective governance of the charity. Trustees are recruited through a variety of means including advertising through websites, responding to interest, and approaching relevant professional and voluntary organisations.

Each Trustee receives an information pack, a role description, and a thorough induction package which involves meeting the Chair of Trustees, the CEO, and members of staff and observing the work of the charity. Trustees are also then enrolled on two online safeguarding courses, one for children and one for vulnerable adults.
Trustees attend regular training and update sessions concerning governance facilitated by local providers. The Matthew Project is grateful to the Trustees for their hard work and commitment.
In the past year Trustees have taken responsibility for specific governance areas based on their particular skills and expertise, including:

- Ethos
- Performance
- Compliance and legal
- Volunteers
- Safeguarding
- Training
- ICT

Action continues to be taken to recruit Trustees with specialist knowledge and experience of substance misuse and social work; and governance of charitable organisations. The Trustees have also taken action to raise their profile and understanding of the work of the Matthew Project by attending a range of events and visiting teams in their various workplaces.

c. Governance and management

The Trustees are responsible for the overall governance of the charity and its strategic direction and development with the Chief Executive Officer and the senior management team. Aspects of this, including the day-to-day management and development of the charity, are delegated to the CEO and the management team. Trustees have areas of responsibility and a working group method has been adopted to address key tasks and areas of work, which also involves relevant staff members. Regular reports are produced for the Trustees every two months.

Over the past year, the Board has met bi-monthly. At each meeting the Board considers the finances of the Charity and receives a report from the Chief Executive Officer. The Board also operates three sub-committees: the Finance Committee, the Development Committee, and Operational Governance Group. Each of these are attended by at least two Trustees, as well as relevant staff members.

We are undertaking a review of trustee roles and procedures to ensure more effective governance and in doing so are taking into account the recommendations of the governance code.

Structure, governance and management (continued)

d. Pay policy for senior staff

The remuneration for senior staff is determined by the Board of Trustees. Remuneration is subject to periodic market reviews and independent evidence and advice is obtained to inform the decision-making process, before any changes are made. Any proposed changes will be recommended to the Board of Trustees for consideration and approval.

In addition, the remuneration for senior staff will be subject to annual review as part of the organisation's evaluation of pay inflation and consequential recommendations to the Board of Trustees to make a pay award, if any.

The Trustees received no remuneration for their time during the year.

e. Risk assessment

The Trustees have, during the year, continued to review the major risks to which the charity is exposed and to establish systems to mitigate those risks identified not already covered by the charity's existing systems and risk management strategies and controls. This is designed to minimise any potential impact to the Charity and its beneficiaries, should these risks materialise. All potential new services are assessed through a risk management process. This includes a periodical review of the risk register and organisational governance.

f. Public benefit

Under the Charities Act, the Trustees are required to report on the extent to which The Matthew Project has provided public benefit during the year. The Charity Commission guidance recommends that this should be reported by means of: a review of significant activities; details of aims and objectives; strategies adopted and activities undertaken to achieve aims and objectives; and achievements by reference to aims and objectives.

We report on the above four areas in detail in the sections headed 'our aims and objectives' and 'achievements and performance'. The Trustees consider that the operations of The Matthew Project during the year were in accordance with general charitable principles and the charitable purposes set out in the Memorandum and Articles of Association and were wholly for the benefit of the public.

g. Trustees' indemnities

The charity has purchased professional indemnity insurance on behalf of the Trustees.

h. Third party indemnity provisions

The charity has purchased professional indemnity insurance on behalf of the Trustees.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2022

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year . Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

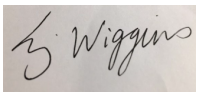
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:



.....

Elizabeth Wiggins
(Chair of Trustees)
Date: 11/10/22



.....

Neil Lawrence
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT

Opinion

We have audited the financial statements of The Matthew Project (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions 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 company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors' responsibilities for the audit of the financial statements

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

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:

Due to the field in which the Charity operates, we identified the following areas as those most likely to have a material impact on the financial statements: healthy and safety; employment laws; GDPR, safeguarding, serious incident reporting and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

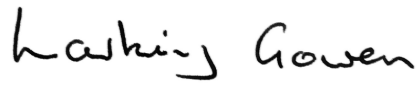
Due to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Use of our report

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



Giles Kerkham FCA (Senior statutory auditor)
for and on behalf of
Larking Gowen LLP
Chartered Accountants
Statutory Auditors
King Street House

15 Upper King Street
Norwich
NR3 1RB

Date: 31 October 2022

THE MATTHEW PROJECT

(A company limited by guarantee)

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

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	*Total funds 2021 £*
Income from:					
Donations and legacies	4	**62,780**	**10,938**	**73,718**	*127,678*
Charitable activities	5	**23,300**	**2,030,428**	**2,053,728**	*1,958,905*
Other trading activities	6	**52,128**	**15,866**	**67,994**	*25,421*
Investments	7	**67**	**-**	**67**	*254*
Total income		**138,275**	**2,057,232**	**2,195,507**	*2,112,258*
Expenditure on:					
Raising funds	8	**6,414**	**435**	**6,849**	*3,193*
Charitable activities		**135,684**	**2,068,498**	**2,204,182**	*1,999,886*
Total expenditure		**142,098**	**2,068,933**	**2,211,031**	*2,003,079*
Net (expenditure)/income		**(3,823)**	**(11,701)**	**(15,524)**	*109,179*
Transfers between funds	18	**(61,593)**	**61,593**	**-**	*-*
Net movement in funds		**(65,416)**	**49,892**	**(15,524)**	*109,179*
Reconciliation of funds:					
Total funds brought forward		**664,783**	**1,272,317**	**1,937,100**	*1,827,921*
Net movement in funds		**(65,416)**	**49,892**	**(15,524)**	*109,179*
Total funds carried forward		**599,367**	**1,322,209**	**1,921,576**	*1,937,100*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 20 to 40 form part of these financial statements.

THE MATTHEW PROJECT

(A company limited by guarantee)
REGISTERED NUMBER: 6388343

BALANCE SHEET
AS AT 31 MARCH 2022

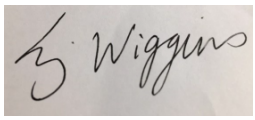
	Note		2022 £		*2021* *£*
Fixed assets					
Tangible assets	13		**980,644**		*1,002,307*
Investments	14		**1**		*1*
			980,645		*1,002,308*
Current assets					
Debtors	15	**98,244**		*38,899*	
Cash at bank and in hand		**1,271,486**		*1,248,866*	
		1,369,730		*1,287,765*	
Creditors: amounts falling due within one year	16	**(428,799)**		*(337,973)*	
Net current assets			**940,931**		*949,792*
Total assets less current liabilities			**1,921,576**		*1,952,100*
Provisions for liabilities			**-**		*(15,000)*
Net assets excluding pension asset			**1,921,576**		*1,937,100*
Total net assets			**1,921,576**		*1,937,100*
Charity funds					
Restricted funds	18		**1,322,209**		*1,272,317*
Unrestricted funds	18		**599,367**		*664,783*
Total funds			**1,921,576**		*1,937,100*

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

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

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

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



Elizabeth Wiggins
(Chair of Trustees)
Date: 11/10/2022



Neil Lawrence
Treasurer

The notes on pages 20 to 40 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	*2021* *£*
Cash flows from operating activities		
Net cash generated in operating activities	**47,947**	*326,754*
Cash flows from investing activities		
Interest received	**67**	*254*
Proceeds from the sale of tangible assets	**-**	*683*
Purchase of tangible fixed assets	**(25,394)**	*(36,615)*
Net cash used in investing activities	**(25,327)**	**(35,678)**
Cash flows from financing activities		
Net cash provided by financing activities	**-**	**-**
Change in cash and cash equivalents in the year	**22,620**	**291,076**
Cash and cash equivalents at the beginning of the year	**1,248,866**	*957,790*
Cash and cash equivalents at the end of the year	**1,271,486**	*1,248,866*

The notes on pages 20 to 40 form part of these financial statements

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

1. General information

The Matthew Project is a company, limited by guarantee and has no share capital, incorporated in England and Wales, registration number 6388343. The registered office is 70-80 Oak Street, Norwich, Norfolk, NR3 3AQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Matthew Project meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

In approving these accounts, the Trustees have assessed whether the use of going concern is appropriate and whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of The Matthew Project to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of the approval of the financial statements.

The Trustees have assessed the financial uncertainty arising from COVID-19, and have put in place measures to respond to the crisis. They have reviewed the level of liquid assets and funds and the expected income and expenditure for 12 months from authorising these financial statements. Taking particularly into consideration the level of unrestricted reserves and projected cashflows the Trustees conclude that the charity will meet its liabilities as they fall due for the period of assessment. For this reason, the Trustees consider the charity to be financially well positioned and that the financial statements should continue to be prepared on a going concern basis.

