

**THE MATTHEW PROJECT**  
(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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

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Trustees

<b>Trustees</b>	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)
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<b>Company registered number</b>	6388343
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<b>Charity registered number</b>	1122801
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<b>Registered office</b>	70-80 Oak Street Norwich Norfolk NR3 3AQ
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<b>Company secretary</b>	Rachel Chapman
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<b>Chief executive officer</b>	Rachel Chapman
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<b>Independent auditors</b>	Larking Gowen LLP Chartered Accountants 1st Floor, Prospect House Rouen Road Norwich NR1 1RE
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<b>Bankers</b>	Lloyds Bank Plc Norwich NR2 1LZ
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<b>Solicitors</b>	Birketts LLP Kingfisher House Gilders Way Norwich NR3 1UB
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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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

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**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.

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**TRUSTEES' REPORT (CONTINUED)**  
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**Achievements and performance (continued)**

Some of our key outcomes over the year include:

## A year in numbers



### 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.

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**TRUSTEES' REPORT (CONTINUED)**  
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**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:

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**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.



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**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.

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**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, woodworking 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.

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**TRUSTEES' REPORT (CONTINUED)**  
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**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

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**TRUSTEES' REPORT (CONTINUED)**  
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**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.

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- 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.

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**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.

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**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.

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**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' indemnities**

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



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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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**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 (FRS102) 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.

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2025**


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**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

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MATTHEW PROJECT**

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**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.

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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

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**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.

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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

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**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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditors' report.

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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

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**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: 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 £
<b>Income from:</b>					
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
<b>Total income</b>		<b>192,295</b>	<b>1,910,574</b>	<b>2,102,869</b>	<b>2,001,332</b>
<b>Expenditure on:</b>					
Raising funds	8	18,669	4,250	22,919	17,751
Charitable activities		226,148	1,934,552	2,160,700	2,171,125
<b>Total expenditure</b>		<b>244,817</b>	<b>1,938,802</b>	<b>2,183,619</b>	<b>2,188,876</b>
<b>Net movement in funds</b>		<b>(52,522)</b>	<b>(28,228)</b>	<b>(80,750)</b>	<b>(187,544)</b>
<b>Reconciliation of funds:</b>					
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)
<b>Total funds carried forward</b>		<b>513,348</b>	<b>1,272,670</b>	<b>1,786,018</b>	<b>1,866,768</b>

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

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.



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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

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

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

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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

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**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.

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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

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**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 amount 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 charitable 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.

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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

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**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.

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**THE MATTHEW PROJECT**  
**(A company limited by guarantee)**

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

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**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.

**THE MATTHEW PROJECT**  
(A company limited by guarantee)

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

**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**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Donations	157,376	91,171	<b>248,547</b>
	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Donations	125,442	28,082	153,524

**5. Income from charitable activities**

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

**THE MATTHEW PROJECT**  
(A company limited by guarantee)

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

**5. Income from charitable activities (continued)**

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

**6. Income from other trading activities**

**Income from non charitable trading activities**

	<b>Unrestricted funds 2025 £</b>	<b>Restricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Fundraising events	1,309	-	<b>1,309</b>
Other trading activities	23,798	493	<b>24,291</b>
	<u>25,107</u>	<u>493</u>	<u><b>25,600</b></u>

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

**THE MATTHEW PROJECT**  
(A company limited by guarantee)

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

**7. Investment income**

	<b>Unrestricted funds 2025 £</b>	<b>Total funds 2025 £</b>
Bank interest	7,679	<b>7,679</b>

	<i>Unrestricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Bank interest	7,265	<b>7,265</b>

**8. Expenditure on raising funds**

**Costs of raising voluntary income**

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



**THE MATTHEW PROJECT**  
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS  
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**8. Expenditure on raising funds (continued)**

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

**9. Analysis of expenditure by activities**

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

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

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**9. Analysis of expenditure by activities (continued)**

