

Registered number: 02802742
Charity number: 1020095

HEBRON TRUST
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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

Trustees	Nikolas Vladimir Vitkovitch, Chairperson Hilary Mavis Jarrett, Deputy Chairperson Stephen Charles Whitby, Treasurer Dorothy Susan Potter Nigel Mark Chapman Kerry Anne Brighthouse Harold Norman Lippett (resigned 28 February 2022) Reverend Patrick Glen Jordan (resigned 25 May 2021) Emily Louise Bowdren (appointed 2 March 2022)
Company registered number	02802742
Charity registered number	1020095
Registered office	Hebron House 10-12 Stanley Avenue Thorpe Hamlet Norwich Norfolk NR7 0BE
Company secretary	Hilary Mavis Jarrett
Management	Emma Pawsey, CEO Sophie Bland, Manager Alex Burzec, Deputy Manager
Accountants	MA Partners LLP 7 The Close Norwich Norfolk NR1 4DJ
Bankers	Natwest Bank PLC 45-51 London Street Norwich Norfolk NR2 1HX Lloyds TSB Bank PLC 16 Gentlemen's Walk Norwich Norfolk NR2 1LZ

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

Solicitors	Howes Percival The Guildyard 51 Colegate Norwich Norfolk NR3 1DD
Medical Adviser	Dr R P Hampshire Thorpewood Surgery Woodside Road Norwich Norfolk NR7 9QL

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Executive Summary

Hebron Trust reports another year of successfully helping women dealing with addiction. Hebron House was open throughout 2021/22, and we successfully minimised the impact of Covid on residents, staff and operations generally. During 2021 (April 21 through April 22), 28 women went through our residential rehabilitation programme and 85% completed the course. They said:

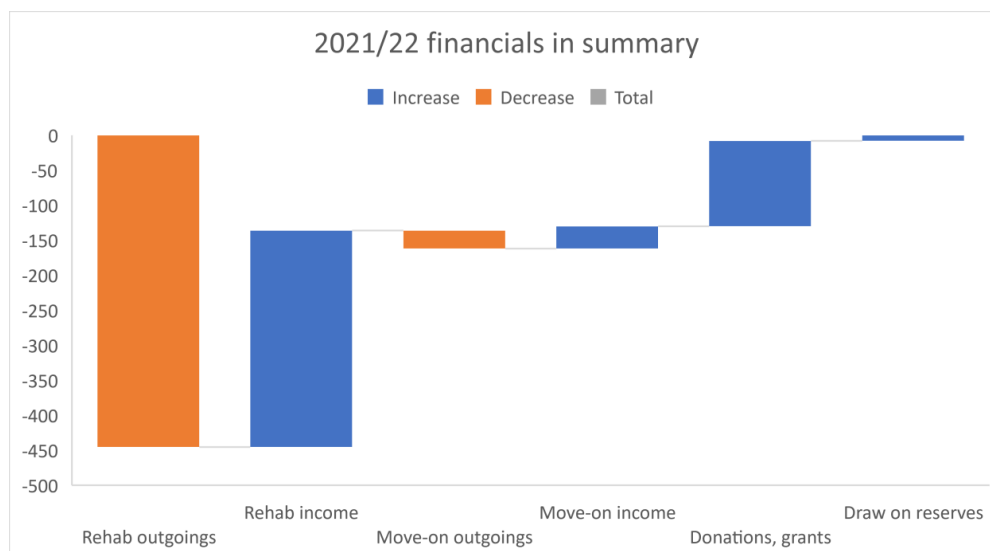
“I would not be alive had I not found Hebron House, the staff go the extra mile and I felt loved for the first time in my life”

“Hebron loves you until you can love yourself”

“I have never trusted anyone before, I had lost my children, my dignity and my family, I can see the future again now and have hope”

Over the year we continued to operate our move-on accommodation, preparing women to live and work independently. The Hebron Grads programme continued, using zoom and with our ex-residents meeting face to face.

Financially, we continued to operate in a world where Local Authorities, who fund the women who come to us, do not pay enough to cover the cost of a woman’s time at Hebron House. The modest surplus from move-on accommodation, and the continuing generosity of individuals, churches and grant-making bodies makes up the difference.