2.3 Legal status of the Charity

The Charity is a company by limited guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

2. Accounting policies (continued)

2.4 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid and tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Legacies are included in the Statement of Financial Activities when the charity becomes aware of its entitlement to gift, receipt is probable and the amount can be reliably quantified.

Income from government grants, whether 'capital' grants or 'revenue' grants, are recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amout can be measured reliably and is not deferred.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition has been met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the Charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fee are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

2.5 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Cost of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies. Fundraising costs do not include the costs of disseminating information of support of the charitble activities.

- Support costs comprise those costs which are incurred directly in support of expenditure on the objects transferred to the new provider.

- Support costs are allocated on the basis of the full time equivalent of staff to the resource.

All expenditure is inclusive of irrecoverable VAT.

2. Accounting policies (continued)

2.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.7 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Tangible fixed assets and depreciation

All purchased fixed assets are initially recorded at cost. Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

Depreciation is calculate so as to write off the cost of an asset, less its estimated residual value over the useful economic life of that asset.

The estimated useful lives are as follows:

Leasehold improvements	-	over period of lease
Caravans	- 25	% RB
Motor vehicles	- 25	% RB
Equipment (fixed)	-	over period of property lease
Furniture and equipment (movable)	- 25	% RB
Computer equipment	- 33	% SL

2.9 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

2.11 Cash at bank and in hand

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

2. Accounting policies (continued)

2.12 Creditors

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

2.13 Liabilities and provisions

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.14 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.15 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

2.16 Pensions

Contributions to the charity's defined contribution pension scheme and to the Norfolk Pension Scheme are charged to the profit and loss account in the year in which they become payable.

2. Accounting policies (continued)

2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgement

No judgements (apart from those involving estimates) have been made in the process of applying the above policies.

The key assumption concerning the future and key sources of estimation uncertainty at the key reporting date that has significant risk of causing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year is:

-The estimation of the useful economic life of the fixed assets.

4. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Donations	50,368	10,938	**61,306**
Legacies	6,677	-	**6,677**
NCC - Covid grant funding	4,000	-	**4,000**
Coronavirus Job Retention Scheme grant	1,735	-	**1,735**
	62,780	10,938	**73,718**

4. Income from donations and legacies (continued)

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total funds 2021 £*
Donations	*46,612*	*25,692*	*72,304*
Legacies	*183*	*-*	*183*
NCC - Covid grant funding	*20,800*	*-*	*20,800*
Coronavirus Job Retention Scheme Grant	*34,391*	*-*	*34,391*
	101,986	*25,692*	*127,678*

5. Income from charitable activities

	Unrestricted funds 2022 £	**Restricted funds 2022 £**	**Total funds 2022 £**
Young Persons	-	1,356,110	**1,356,110**
Adult Services	-	674,318	**674,318**
Support - Head Office	23,300	-	**23,300**
	23,300	2,030,428	**2,053,728**

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total funds 2021 £*
Young Persons	*-*	*1,490,250*	*1,490,250*
Adult Services	*12,673*	*448,230*	*460,903*
Support - Head Office	*7,752*	*-*	*7,752*
	20,425	*1,938,480*	*1,958,905*

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Fundraising events	24,826	-	**24,826**
Other trading activities	27,302	15,866	**43,168**
	52,128	15,866	**67,994**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Fundraising events	*15,684*	*15,684*
Other trading activities	*9,737*	*9,737*
	25,421	*25,421*

7. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £
Bank interest	67	**67**

	Unrestricted funds 2021 £	*Total funds 2021 £*
Bank interest	*254*	*254*

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Young Persons	-	49	**49**
Adult Services	2,161	386	**2,547**
Support costs	4,253	-	**4,253**
	6,414	435	**6,849**

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total funds 2021 £*
Youth Services	*-*	*40*	*40*
Adult Services	*195*	*202*	*397*
Support costs	*2,756*	*-*	*2,756*
	2,951	*242*	*3,193*

9. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £
Young Persons	1,350,118	203,386	**1,553,504**
Adult Services	539,698	110,980	**650,678**
	1,889,816	314,366	**2,204,182**

9. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2021 £	*Support costs 2021 £*	*Total funds 2021 £*
Young Persons	*1,342,523*	*206,903*	*1,549,426*
Adult Services	*374,910*	*75,550*	*450,460*
	1,717,433	*282,453*	*1,999,886*

Analysis of direct costs

	Young Persons 2022 £	**Adult Services 2022 £**	**Total funds 2022 £**
Staff and volunteer costs	1,050,709	448,601	**1,499,310**
Service costs	212,411	15,569	**227,980**
Premises and office running costs	75,420	41,615	**117,035**
Depreciation including loss on disposal	11,578	33,913	**45,491**
	1,350,118	539,698	**1,889,816**

	Young Persons 2021 £	*Adult Services 2021 £*	*Total funds 2021 £*
Staff and volunteer costs	*1,003,208*	*291,000*	*1,294,208*
Service costs	*225,153*	*22,187*	*247,340*
Premises and office running costs	*102,768*	*28,983*	*131,751*
Depreciation including loss on disposal	*11,394*	*32,740*	*44,134*
	1,342,523	*374,910*	*1,717,433*

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Young Persons 2022 £	Adult Services 2022 £	Total funds 2022 £
Salaries	146,313	79,839	**226,152**
Staff costs	1,829	998	**2,827**
Volunteer costs	399	218	**617**
Training	2,123	1,156	**3,279**
Vehicle costs	1,347	735	**2,082**
Service costs	65	35	**100**
Premises costs	7,251	3,957	**11,208**
Office running costs	18,892	10,309	**29,201**
Telephone	3,691	2,014	**5,705**
IT	5,974	3,260	**9,234**
Finance and legal costs	7,928	4,326	**12,254**
Audit, consultancy and professional fees	6,561	3,580	**10,141**
Depreciation	1,013	553	**1,566**
	203,386	110,980	**314,366**

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Young Persons 2021 £	*Adult Services 2021 £*	*Total funds 2021 £*
Salaries	*150,226*	*54,855*	*205,081*
Staff costs	*3,236*	*1,181*	*4,417*
Volunteer costs	*529*	*193*	*722*
Training	*1,181*	*431*	*1,612*
Staff travel	*(58)*	*(21)*	*(79)*
Vehicle costs	*44*	*16*	*60*
Premises costs	*12,452*	*4,547*	*16,999*
Office running costs	*17,722*	*6,471*	*24,193*
Telephone	*4,650*	*1,698*	*6,348*
IT	*5,079*	*1,855*	*6,934*
Finance and legal costs	*1,061*	*388*	*1,449*
Audit, consultancy and professional fees	*9,205*	*3,361*	*12,566*
Depreciation	*1,576*	*575*	*2,151*
	206,903	*75,550*	*282,453*

Costs are allocated on the basis of the full time equivalent (FTE) of staff allocated to the resource.

10. Auditors' remuneration

	2022 £	*2021 £*
Fees payable to the company's auditor for the audit of the company's annual accounts	**9,100**	*8,460*

11. Staff costs

	2022 £	*2021* *£*
Wages and salaries	**1,294,951**	*1,160,341*
Social security costs	**102,749**	*97,101*
Pension costs	**70,517**	*63,883*
	1,468,217	*1,321,325*

During the year redundancy payments of £2,660 (2021: £1,373). These are recognised on the basis set out in accounting policy 2.5.

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

	2022 No.	*2021* *No.*
Average monthly head count	**59**	*52*

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

The charity considers that the key management personnel comprise the trustees and senior management team. The total employee benefits of key management personnel of the charity were £341,613 (2021: £315,569).

12. Trustees' remuneration and expenses

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

During the year ended 31 March 2022, no Trustee expenses have been incurred *(2021 - £112)*.

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

13. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Caravans £	Total £
Cost or valuation						
At 1 April 2021	**958,038**	**47,905**	**114,613**	**131,971**	**41,638**	**1,294,165**
Additions	**-**	**-**	**-**	**25,394**	**-**	**25,394**
Disposals	**-**	**-**	**(81,114)**	**(4,950)**	**-**	**(86,064)**
At 31 March 2022	**958,038**	**47,905**	**33,499**	**152,415**	**41,638**	**1,233,495**
Depreciation						
At 1 April 2021	**30,078**	**30,972**	**92,670**	**101,827**	**36,311**	**291,858**
Charge for the year	**15,607**	**4,234**	**8,375**	**17,509**	**1,332**	**47,057**
On disposals	**-**	**-**	**(81,114)**	**(4,950)**	**-**	**(86,064)**
At 31 March 2022	**45,685**	**35,206**	**19,931**	**114,386**	**37,643**	**252,851**
Net book value						
At 31 March 2022	**912,353**	**12,699**	**13,568**	**38,029**	**3,995**	**980,644**
At 31 March 2021	*927,960*	*16,933*	*21,943*	*30,144*	*5,327*	*1,002,307*

14. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2021	**1**
At 31 March 2022	**1**
Net book value	
At 31 March 2022	**1**
At 31 March 2021	*1*

See note 27 for further details.