**Analysis of direct costs**

	<b>Young Persons 2025 £</b>	<b>Adult Services 2025 £</b>	<b>Total funds 2025 £</b>
Staff and volunteer costs	993,930	575,219	<b>1,569,149</b>
Service costs	14,617	11,061	<b>25,678</b>
Premises and office running costs	88,486	50,388	<b>138,874</b>
Depreciation including loss on disposal	2,481	18,959	<b>21,440</b>
	<u>1,099,514</u>	<u>655,627</u>	<u><b>1,755,141</b></u>
	<i>Young Persons 2024 £</i>	<i>Adult Services 2024 £</i>	<i>Total funds 2024 £</i>
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
	<u>912,032</u>	<u>818,304</u>	<u>1,730,336</u>

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**THE MATTHEW PROJECT**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

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**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs**

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

**THE MATTHEW PROJECT**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**9. Analysis of expenditure by activities (continued)**

**Analysis of support costs (continued)**

	<i>Young Persons 2024 £</i>	<i>Adult Services 2024 £</i>	<i>Total funds 2024 £</i>
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
	<u>198,654</u>	<u>242,135</u>	<u>440,789</u>

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

**10. Auditors' remuneration**

	<b>2025 £</b>	<b>2024 £</b>
Fees payable to the company's auditor for the audit of the company's annual accounts	<b><u>12,000</u></b>	<b><u>10,650</u></b>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**11. Staff costs**

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

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:

	<b>2025</b> No.	<b>2024</b> No.
Average monthly head count	<b><u>61</u></b>	<b><u>61</u></b>

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).

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**NOTES TO THE FINANCIAL STATEMENTS  
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**13. Tangible fixed assets**

	Long-term leasehold property £	Motor vehicles £	Fixtures and fittings £	Computer equipment £	Caravan s £	Total £
<b>Cost or valuation</b>						
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
<b>Depreciation</b>						
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
<b>Net book value</b>						
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 £
<b>Cost or valuation</b>	
At 1 April 2024	1
At 31 March 2025	1

See note 26 for further details.

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

**15. Debtors**

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

**16. Creditors: Amounts falling due within one year**

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

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

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

**THE MATTHEW PROJECT**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**17. Statement of funds**

**Statement of funds - current year**

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2025 £
<b>Unrestricted funds</b>					
General Fund	565,870	192,295	(244,817)	-	513,348
<b>Restricted funds</b>					
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
<b>Total of funds</b>	1,866,768	2,102,869	(2,183,619)	-	1,786,018



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

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**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 Recovery 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.

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

**17. Statement of funds (continued)**

**Statement of funds - prior year**

	<i>Balance at 1 April 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2024 £</i>
<b>Unrestricted funds</b>					
General Fund	609,516	226,370	(261,626)	(8,390)	565,870
<b>Restricted funds</b>					
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
	<u>1,444,796</u>	<u>1,774,962</u>	<u>(1,927,250)</u>	<u>8,390</u>	<u>1,300,898</u>
<b>Total of funds</b>	<u>2,054,312</u>	<u>2,001,332</u>	<u>(2,188,876)</u>	<u>-</u>	<u>1,866,768</u>

**18. Analysis of net assets between funds**

**Analysis of net assets between funds - current year**

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

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**NOTES TO THE FINANCIAL STATEMENTS  
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**18. Analysis of net assets between funds (continued)**

**Analysis of net assets between funds - prior year**

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
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)
<b>Total</b>	<u>565,870</u>	<u>1,300,898</u>	<u>1,866,768</u>

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

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

**20. Analysis of cash and cash equivalents**

	<b>2025 £</b>	<b>2024 £</b>
Cash in hand	<u><b>1,076,881</b></u>	<u><b>1,178,285</b></u>

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**NOTES TO THE FINANCIAL STATEMENTS  
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**21. Analysis of changes in net debt**

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

**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
	<u>329,173</u>	<u>333,925</u>

**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.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**26. Principal subsidiaries**

The following was a subsidiary undertaking of the company:

<b>Name</b>	<b>Company number</b>	<b>Principal activity</b>	<b>Holding</b>
Matthew Project Enterprises Limited	10840324	Dormant	100%

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

<b>Name</b>	<b>Net assets £</b>
Matthew Project Enterprises Limited	1