This year, we have changed the order of the report. Part 1 covers what we’ve achieved in the context of the need. Part 2 explains how the Trustees approach governance. As ever, please provide any feedback and raise any questions with info@hbrontrust.org.uk.

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Trustees' Report

The Board presents its report and financial statements.

Part 1

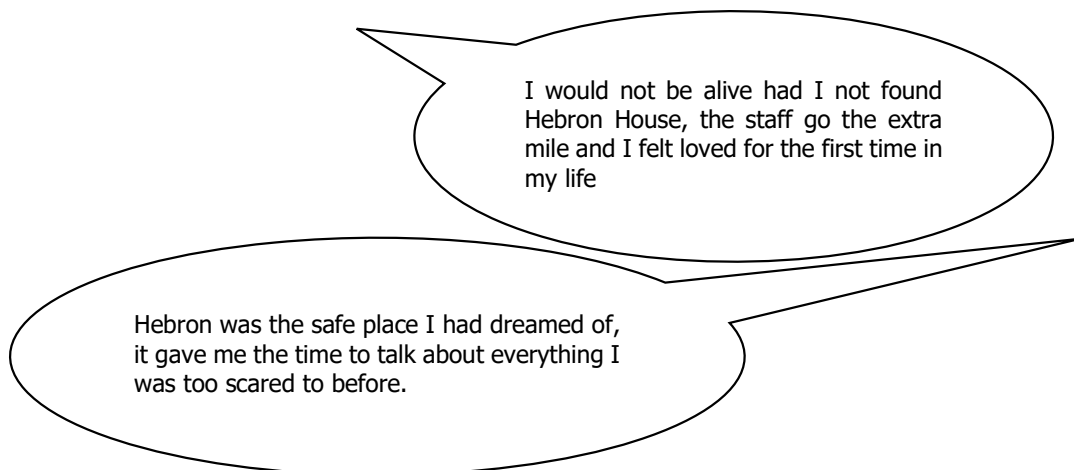
1 Our Vision

A Christian charity sustainably delivering first class and effective services for vulnerable people, particularly those recovering from addiction to alcohol or drugs, through long-term relationships and countless acts of kindness.

2 Why we do what we do

The need – a service user's perspective

How some current residents saw the need for the services Hebron Trust provides.



The need – society's perspective

It's encouraging that each year the annual report on Drug and Alcohol misuse and treatment provides more information on where and how misuse presents for treatment. The problem remains significant, society's Drug & Alcohol problem has not gone away. "There were 275,896 adults in contact with drug and alcohol services between April 2020 and March 2021. This is a small rise compared to the previous year (270,705). Opiate and crack use are also strongly linked to deprivation. We saw 56% of people in treatment for crack and/or opiates living in areas ranked in the 30% most deprived areas in England. "

Society's answer – From Harm to Hope

The Government appointed Dr Ed Day as a Drug Recovery Champion for the UK in 2019. He issued an Annual Report in January 2021, with, at writing, no update in 2022. He spoke to many with lived experience, and noted "The concept of 'recovery' involves more than just control over substance use. It requires better mental and physical health, but just as importantly it involves the development of a meaningful life. Recovery is a process that often takes time to achieve and effort to maintain."

Dame Carol Black chaired an Independent Reviewⁱⁱⁱ into Drugs in 2020 and 2021. She pulled no punches: "Previous Governments have de-prioritised these problems - from drugs entering

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the country right through to helping drug users access appropriate treatment and achieve recovery.”

On 6 December 2021, the Government published *From Harm to Hope: A 10-year drugs plan to cut crime and save lives* (FHtoH), and on 3 August 2022 this was supported by *Commissioning Quality Standard: alcohol and drug treatment and recovery guidance* aimed at Local Authorities. FHtoH makes funding, reducing supply and treatment commitments, including £780m “to rebuild drug treatment and recovery services”. At writing, the Commissioning Quality Standard (CQS) is the only visible result of this commitment.

Hebron’s response to From Harm to Hope

It is not easy to run effective residential rehab. As well as significant regulatory hoops aimed at ensuring safe experiences, the costs of operating such a facility are high.