15. Debtors

	2022 £	*2021 £*
Due within one year		
Trade debtors	**26,134**	*3,215*
Prepayments and accrued income	**72,110**	*35,684*
	98,244	*38,899*

16. Creditors: Amounts falling due within one year

	2022 £	*2021 £*
Trade creditors	**44,952**	*39,501*
Amounts owed to group undertakings	**1**	*1*
Other taxation and social security	**40,848**	*33,049*
Other creditors	**750**	*750*
Accruals and deferred income	**342,248**	*264,672*
	428,799	*337,973*

Deferred income comprises contract income received in advance for contracts to be performed in future accounting periods.

	2022 £	*2021 £*
Deferred income at 1 April 2021	**249,985**	*196,925*
Resources deferred during the year	**317,958**	*249,985*
Amounts released from previous periods	**(249,985)**	*(196,925)*
	317,958	*249,985*

17. Provisions

	Property dilapidation £
At 1 April 2021	**15,000**
Amounts used	**(15,000)**
	-

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Unrestricted funds					
General Fund	**664,783**	**138,275**	**(142,098)**	**(61,593)**	**599,367**
Restricted funds					
On Track	**13,773**	**490,512**	**(547,382)**	**59,186**	**16,089**
Unity	**89,749**	**779,709**	**(820,793)**	**-**	**48,665**
Outside the Wire	**92,566**	**306,736**	**(226,717)**	**1,540**	**174,125**
Next Steps	**41,889**	**332,593**	**(296,607)**	**7,291**	**85,166**
Next Steps Recovery Hub	**927,960**	**-**	**(15,607)**	**-**	**912,353**
Early Interventions	**18,550**	**121,893**	**(111,838)**	**(98)**	**28,507**
Voicebox and vehicles	**13,479**	**-**	**(1,332)**	**(861)**	**11,286**
Other	**74,351**	**25,789**	**(48,657)**	**(5,465)**	**46,018**
	1,272,317	**2,057,232**	**(2,068,933)**	**61,593**	**1,322,209**
Total of funds	**1,937,100**	**2,195,507**	**(2,211,031)**	**-**	**1,921,576**

18. Statement of funds (continued)

General Fund:

The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes, donations, fund raising and surpluses and deficits arising from projects funded from various external sources.

1) On Track is part of the Building Better Opportunities (BBO) programme which is funded by the European Social Fund (ESF) and Big Lottery. The Matthew Project is the lead partner on this project. We were awarded the funding in January 2017 and the project runs to June 2023.

2) The Unity project is funded by the Norfolk County Council Public Health and identifies and works with vulnerable young people affected by substance misuse.

3) Outside the Wire provides advice and support to members and ex-members of the Armed Forces and their families. it is currently funded by the Royal British Legion, the Armed Forces Covenant Fund, and the NHS through the Norfolk and Suffolk Foundation Trust.

4) Next Steps is a centre for people in recovery from substance misuse. The centre programmes also include being part of the Project Adder initiative and the extension in recovery services to Kings Lynn and Great Yarmouth through Universal Funding. It has developed with funding from charitable trusts and Norfolk County Council Public Health.

5) Next Steps Recovey Hub represents funds received to purchase and develop the Recovery Hub Centre on Oak Street Norwich. The funds carried forwards will cover future years depreciation on the building.

6) The Early Intervention project aims to support children and young people with mental well-being issues.

7) One voicebox caravan (and towing vehicle) has been used in work to educate and support young people throughout Norfolk. The balances on the funds will cover future depreciation of these assets, which were originally purchased using restricted funds.

8) The provision of informal advice and outreach to young people in schools and clubs. This is funded from various charitable trusts and purchased by schools.

Fund transfers

During the year the charity made the following funds transfers:

1) A transfer of £1,735 from unrestricted funds to restricted funds in respect of income received under the Coronavirus Job Retention Scheme to correspond to the treatment of salary costs supported by the grant.

2) A transfer of £1,533 from unrestricted funds to restricted funds in respect of completed projects to cover the deficit on the completed projects.

3) A transfer of £59,186 from unrestricted funds to the On Track restricted fund to cover the in year deficit.

4) A transfer of £861 from restricted funds to unrestrcted funds in respect of prior year depreciation charge.

5) A transfer of £5,758 within restricted funds to utilise surplus funds on completed projects on other projects, with prior consent from the original funder.

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	*Income* £	*Expenditure* £	*Transfers in/out* £	*Balance at 31 March 2021* £
Unrestricted funds					
General Fund	*758,188*	*148,086*	*(164,917)*	*(76,574)*	*664,783*
Restricted funds					
On Track	*12,312*	*528,726*	*(527,265)*	*-*	*13,773*
Unity	*46,850*	*810,601*	*(767,702)*	*-*	*89,749*
Outside the Wire	*46,410*	*257,446*	*(211,289)*	*-*	*92,567*
Next Steps	*866,831*	*197,384*	*(186,930)*	*92,564*	*969,849*
Next Steps Recovery Hub	*16,563*	*97,786*	*(84,838)*	*(10,961)*	*18,550*
Early Interventions	*15,255*	*-*	*(1,776)*	*-*	*13,479*
Voicebox and vehicles	*65,512*	*72,229*	*(58,362)*	*(5,029)*	*74,350*
	1,069,733	*1,964,172*	*(1,838,162)*	*76,574*	*1,272,317*
Total of funds	*1,827,921*	*2,112,258*	*(2,003,079)*	*-*	*1,937,100*

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	**Restricted funds 2022** £	**Total funds 2022** £
Tangible fixed assets	28,697	951,947	**980,644**
Fixed asset investments	1	-	**1**
Current assets	675,133	694,597	**1,369,730**
Creditors due within one year	(104,464)	(324,335)	**(428,799)**
Total	599,367	1,322,209	**1,921,576**

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	*Restricted funds 2021 £*	*Total funds 2021 £*
Tangible fixed assets	*41,909*	*960,398*	*1,002,307*
Fixed asset investments	*1*	*-*	*1*
Current assets	*975,846*	*311,919*	*1,287,765*
Creditors due within one year	*(337,973)*	*-*	*(337,973)*
Provisions for liabilities and charges	*(15,000)*	*-*	*(15,000)*
Total	*664,783*	*1,272,317*	*1,937,100*

20. Reconciliation of net movement in funds to net cash flow from operating activities

	2022 £	*2021 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**(15,524)**	*109,179*
Adjustments for:		
Depreciation charges	**47,057**	*46,302*
Loss/(profit) on the sale of fixed assets	**-**	*(16)*
Decrease/(increase) in debtors	**(59,345)**	*104,419*
Increase in creditors	**90,826**	*52,124*
Interest received	**(67)**	*(254)*
Increase/(Decrease) in provisions	**(15,000)**	*15,000*
Net cash provided by operating activities	**47,947**	*326,754*

21. Analysis of cash and cash equivalents

	2022	*2021*
	£	*£*
Cash in hand	**1,271,486**	*1,248,866*
Total cash and cash equivalents	**1,271,486**	*1,248,866*

22. Analysis of changes in net debt

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	**1,248,866**	**22,620**	**1,271,486**

23. Pension commitments

The Charity operates a defined contribution scheme in respect of certain employees of the Charity.

Contributions are charged in the accounts as incurred and totalled £70,517 (2021: £63,883). There were outstanding contributions at the balance sheet date of 31 March 2022 of £7,465 (2021: £6,795).

24. Operating lease commitments

At 31 March 2022 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022	*2021*
	£	*£*
Not later than 1 year	**6,825**	*8,845*
Later than 1 year and not later than 5 years	**25,428**	*24,576*
Later than 5 years	**315,330**	*321,474*
	347,583	*354,895*

25. Related party transactions

During the year purchases totalling £245 (2021: £245) were made from Margaret Wade, a trustee of The Matthew Project. The services provided were that of psychometric tests. As at 31 March 2022 the charity owed Margaret Wade £Nil (£2021: £245).

26. Corporate status

The company is a registered charity (No. 1122801) incorporated under the Companies Act and limited by guarantee. In the event of the charitable company being wound up members are required to contribute an amount not exceeding £1.

27. Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Holding
Matthew Project Enterprises Limited	10840324	Dormant	100%

The subsidiary was dormant for the year and its net asset position as at 31 March 2022 was:

Name	Net assets £
Matthew Project Enterprises Limited	**1**

THE MATTHEW PROJECT

England & Wales - Charity number 1122801

Accounts

Registered number: 6388343
Charity number: 1122801

THE MATTHEW PROJECT

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

THE MATTHEW PROJECT
(A company limited by guarantee)

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

Trustees	Paul Hoey, Chair (resigned 31 January 2021) Stephen Lock, Vice Chair Neil Lawrence, Treasurer Andrew Warren (resigned 30 September 2020) Elizabeth Wiggins, Chair from 1 February 2021 (appointed 16 November 2020) Richard Capper Gregory Gibson Margaret Wade Lorinea Lain-Rogers Alison Lamont Keith James Jacqueline Higham
Company registered number	6388343
Charity registered number	1122801
Registered office	70-80 Oak Street Norwich Norfolk NR3 3AQ
Company secretary	Andy Sexton
Chief executive officer	Andy Sexton
Independent auditors	Larking Gowen LLP Chartered Accountants King Street House 15 Upper King Street Norwich NR3 1RB
Bankers	Lloyds Bank Plc Norwich NR2 1LZ
Solicitors	Birketts LLP Kingfisher House Gilders Way Norwich NR3 1UB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their annual report together with the audited financial statements of the company for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102).

Since the company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Purposes and aims

For 37 years, the Matthew Project has been supporting children and adults affected by substance misuse in the East of England. Over this time, we have built up a reputation for delivering high quality, effective services, focusing on both prevention, treatment and recovery.

The Charity's objects (the "Objects") are:

For the benefit of young people and adults in the East of England and elsewhere by:

(a) advancing education and

(b) providing counselling, advice, information, support services and other assistance for those in need with the aim of improving their physical, emotional, mental and spiritual well-being.

Achievements and performance

a. Main achievements of the company

Over the past year, the Matthew Project's services have been more important than ever in supporting people affected by substance misuse and mental health issues across the East of England. We have worked with over 1,200 people directly, and hundreds more indirectly, through our varied programmes and services, including: offering information and advice, counselling, one-to-one support, and life coaching, on both a one-to-one and group basis, using face-to-face, telephone, and digital channels.

We work alongside our beneficiaries to prevent or reduce substance misuse, build confidence self-esteem and address mental health issues, and help people to reintegrate back into everyday life, including, in many cases, supporting them with education and employment. By doing this we benefit not only our service users, but society as a whole. Our beneficiaries achieve improved physical and mental health, better relationships with others, and overall better quality of life, along with access to more opportunities. Society benefits from a reduction in criminal activity, a reduced burden on health services, better relationships, and improvements in employment rates for those who would otherwise likely be jobless.

Our achievements over the past year have also helped us in working towards our long-term goals, which include:

- Being a trusted provider of substance misuse services across East Anglia, and providing excellent care and service for our beneficiaries.
- Widening our sources of funding in order to sustain and continue to develop our charitable services.
- Continuing to support and develop our team with training and volunteer development opportunities, because the Matthew Project is a great place to work.
- Supporting the hardest to reach.

Achievements and performance (continued)

Unsurprisingly, the charity's activities in 2020/21 have been shaped, in large part, by the Covid-19 pandemic, particularly in regards to:

- Adapting support and working practices to ensure the safety of beneficiaries and staff
- Meeting emerging and changing needs brought about by Covid-19
- Ensuring that learning and adaptations from Covid-19 are incorporated into future plans

The Matthew Project has adapted its services, enabling us to support our beneficiaries throughout the pandemic, whilst ensuring the safety of staff and clients. These adaptations include:

- Remote support: via telephone calls, video calls, and text messaging.
- Welfare checks: face-to-face welfare checks were carried out when necessary while adhering to social distancing guidelines.
- Care packages: delivering welfare packages (including food and wellbeing items) to beneficiaries across Norfolk and Suffolk.
- Online support: through videos (e.g. life skills i.e. cooking tutorials), social media groups, and online quizzes and activities.
- Next Steps: the introduction of separate zones, smaller groups with staggered timings, and increased focus on PPE and modifications to ensure distancing. In addition, we offered remote support when necessary, including sessions delivered via web based video link, videos, one-to-one support, and activities, allowing the project and support to continue, albeit in an adapted format, until face-to-face support was able to recommence.

b. Future developments

As we emerge from the Covid-19 pandemic, there are things we have learnt and changes we have made that will become integrated into our working practices.

The main three things are:

1. Face-to-face support across our services, will now be enhanced by digital and phone-based provision, and this digital provision will be developed

2. Staff will work from home, as well as our offices

3. All our Norwich-based teams will move into our offices on Oak St and start hybrid-working from this space in 2021

The Board continues to review its own working practices and, with the CEO and staff, refresh the Mathew Project's vision, mission, ethos and branding, and revisit our strategic direction (which was approved pre-Covid). This will include, but won't be limited to, continuing to increase our community fundraised income, as well as funding from Trusts and Foundations, and creating new partnerships.

We have signed off on an exciting pilot initiative with Norfolk and Suffolk Foundation Trust and Walking with the Wounded to provide an even stronger service to veterans with PTSD and substance misuse issues. We plan to build on this model and partnership, to strengthen our work supporting military veterans and their families across the East of England.

We have been invited to continue to run the service supporting young people affected by substance misuse issues for a further two years until 2024.

We will further enhance our recovery-support offer at our award-winning Next Steps recovery centre, with the employment of two interns, a workshop manager, and two new recovery workers (based in West and East Norfolk to give County-wide support). In addition, we will introduce the SMART recovery programme to Norfolk.

The two new recovery workers are funded by Norfolk County Council Public Health and will complement the workers who have been employed as part of Project ADDER; the whole-system approach to reducing drug deaths and reducing drug related crime in Norfolk.

Achievements and performance (continued)

Given the impact of Covid-19 on youth mental health, and the clear link between mental health issues and substance misuse, we plan to increase our work across the County in prevention forming a new team called Early Intervention (merging our Youth and Families and Bounce Back teams). This will include continuing to ensure the Matthew Project is at the forefront of support for young people into employment through the work of OnTrack.

c. Our services

The Matthew Project provides a range of services for adults and young people across the East of England. These include:

Young people's services

Unity

Unity offers vital support for children and young people across Norfolk. Funded by Norfolk County Council's Public Health department, the service supports under-19s experiencing substance misuse issues, as well as those affected by somebody else's substance misuse (such as a parent, a guardian, or another close family member).

Throughout what has been a challenging year, Unity staff have continued to provide high quality support to young people across Norfolk. Staff switched to home working and interacting with clients using remote methods, whilst still engaging in face-to-face support with the most vulnerable. Notable achievements have included a secondee from Norfolk County Council Children's Services and success within the Tech for Good programme, which has resulted in Unity being able to develop a digital offer which will appeal to young people and increase engagement. The City and South team relocated to Next Steps, and the lease at Pottergate was relinquished, which will deliver a significant saving.

As the year has progressed, focus widened to include preparations for the retender of the contract, with a strong bid writing and project management team working closely with the Unity management team. However, The Matthew Project were in the end awarded a further two-year extension. Referrals have remained strong throughout the pandemic, with between 30% and 40% now coming from within Children's Services, which reflects the way in which Unity has realigned its working practices in order to meet Commissioner expectations.

Over the past 12 months, Unity has supported a total of 302 young people across Norfolk. This includes: 179 affected others (those affected by a family member's substance misuse); and 123 substance misuse clients.

Youth and Families Team

The Matthew Project's Youth and Families Team pilots innovative new projects and services, and supports young people across Norfolk. Over the past year, the team received funding from Anguish's Educational Foundation to work in schools in the Norwich area.

The last year has been a turbulent one as a result of the Covid-19 pandemic. From April 2020 to April 2021 our Universal Schools worker, Gina Summerskill, was on Furlough. This work has now resumed.

Considering how slow it has been re-engaging with schools this academic year our perseverance, re-design and new funding has paid off. However, schools are still keen to work with us, and we have received so many requests to deliver sessions on site this term, that we are now taking bookings for the Autumn Term.

Over the year, the service has supported 35 young people aged 16-25 years, one-to-one with their overall mental health, wellbeing, and substance use, as well as running 4 of our newly-designed Covid-19 wellbeing programmes to small groups of young people within school settings.

On Track

On Track is an employability service aimed at facilitating disengaged young people across Norfolk into education, training, and employment. The project gives these young people the skills they need for employment, education or training, as well as the self-confidence and belief that they can achieve their goals.

On Track is funded by the National Lottery through the Community Fund and the European Social Fund as part of the 2014-2020 European Structural and Investment Funds Growth Programme in England. The service brings together five

Achievements and performance (continued)

organisations in a unique partnership led by The Matthew Project, and working alongside GYROS, NANSA, YMCA Norfolk, and the Prince's Trust.

In the last year, despite the pandemic, 126 young people in Norfolk joined On Track. Of the 127 who left the project, 67 moved into employment, education, and training. Nearly all young people who leave On Track, report feeling more able to access the support they need to progress towards their goals, and 86 reported improved levels of self-esteem and self-confidence.