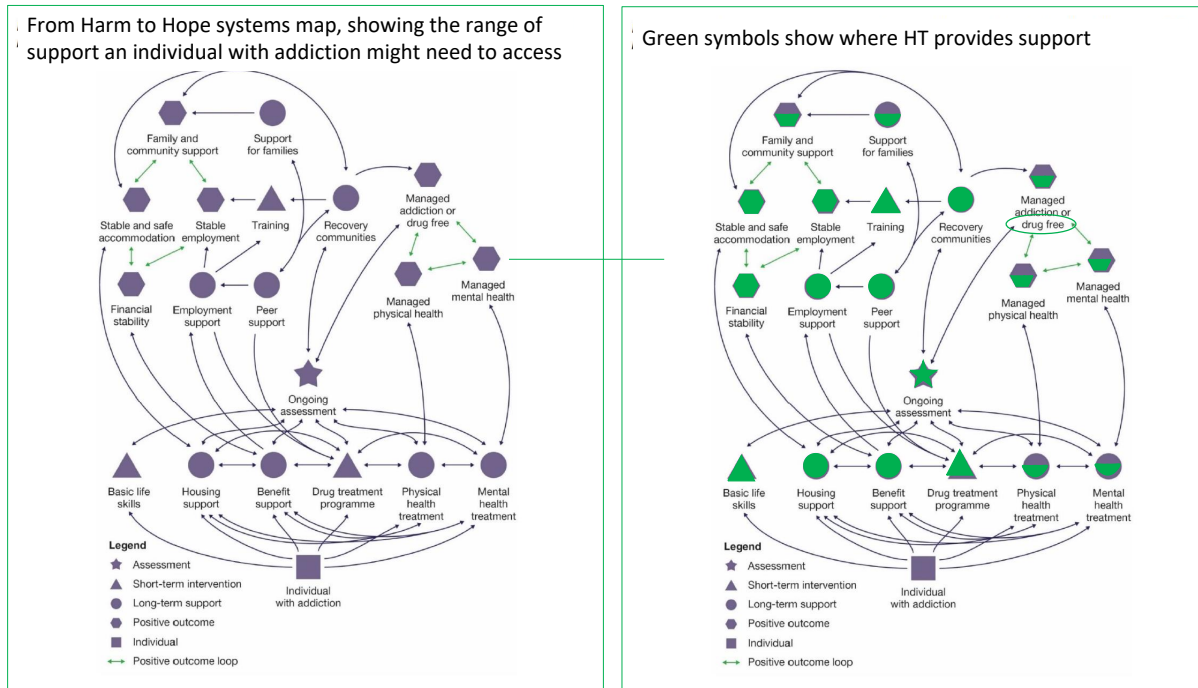
Hebron House is now one of only two all-female residential rehabs. In 2016 there were five. ASMTS also reports the decline in residential treatment “The number of people receiving treatment in inpatient and residential settings has continued to fall. In 2020 to 2021, there were 13,214 people in those settings, down from 15,161 in the previous year, a 13% drop. This year’s figure is 49% lower than 2014 to 2015 (25,847).”^{iv}

From Hebron’s perspective, the Government’s acceptance that workers in this field need a proper career path, and that more trained professionals are needed, are very welcome. We hope that the CQS drives results in this area as well as in supporting small, focused providers like Hebron Trust. From Harm to Hope correctly uses words like “rebuild” about commissioning and staffing, and we look forward to the results.

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3 How does Hebron Trust match up to the needs identified in *From Harm to Hope*?

The Government's report has a systems map of the support a person with addiction might need to access. The Trustees are confident the Trust offered support in almost all situations. Hebron doesn't offer support to, or believe in the appropriateness of, "managed addiction".



Hebron Trust intends to continue delivering its Mission. The Trustees thank all those who put faith in it: staff team, residents and their families, commissioners, grant-makers and individual donors. *Please check out the case study in section 4, showing why HT claims to provide all the support marked green.*

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4 A case study

A's story is based on the true story of a woman who came to Hebron House in 2021. We have mixed it with the experiences of other clients, so that A is not immediately identifiable.