The service was successful in securing an additional £552,299.24 for another 9 months of delivery. The delivery end date for the project is now 31 March 2023.

Bounce Back Team

The Bounce Back team supports young people with low-level and escalating mental health issues or who are at risk of County Lines involvement. We offer a preventative service, intervening before young people need more specialist services, resourcing them, and empowering them to obtain help and take control of their own mental health. Early intervention can help to have a lasting and positive effect on young people.

Over the past year, we have provided:

- One-to-one support for 63 young people
- Webinars to 20 parents on wellbeing support for their young people, as well as 6 one-to-one tailored sessions
- Two well-being days where we supported 77 young people with anxiety through mindful mindfulness and solution-focused methods.
- 60 teachers attended our webinars on supporting young people during the pandemic.
- 433 young people from schools in West and North Norfolk attended our wellbeing webinar.

Adult services

The Next Steps Recovery Centre

Funded by Public Health England and Norfolk County Council Public Health, along with a wide range of trusts and foundations, companies, and individual donors, the Next Steps recovery centre, based in central Norwich, is Norfolk's first ever community recovery hub. The new £1m+ centre officially opened in October 2019, following a year's worth of building and refurbishment work.

Next Steps is a unique for Norfolk recovery centre, providing a safe space for those in recovery from addiction to learn new skills, build new friendships, and maintain their recovery. The centre also provides additional support for affected others, veterans, and NEET young people. Despite the difficulties posed by Covid-19, we have not only maintained face-to-face support in all but the first lockdown, but have also grown our service offering. Key to this has been adapting our services from a centre-based model to include outreach over the telephone and digitally, with sessions run over Zoom and community groups meeting virtually through closed social media groups.

The core of Next Steps is the Recovery Support Programme (RSP), a programme of therapeutic and skills support based at the centre. Following participation in the RSP, people are able to access work-ready training and support into paid work or volunteering. Drop in activities are offered to enable people to further their development of recovery capital and continued connection with a recovery community.

At the latter end of the year we were delighted to be invited to join a whole-system multi-agency project called Project Adder, supporting prolific offenders in Greater Norwich and across Norfolk with targets to reduce drug related crime and drug related deaths.

Over the year, Next Steps achieved the following:

Achievements and performance (continued)

- Calls made during lockdown: 1,807
- Drop-Ins delivered from September 2020 onwards: 185
- Drop-Ins attendees from September 2020 onwards: 369
- Hub interactions from September 2020 onwards: 590
- Courses run since September 2020: 4
- Attendees joining the RSP: 43
- Completing the RSP: 26

Outside the Wire

Since its launch in 2013, Outside the Wire has helped hundreds of veterans, current serving personnel, and close family members across Norfolk, Suffolk, and Essex. Outside the Wire is run by veterans, helping to create more effective, tailored support for those affected by drug/alcohol misuse and/or PTSD.

Outside the Wire takes a holistic approach, also focusing on additional issues including homelessness, financial problems, employment, court appearances, and family relationships. Outside the Wire is made up of a team of seven staff, working across Norfolk, and Suffolk, and Essex,

The past year has been dominated by the Covid-19 pandemic, and the effects it has had on our clients' mental health and general wellbeing. The team has worked extremely hard to ensure that all our clients have been supported throughout this difficult period, and from the feedback gathered, this support has been achieved to a very high standard.

Last year, OTW supported over 140 clients and 55 affected others, with over 80 veterans attending our veteran support groups across Norfolk and Suffolk.

OTW are excited to be part of a new initiative starting in July called the Veteran's Integrated Service in partnership with Norfolk and Suffolk Foundation Trust and Walking with the Wounded.

d. Volunteers

Over the past year we received 143 serious enquiries about volunteering; despite lockdown this is only down 6 from the previous 12-month period. At the end of April 2021, we had 34 active volunteers (excluding Trustees and Peer Mentors) throughout the charity, with volunteers within every team. Roles include befrienders, receptionists, group facilitators, events and fundraising support, the St George's team helping at the drop-in coffee morning, kitchen support, and admin roles. We have also supported Social Work, Occupational Therapy, Psychology and Physiotherapy students from the UEA with placements.

Financial review

a. Financial review

The financial statements are set out on pages 16 to 39.

Income for the year was £2,112,258 (2020 - £2,222,531) and of this £1,958,905 (2020 - £1,799,860) came from grants and contract income.

Resources expended for the year amounted to £2,003,079 (2020 - £1,932,721). This has been a hugely challenging year, with COVID 19 restricting many of our activities. Despite this, we have closed the year with an operating surplus, albeit, that this is in part due to government support through the furlough scheme.

The work of the Charity consists mainly of providing advice and support, and this is reflected in staff costs which form approximately 66% of total gross expenditure.

Net movement in funds for the year was a surplus of £109,179 (2020 – £289,810).

b. Reserves policy

Note 16 shows the movement in all the charity's funds in the year. An explanation of the nature and purpose of restricted funds is also given.

Restricted Funds

The balance of funds at 1 April 2020 was £1,069,733. Incoming resources for the year totalled £1,964,172 (2020 - £2,128,732) which included £1,482,952 (2020- £1,424,686) towards working with Young Persons and £481,220 (2020 - £704,046) towards Adult Services.

Resources expended totalled £1,836,386 (2020 - £1,831,025). The balance was £1,272,317 on restricted funds at 31 March 2021.

Unrestricted Funds

The opening balance on the general fund at the beginning of the year was £758,188. Incoming resources totalled £148,086 (2020 - £93,799) and resources expended totalled £164,917 (2020 - £101,696) giving a deficit of £16,831 (2020 – deficit of £7,897) for the year. The balance was £664,783 at 31 March 2021.

The Trustees review the reserves policy on an ongoing basis at bi-monthly finance committee meetings. In determining the level of unrestricted reserves required, the Trustees have taken into account:

- Working capital requirements: as payments under several major contracts are now made in arrears there is a need to maintain sufficient working capital to finance the on-going expenditure and also build up working capital in anticipation of winning additional major contracts.
- Expenditure which might arise if a major contract is lost: this would mainly relate to the levels of central overheads that could be recovered (with the potential requirement to reorganise parts of The Matthew Project) and the costs of vacating premises that would no longer be required.
- Expenditure required to continue to support a service where the funding has reduced and further funding is being sought.
- Investment in consultancy to support bids for new services
- Investment in buildings and IT.
- Investment in professional development.
- An allowance for exceptional maintenance costs of buildings and equipment.
- Other potential risks as identified in the Risk Register.
- The need for a contingency to cover unforeseen events.

The target for unrestricted reserves is £500,435 and this compares with unrestricted funds at 31 March 2021

which amounted to £664,783. Excluding £41,908 of fixed assets within unrestricted funds, reserves therefore amounted to £622,875.

The Trustees are satisfied that the Charity will have adequate funds available to fulfil its obligations for the year ended 31 March 2021.

c. Material investments policy

The Trustees have considered the most appropriate policy for investing funds. They have concluded that holding monies in bank treasury deposit and COIF deposit accounts meets the requirements to generate income whilst minimising risk and maintaining liquidity. Investment returns were low as a result of the low Bank of England Base Rate which has remained at 0.4% throughout the year. Given the nature of this investment the Trustees will be reviewing where these funds are held for ease of access and rate of return.

d. Fundraising

Under Section 13 of the Charities (Protection and Social investment) Act 2016, charities that are subject to audit must make specific statements in their annual reports that provide information about their fundraising standards. Accordingly, the Trustees make the following statements in compliance with the requirements of the Act:

i. All fundraising activities have been undertaken by the employees of the Charity or by supporters who have chosen The Matthew Project as their nominated charity for fundraising purposes. The Charity has not used a professional fundraiser or commercial participator during the year ended 31 March 2020.
ii. The Charity is not currently a member of the Fundraising Standards Board. However, the Charity complies with the Code of Fundraising Practice.
iii. In the past year there have been no instances where the Charity has failed to comply with the requirements and a complaint made.
iv. The Charity continually reviews and monitors activities involving fundraising carried out by internal staff.
v. There have been no complaints received by the Charity or any person acting on its behalf about activities by the Charity or by a person on behalf of the Charity for the purpose of fundraising.
vi. The Charity has protected vulnerable people and other members of the public from behaviour constituting:
    a) Unreasonable intrusion on a person's privacy
    b) Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or
    c) Placing undue pressure on a person to give money or other property, in the course of, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.

The Charity actively promotes and markets its fundraising events and activities; however, it is entirely a voluntary matter for individuals, groups or businesses to decide whether they wish to participate in events or make donations.

e. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

Structure, governance and management

a. Constitution

The charity was incorporated as a company limited by guarantee on 2 October 2007, and on 1 April 2008 took over the assets, liabilities, and undertakings of The Matthew Project (an unincorporated charity established by a trust deed dated 9 March 1982).

The charity's Trustees, who are members of the board of directors, are detailed on page 3.

b. Methods of appointment or election of Trustees

Trustees are elected at the annual general meeting for a term of three years. They are recruited from various professions and backgrounds to contribute to the effective governance of the charity. Trustees are recruited through a variety of means including advertising through websites, responding to interest, and approaching relevant professional and voluntary organisations. Each Trustee receives a Trustee Handbook, a role description, and a thorough induction package which involved meeting members of staff and observing the work of the charity. Trustees attend regular training and update sessions concerning governance facilitated by local providers. The Matthew Project is grateful to the Trustees for their hard work and commitment.

In the past year Trustees have taken responsibility for specific governance areas based on their particular skills and expertise, including:

- Ethos
- Performance
- Finance
- Safeguarding
- Compliance and legal
- Volunteers
- Training
- ICT

Action continues to be taken to recruit Trustees with specialist knowledge and experience of substance misuse and social work; and governance of charitable organisations. The Trustees have also taken action to raise their profile and understanding of the work of the Matthew Project by attending a range of events and visiting teams in their various workplaces.

At the end of January 2021, Paul Hoey retired from being Chair, having also served as a Trustee for many years. His outstanding service to the charity were acknowledged. The Trustees advertised for his replacement and were pleased to appoint, after an interview process, Liz Wiggins, who brings to the Trustees a wealth of experience Including running her own consultancy in managing change and leadership.

Structure, governance and management (continued)

c. Governance and management

The Trustees are responsible for the overall governance of the charity and its strategic direction and development with the Chief Executive Officer and the senior management team. Aspects of this, including the day-to-day management and development of the charity, are delegated to the CEO and the management team. Trustees have areas of responsibility and a working group method has been adopted to address key tasks and areas of work, which also involves relevant staff members. Regular reports are produced for the Trustees every two months.

Over the past year, the Board has met bi-monthly. At each meeting the Board considers the finances of the Charity, considers risk and safety of the organisation, and receives a report from the Chief Executive Officer, as well as reports from each of the Projects. During the year, the Board formalised a Operational Governance sub-group, consisting of Board members, the Chief Executive Officer, and managers of the Projects. The purpose of this Group is to help Trustees fulfil their overall responsibility in relation to day-to-day operational governance and safeguarding. The purpose is to continuously improve the quality of services and to maintain a high standard of care.

d. Pay policy for senior staff

The remuneration for senior staff is determined by the Board of Trustees. Remuneration is subject to periodic market reviews and independent evidence and advice is obtained to inform the decision-making process, before any changes are made. Any proposed changes will be recommended to the Board of Trustees for consideration and approval.

In addition, the remuneration for senior staff will be subject to annual review as part of the organisation's evaluation of pay inflation and consequential recommendations to the Board of Trustees to make a pay award, if any.

The Trustees received no remuneration for their time during the year.

e. Risk assessment

The Trustees have, during the year, continued to review the major risks to which the charity is exposed and to establish systems to mitigate those risks identified not already covered by the charity's existing systems and risk management strategies and controls. This is designed to minimise any potential impact to the Charity and its beneficiaries, should these risks materialise. All potential new services are assessed through a risk management process. This includes a periodical review of the risk register.

f. Public benefit

Under the Charities Act, the Trustees are required to report on the extent to which The Matthew Project has provided public benefit during the year. The Charity Commission guidance recommends that this should be reported by means of: a review of significant activities; details of aims and objectives; strategies adopted and activities undertaken to achieve aims and objectives; and achievements by reference to aims and objectives.

We report on the above four areas in detail in the sections headed 'our aims and objectives' and 'achievements and performance'. The Trustees consider that the operations of The Matthew Project during the year were in accordance with general charitable principles and the charitable purposes set out in the Memorandum and Articles of Association and were wholly for the benefit of the public.

g. Trustees' indemnities

The charity has purchased professional indemnity insurance on behalf of the Trustees.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year . Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Approved by order of the members of the board of Trustees and signed on their behalf by:

E. Wiggins

.....

Elizabeth Wiggins
(Chair of Trustees)
Date: 20 September 2021

.....

Neil Lawrence
Treasurer

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT

Opinion

We have audited the financial statements of The Matthew Project (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions 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 company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

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

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:

Due to the field in which the Charity operates, we identified the following areas as those most likely to have a material impact on the financial statements: healthy and safety; employment laws; GDPR, safeguarding, serious incident reporting and compliance with the UK Companies Act.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Due to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance.

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

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT (CONTINUED)

Use of our report

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

Larking Gowen

Giles Kerkham FCA (Senior statutory auditor)
for and on behalf of
Larking Gowen LLP
Chartered Accountants
Statutory Auditors
King Street House

15 Upper King Street
Norwich
NR3 1RB

Date: 7 October 2021

THE MATTHEW PROJECT
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	*Total funds 2020 £*
Income from:					
Donations and legacies	4	**101,986**	**25,692**	**127,678**	*414,050*
Charitable activities	5	**20,425**	**1,938,480**	**1,958,905**	*1,799,860*
Other trading activities	6	**25,421**	**-**	**25,421**	*6,206*
Investments	7	**254**	**-**	**254**	*2,415*
Total income		**148,086**	**1,964,172**	**2,112,258**	*2,222,531*
Expenditure on:					
Raising funds	8	**2,951**	**242**	**3,193**	*3,387*
Charitable activities		**161,966**	**1,837,920**	**1,999,886**	*1,929,334*
Total expenditure		**164,917**	**1,838,162**	**2,003,079**	*1,932,721*
Net (expenditure)/income		**(16,831)**	**126,010**	**109,179**	*289,810*
Transfers between funds	18	**(76,574)**	**76,574**	**-**	*-*
Net movement in funds		**(93,405)**	**202,584**	**109,179**	*289,810*
Reconciliation of funds:					
Total funds brought forward		**758,188**	**1,069,733**	**1,827,921**	*1,538,111*
Net movement in funds		**(93,405)**	**202,584**	**109,179**	*289,810*
Total funds carried forward		**664,783**	**1,272,317**	**1,937,100**	*1,827,921*

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 19 to 39 form part of these financial statements.

THE MATTHEW PROJECT
(A company limited by guarantee)
REGISTERED NUMBER: 6388343

BALANCE SHEET
AS AT 31 MARCH 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	13		**1,002,307**		*1,012,661*
Investments	14		**1**		*1*
			1,002,308		*1,012,662*
Current assets					
Debtors	15	**38,899**		*143,318*	
Cash at bank and in hand		**1,248,866**		*957,790*	
		1,287,765		*1,101,108*	
Creditors: amounts falling due within one year	16	**(337,973)**		*(285,849)*	
Net current assets			**949,792**		*815,259*
Provisions for liabilities			**(15,000)**		-
Net assets excluding pension asset			**1,937,100**		*1,827,921*
Total net assets			**1,937,100**		*1,827,921*
Charity funds					
Restricted funds	18		**1,272,317**		*1,069,733*
Unrestricted funds	18		**664,783**		*758,188*
Total funds			**1,937,100**		*1,827,921*

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

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

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

E. Wiggins

.....

Elizabeth Wiggins
(Chairman)
Date: 20 September 2021

.....

Neil Lawrence
Treasurer

The notes on pages 19 to 39 form part of these financial statements.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	2021 £	*2020* *£*
Cash flows from operating activities		
Net cash generated in operating activities	**326,754**	*124,994*
Cash flows from investing activities		
Interest received	**254**	*2,415*
Proceeds from the sale of tangible assets	**683**	-
Purchase of tangible fixed assets	**(36,615)**	*(440,126)*
Net cash used in investing activities	**(35,678)**	**(437,711)**
Cash flows from financing activities		
Net cash provided by financing activities	**-**	**-**
Change in cash and cash equivalents in the year	**291,076**	**(312,717)**
Cash and cash equivalents at the beginning of the year	**957,790**	*1,270,507*
Cash and cash equivalents at the end of the year	**1,248,866**	*957,790*

The notes on pages 19 to 39 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

1. General information

The Matthew Project is a company, limited by guarantee and has no share capital, incorporated in England and Wales, registration number 6388343. The registered office is 70-80 Oak Street, Norwich, Norfolk, NR3 3AQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Matthew Project meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

In approving these accounts, the Trustees have assessed whether the use of going concern is appropriate and whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of The Matthew Project to continue as a going concern. The Trustees make this assessment in respect of a period of one year from the date of the approval of the financial statements.

The Trustees have assessed the financial uncertainty arising from COVID-19, and have put in place measures to respond to the crisis as described in the Trustees' Report. They have reviewed the level of liquid assets and funds and the expected income and expenditure for 12 months from authorising these financial statements. Taking particularly into consideration the level of unrestricted reserves and projected cashflows the Trustees conclude that the charity will meet its liabilities as they fall due for the period of assessment. For this reason, the Trustees consider the charity to be financially well positioned and that the financial statements should continue to be prepared on a going concern basis.