Resident A came to Hebron House from being street homeless and was in and out of hostels for 10 years. Never having a permanent home was a contributing factor throughout her addiction, and all her family ties were broken. After four failed rehab attempts, she realised she needed to move away from a very toxic environment in her locality. She was funded by her Local Authority. They funded her for a period of 12 weeks, during which an application for further funding was denied. The good news was that she could access the bursary scheme at Hebron, which secured another 2 months funding.

She embraced the programme and learned new life skills such as cooking, keeping house and budgeting. Our team started work on rehousing her as soon as she arrived, and it became apparent that relocating to Norfolk was the best and probably the only option that could keep her safe.

A had relied on the benefit system but had not always been correct in applying and claiming them. Whilst at Hebron the correct benefits were claimed, her arrears were gradually cleared.

After about 6 weeks at Hebron, A was finally ready to listen to the 12-step message. For the first time she talked about the abuse and trauma that had kept her in active addiction.

Her physical health was poor on arrival. She had mobility issues. Today she is pursuing a career and aims to become a personal trainer.

As she embraced the programme her mental health improved and the old behaviours that she relied on to survive fell away.

She completed the programme 20 weeks after arriving. She moved into Chapel House. Almost straight away she started voluntary work in the education system, and this led to paid work, which she is still in today. She's also pursuing her dreams of becoming a personal trainer.

At Chapel House she had the support of our team, her house mates, and her peers. She joined our weekly zoom graduates' group and attended a local day programme with another charity. She has undertaken various training courses and embraces all opportunities that come her way.

She will soon be moving to the next stage of living alone and has also found a suitable and stable loving personal relationship.

5 Our Mission and strategy

Mission

Hebron Trust has these Objects set out in the company's memorandum of association:

- 1 The relief of persons who are in conditions of need hardship or distress or who are sick in particular to aid and assist persons suffering from addiction or compulsion to be freed from such addiction or compulsion particularly from drugs or alcohol, in particular but not exclusively by demonstrating active Christian faith (doctrinally stated by the Evangelical Alliance) through countless acts of kindness.
- 2 The advancement of education in particular research into the application of Christian principles and values and their relevance to every stratum of society whether for children or adults.

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Strategy and objectives

The Trustees have referred to the Charity Commission's general guidance on public benefit when reviewing strategy and objectives and planning future activities. Such reviews take place at a biennial strategy away day and at each Trustees' meeting.

The Trust's main objective and principal activities are to provide resources for people suffering hardship and distress, particularly those suffering from addiction and compulsion in respect of drugs or alcohol.

The main objectives and activities for the year continued to focus on:

- providing high quality residential care for women with serious drug and alcohol problems in a way that promotes each woman's recovery;
- providing a resettlement service for women completing their stay at Hebron House and relocating those who wish to resettle into the Norwich community. During 2021/22, we co-operated with Norwich Central Baptist Church in this;
- supporting ex-residents who have settled in the Norwich community;
- supporting ex-residents who settle elsewhere.

Our residential service users come from across the UK and are usually funded by Social Services and Primary Care Trusts in the areas from which they come. A small proportion of service users are self-funded. The service is available only to women aged 18 and over irrespective of race, religion, faith and sexual orientation; our building imposes constraints on our ability to accommodate some kinds of disability, and we operate only in the English language.

Resettlement is a key part of our residential care programme provided to all residents and this aftercare support is funded primarily through charitable donations.

6 How our work delivers public benefit – and how we ensure it delivers our aims

The fundamental benefit to the public arises through each resident's recovery and continuing abstinence, as shown in Table 1.

In 2018 Public Health England estimated that every £1 spent on treating drug and alcohol addiction has a social return of £4 (drug treatment) and £3 (alcohol treatment) on costs to society^v. (Unfortunately, there has been no update to this work, and *From Harm to Hope* contains qualitative not quantitative statements).

Hebron Trust believes this to be a very prudent estimate. Our high success rate (measuring completion, continued post-residential support, sustainable abstinence and taking a full part in society) suggests a £15+ return for each £1 spent might be a low figure for our work: an estimate consistent with the PHE ten year figure of between £21 and £26.