2.3 Legal status of the Charity

The Charity is a company by limited guarantee and has no share capital. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

2. Accounting policies (continued)

2.4 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably. Where income has related expenditure (as with fundraising or contract income), the income and related expenditure are reported gross in the Statement of Financial Activities.

Donations, grants and gifts are recognised when receivable. In the event that a donation is subject to fulfilling performance conditions before the charity is entitled to the funds, the income is deferred and not recognised until it is probable that those conditions will be fulfilled in the reporting period. Income from Gift Aid and tax reclaims is recognised for any donations with relevant Gift Aid certificates recognised in income for the year. Any amounts of Gift Aid not received by the year end are accounted for in income and accrued income in debtors.

Legacies are included in the Statement of Financial Activities when the charity becomes aware of its entitlement to gift, receipt is probable and the amount can be reliably quantified.

Income from government grants, whether 'capital' grants or 'revenue' grants, are recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amout can be measured reliably and is not deferred.

Income received in advance for a future fundraising event or for a grant received relating to the following year are deferred until the criteria for income recognition has been met.

Interest on deposit funds held is included when receivable and the amount can be measured reliably by the Charity which is normally upon notification of the interest paid or payable by the bank.

Sponsorship from events, fundraising and events registration fee are recognised in income when the event takes place. Trading income is recognised on point of sale for both donated and purchased goods.

2.5 Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis under the following headings:

- Cost of raising funds comprises fundraising costs incurred in seeking donations, grants and legacies. Fundraising costs do not include the costs of disseminating information of support of the charitble activities.

- Support costs comprise those costs which are incurred directly in support of expenditure on the objects transferred to the new provider.

- Support costs are allocated on the basis of the full time equivalent of staff to the resource.

All expenditure is inclusive of irrecoverable VAT.

2. Accounting policies (continued)

2.6 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.7 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2.8 Tangible fixed assets and depreciation

All purchased fixed assets are initially recorded at cost. Assets donated for use by the charity are recognised as income when receivable and capitalised at their open market value.

Depreciation is calculate so as to write off the cost of an asset, less its estimated residual value over the useful economic life of that asset.

The estimated useful lives are as follows:

Leasehold improvements	-	over period of lease
Caravans	- 25	% RB
Motor vehicles	- 25	% RB
Equipment (fixed)	-	over period of property lease
Furniture and equipment (movable)	- 25	% RB
Computer equipment	- 33	% SL

2.9 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due. Accrued income and tax recoverable is included at the best estimate of the amounts receivable at the balance sheet date.

2.11 Cash at bank and in hand

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

2. Accounting policies (continued)

2.12 Creditors

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

2.13 Liabilities

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

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

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.14 Financial instruments

The company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.15 Operating leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

2.16 Pensions

Contributions to the charity's defined contribution pension scheme and to the Norfolk Pension Scheme are charged to the profit and loss account in the year in which they become payable.

2. Accounting policies (continued)

2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

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

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

No judgments (apart from those involving estimates) have been made in the process of applying the above policies.

The key assumption concerning the future and key sources of estimation uncertainty at the key reporting date that has significant risk of casuing a material adjustment to the carrying amounts of the assets and liabilities within the next financial year is:

- The estimation of the useful economic life of the fixed assets.

4. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	46,612	25,692	**72,304**
Legacies	183	-	**183**
NCC - Covid grant funding	20,800	-	**20,800**
Coronavirus Job Retention Scheme grant	34,391	-	**34,391**
	101,986	25,692	**127,678**

4. Income from donations and legacies (continued)

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Donations	*52,377*	*333,504*	*385,881*
Legacies	*28,169*	-	*28,169*
	80,546	*333,504*	*414,050*

5. Income from charitable activities

	Unrestricted funds 2021 £	**Restricted funds 2021 £**	**Total funds 2021 £**
Young Persons	-	1,490,250	**1,490,250**
Adult Services	12,673	448,230	**460,903**
Community Justice	-	-	**-**
Support-Head Office	7,752	-	**7,752**
	20,425	1,938,480	**1,958,905**

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Young Persons	*4,632*	*1,409,611*	*1,414,243*
Adult Services	-	*368,297*	*368,297*
Community Justice	-	*17,320*	*17,320*
	4,632	*1,795,228*	*1,799,860*

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2021 £	Total funds 2021 £
Fundraising events	15,684	**15,684**
Other trading activities	9,737	**9,737**
	25,421	**25,421**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Fundraising events	*2,529*	*2,529*
Other trading activities	*3,677*	*3,677*
	6,206	*6,206*

7. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £
Bank interest	254	**254**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Bank interest	*2,415*	*2,415*

8. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Young Persons	-	40	**40**
Adult Services	195	202	**397**
Support costs	2,756	-	**2,756**
	2,951	242	**3,193**

	Unrestricted funds 2020 £	*Restricted funds 2020 £*	*Total funds 2020 £*
Youth Services	-	*74*	*74*
Adult Services	*910*	*1,233*	*2,143*
Support costs	*1,170*	-	*1,170*
	2,080	*1,307*	*3,387*

9. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Young Persons	1,342,523	206,903	**1,549,426**
Adult Services	374,910	75,550	**450,460**
	1,717,433	282,453	**1,999,886**

9. Analysis of expenditure by activities (continued)

	Activities undertaken directly 2020 £	*Support costs 2020 £*	*Total funds 2020 £*
Young Persons	*1,297,975*	*185,400*	*1,483,375*
Adult Services	*382,828*	*63,131*	*445,959*
	1,680,803	*248,531*	*1,929,334*

Analysis of direct costs

	Young Persons 2021 £	**Adult Services 2021 £**	**Total funds 2021 £**
Staff and volunteer costs	1,003,208	291,000	**1,294,208**
Service costs	225,153	22,187	**247,340**
Premises and office running costs	102,768	28,983	**131,751**
Depreciation including loss on disposal	11,394	32,740	**44,134**
	1,342,523	374,910	**1,717,433**

	Young Persons 2020 £	*Adult Services 2020 £*	*Total funds 2020 £*
Staff and volunteer costs	*938,581*	*321,672*	*1,260,253*
Service costs	*237,474*	*12,241*	*249,715*
Premises and office running costs	*102,299*	*25,385*	*127,684*
Depreciation including loss on disposal	*19,621*	*23,530*	*43,151*
	1,297,975	*382,828*	*1,680,803*

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Young Persons 2021 £	Adult Services 2021 £	Total funds 2021 £
Salaries	150,226	54,855	**205,081**
Staff costs	3,236	1,181	**4,417**
Volunteer costs	529	193	**722**
Training	1,181	431	**1,612**
Staff travel	(58)	(21)	**(79)**
Vehicle costs	44	16	**60**
Premises costs	12,452	4,547	**16,999**
Office running costs	17,722	6,471	**24,193**
Telephone	4,650	1,698	**6,348**
IT	5,079	1,855	**6,934**
Finance and legal costs	1,061	388	**1,449**
Audit, consultancy and professional fees	9,205	3,361	**12,566**
Depreciation	1,576	575	**2,151**
	206,903	75,550	**282,453**

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Young Persons 2020 £	*Adult Services 2020* £	*Total funds 2020* £
Salaries	*120,684*	*41,094*	*161,778*
Staff costs	*6,538*	*2,281*	*8,819*
Volunteer costs	*172*	*58*	*230*
Training	*2,593*	*883*	*3,476*
Staff travel	*466*	*159*	*625*
Vehicle costs	*4*	*2*	*6*
Service costs	*898*	*305*	*1,203*
Premises costs	*13,132*	*4,472*	*17,604*
Office running costs	*15,791*	*5,377*	*21,168*
Telephone	*3,832*	*1,305*	*5,137*
IT	*6,640*	*2,261*	*8,901*
Finance and legal costs	*1,746*	*595*	*2,341*
Audit, consultancy and professional fees	*11,529*	*3,871*	*15,400*
Depreciation	*1,375*	*468*	*1,843*
	185,400	*63,131*	*248,531*

Costs are allocated on the basis of the full time equivalent (FTE) of staff allocated to the resource.

10. Auditors' remuneration

	2021 £	*2020* £
Fees payable to the company's auditor for the audit of the company's annual accounts	**8,460**	*8,280*

11. Staff costs

	2021 £	2020 £
Wages and salaries	**1,160,341**	*1,043,177*
Social security costs	**97,101**	*85,627*
Pension costs	**63,883**	*58,992*
	1,321,325	*1,187,796*

During the year redundancy payments of £1,373 (2020: £4,955) and non-contractual severance payments of £Nil (2020: £1,206) have been paid. These are recognised on the basis set out in accounting policy 2.5.

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

	2021 No.	2020 No.
Average monthly head count	**62**	*52*

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

The charity considers that the key management personnel comprise the trustees and senior management team. The total employee benefits of key management personnel of the charity were £315,569 (2020: £299,943).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 31 March 2021, no Trustee expenses have been incurred *(2020 - £NIL)*.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

13. Tangible fixed assets

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Caravans £	Total £
Cost or valuation						
At 1 April 2020	**951,307**	**54,905**	**115,206**	**102,087**	**80,917**	**1,304,422**
Additions	**6,731**	**-**	**-**	**29,884**	**-**	**36,615**
Disposals	**-**	**(7,000)**	**(593)**	**-**	**(39,279)**	**(46,872)**
At 31 March 2021	**958,038**	**47,905**	**114,613**	**131,971**	**41,638**	**1,294,165**
Depreciation						
At 1 April 2020	**14,473**	**32,328**	**82,935**	**88,856**	**73,169**	**291,761**
Charge for the year	**15,605**	**5,644**	**10,145**	**12,971**	**1,937**	**46,302**
On disposals	**-**	**(7,000)**	**(410)**	**-**	**(38,795)**	**(46,205)**
At 31 March 2021	**30,078**	**30,972**	**92,670**	**101,827**	**36,311**	**291,858**
Net book value						
At 31 March 2021	**927,960**	**16,933**	**21,943**	**30,144**	**5,327**	**1,002,307**
At 31 March 2020	*936,834*	*22,577*	*32,271*	*13,231*	*7,748*	*1,012,661*

14. Fixed asset investments

	Investments in subsidiary companies £
Cost or valuation	
At 1 April 2020	1
At 31 March 2021	**1**
Net book value	
At 31 March 2021	**1**
At 31 March 2020	*1*

See note 27 for further details.

15. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	**3,215**	*17,451*
Other debtors	**-**	*375*
Prepayments and accrued income	**35,684**	*125,492*
	38,899	*143,318*

16. Creditors: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	**39,501**	*27,298*
Amounts owed to group undertakings	**1**	*1*
Other taxation and social security	**33,049**	*27,926*
Other creditors	**750**	*750*
Accruals and deferred income	**264,672**	*229,874*
	337,973	*285,849*

Deferred income comprises contract income received in advance for contracts to be performed in future accounting periods.

	2021 £	2020 £
Deferred income at 1 April 2020	**196,925**	*283,396*
Resources deferred during the year	**249,985**	*196,925*
Amounts released from previous periods	**(196,925)**	*(283,396)*
	249,985	*196,925*

17. Provisions

	Property dilapidation £
Additions	**15,000**
	15,000

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
General Fund	758,188	148,086	(164,917)	(76,574)	664,783
Restricted funds					
Young Persons	108,463	1,482,952	(1,432,970)	4,814	163,259
Adult Services	946,015	481,220	(403,416)	71,760	1,095,579
Voice box and Vehicles	15,255	-	(1,776)	-	13,479
	1,069,733	1,964,172	(1,838,162)	76,574	1,272,317
Total of funds	1,827,921	2,112,258	(2,003,079)	-	1,937,100

18. Statement of funds (continued)

General Fund:

The general reserve represents funds of the charity which are provided on an unrestricted basis. It includes, donations, fund raising and surpluses and deficits arising from projects funded from various external sources.

Young Persons service covers three main areas:

1) The provision of informal advice and outreach to young people in schools and clubs. This is funded from a number of sources included Suffolk and Norfolk County Councils, Comic Relief and various charitable trusts.

2) The Unity project is funded by the Norfolk DAAT and identifies and works with vulnerable young people.

3) On Track is part of the Building Better Opportunities (BBO) programme which is funded by the European Social Fund (ESF) and Big Lottery. The Matthew Project is the lead partner on this project. We were awarded the funding in January 2017 and the project ran until December 2019.

Adult Services covers the following areas:

1) A service to Persistent and Prolific offenders in Norwich funded by Norfolk Constabulary as well as a Recovery Worker in the Control Room.

2) Outside the Wire provides advice and support to members and ex-members of the Armed Forces and their families. it is currently funded by the Royal British Legion, the Armed Forces Covenant Fund, ABF Soldiers' Charity and HM Treasury (using LIBOR funds)

3) The Recovery Hub fund is for the purchase and development of a building for use by the Recovery Hub Service.

Voicebox and vehicles:

One voicebox caravan (and towing vehicle) is used in work to educate and support young people throughout Norfolk. The balances on the funds will cover future depreciation of these assets which were originally purchased using restricted funds.

Fund transfers

During the year the charity made the following funds transfers:

1) A net transfer of £19,010 from unrestricted funds to restricted funds in respect of prior year depreciation charges for the Recovery Hub.

2) A transfer of £32,504 from unrestricted funds to restricted funds in respect of income received under the Coronavirus Job Retention Scheme to correspond to the treatment of salary costs supported by the grant.

3) A transfer of £15,990 from restricted funds to unrestricted funds in respect of completed projects where there is no remaining restriction on income.

4) A transfer of £41,050 from unrestricted funds to restricted funds to subsidise deficits on running costs of the Recovery Hub. Of this transfer £29,872 related to current year deficits and £11,178 was in respect of prior periods.

18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	*Income* £	*Expenditure* £	*Balance at 31 March 2020* £
Unrestricted funds				
General Fund	*766,085*	*93,799*	*(101,696)*	*758,188*
Restricted funds				
Young Persons	*118,873*	*1,424,686*	*(1,435,096)*	*108,463*
Adult Services	*635,522*	*704,046*	*(393,553)*	*946,015*
Voice box and Vehicles	*17,631*	-	*(2,376)*	*15,255*
	772,026	2,128,732	(1,831,025)	*1,069,733*
Total of funds	*1,538,111*	*2,222,531*	*(1,932,721)*	*1,827,921*

19. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	**Restricted funds 2021** £	**Total funds 2021** £
Tangible fixed assets	41,909	960,398	**1,002,307**
Fixed asset investments	1	-	1
Current assets	975,846	311,919	**1,287,765**
Creditors due within one year	(337,973)	-	**(337,973)**
Provisions for liabilities and charges	(15,000)	-	**(15,000)**
Total	664,783	1,272,317	**1,937,100**

19. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	*Restricted funds 2020* £	*Total funds 2020* £
Tangible fixed assets	68,079	944,582	*1,012,661*
Fixed asset investments	1	-	*1*
Current assets	975,957	125,151	*1,101,108*
Creditors due within one year	(285,849)	-	*(285,849)*
Total	758,188	1,069,733	*1,827,921*

20. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	*2020* £
Net income for the year (as per Statement of Financial Activities)	**109,179**	*289,810*
Adjustments for:		
Depreciation charges	**46,302**	*44,994*
Loss/(profit) on the sale of fixed assets	**(16)**	-
Decrease/(increase) in debtors	**104,419**	*(20,855)*
Increase/(decrease) in creditors	**52,124**	*(186,540)*
Interest received	**(254)**	*(2,415)*
Increase/(Decrease) in provisions	**15,000**	-
Net cash provided by operating activities	**326,754**	*124,994*

21. Analysis of cash and cash equivalents

	2021 £	*2020* £
Cash in hand	**1,248,866**	*957,790*
Total cash and cash equivalents	**1,248,866**	*957,790*

22. Analysis of changes in net debt

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	**957,790**	**291,076**	**1,248,866**

23. Pension commitments

The Charity operates a defined contribution scheme in respect of certain employees of the Charity.

Contributions are charged in the accounts as incurred and totalled £63,883 (2020: £58,992). There were outstanding contributions at the balance sheet date of 31 March 2021 of £6,795 (2020: £6,483).

24. Operating lease commitments

At 31 March 2021 the company had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021	*2020*
	£	*£*
Not later than 1 year	**8,845**	*8,845*
Later than 1 year and not later than 5 years	**24,576**	*24,576*
Later than 5 years	**321,474**	*327,618*
	354,895	*361,039*

25. Related party transactions

During the year purchases totalling £245 (2020: £Nil) were made from Margaret Wade, a trustee of The Matthew Project. The services provided were that of psychometric tests. As at 31 March 2021 the charity owed Margaret Wade £245 (£2020: £Nil).

In previous years these costs were invoiced through Matrix Training Consultancy Limited, a company of which Margaret was a director. The total purchases in 2020 from this company were £312 and no amount was outstanding at the year end.

26. Corporate status

The company is a registered charity (No. 1122801) incorporated under the Companies Act and limited by guarantee. In the event of the charitable company being wound up members are required to contribute an amount not exceeding £1.

27. Principal subsidiaries

The following was a subsidiary undertaking of the company:

Name	Company number	Principal activity	Holding
Matthew Project Enterprises Limited	10840324	Dormant	100%

The financial results of the subsidiary for the year were:

Name	Net assets £
Matthew Project Enterprises Limited	1