This is partly because Hebron Trust's successful completion rate is above the national average and partly because Hebron Trust is a not-for-profit charitable operation, committed to the highest possible quality outcomes consistent with the funds it can generate. Our governance arrangements are designed to sustain this performance.

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Table 1: How HT delivers public benefit

	How delivered	How measured	Public benefit arising
Reducing 'chaotic lifestyle' typical of addiction	Programme develops decision making skills and reinforces home keeping and relationship-sustaining skills	<ul style="list-style-type: none"> • Individual Programme progress ☞ • Individual's contribution to running of Hebron House community 	<ul style="list-style-type: none"> • Reduction in costs of broken/chaotic homes support inc child placement and NHS costs
Developing the skills and techniques to support long term abstinence	Programme develops skills and techniques; support groups (including Alcoholics Anonymous and Narcotics Anonymous, and Hebron Trust support for Norwich ex-residents); zoom meetings throughout lockdown and since then	Individual long term Programme progress <ul style="list-style-type: none"> • Notoriously difficult to track after discharge – we try to keep in touch with all ex-residents • Easier with Norwich-based women, where membership of the support group is a good indicator ☞ 	As above plus: <ul style="list-style-type: none"> • Reduction in costs of addiction support • Reduction in petty crime to support addiction
Returning to society as an active participant	<p>"Resettlement" – our aftercare service – helps find housing and employment and provides continuing support for ex-residents in the Norfolk and Norwich area.</p> <p>We continue to "be there" to support ex-residents irrespective of where they settle</p> <p>In partnership with NCBC, we operate Chapel House as follow-on accommodation for women who have left Hebron.^{vi}</p>	<ul style="list-style-type: none"> • Number of women resettled ☞ • Number continuing to participation in support groups at different periods after leaving HH ☞ • Number prepared to lead / participate in programmes like HH as volunteers, Trustees or workers ☞ • Number in paid employment ☞ • Number in Chapel House (and therefore abstinent during their extended recovery) ☞ 	As above plus: <ul style="list-style-type: none"> • Economic contribution as women return to workforce • Improvement in the services that HT and similar organisations can offer as service user perspective is more clearly articulated

☞ indicates a metric regularly reported to the Trustees

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7 A note on the Covid-19 Pandemic

After a four month closure, our residents and team returned to Hebron House on 27 July 2020. Chapel House, our move on accommodation, was not affected.

Since then, Hebron House and Chapel House have been operating as normal, albeit with precautions. The increased personal hygiene we all learned in 2020 has become standard. Women have tested positive, but with isolation and good management, the spread has been minimised.

The Trustees monitor the risk landscape at each meeting and include the latest Covid-19 data in their review.

8 Achievements and Performance

The main activity of the Trust continued to be residential treatment and care for women with serious drug and alcohol problems. Hebron House accommodates up to 10 women.

The number of ex-Hebron residents settling in Norwich has now reached 53 (up from 47 in 2018). The support group for them continued throughout the reporting period. Ex-residents continued to help new residents on their recovery journey and influence the development of service user involvement groups in related agencies.

The unique approach to our programme of recovery at Hebron House has allowed us to remain an attractive option for referring agencies.

Our achievement of successful outcomes for our residents is evidenced by:

- our 80% completion rate, 80%, firmly in the top quartile for UK rehabs.
- our access to housing services and
- our service in aftercare which enables our clients to move successfully into education or voluntary or paid employment.

Key Performance Indicators

	2022 FY	2021 FY	2020 FY	2019 FY	2018 FY
Contract income (all services) £k	353	215	316	358	335
Average occupancy	7.6	7.4	7.5	7.3	7.3
% of residents completing	85%	83%	82%	80%	71%
Number of ex-residents in support group (aftercare metric)	86	75	72	70	68
Number of sessions held over zoom	52	50	36	n/a	n/a
Average occupancy of Chapel House (aftercare metric introduced 2019/20)	4	4	4	n/a	n/a

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The Hebron team

None of this would be possible without the employed team and the volunteers.

The Trustees gratefully acknowledge the contribution of everyone involved in the work the Trust does. We are encouraged and inspired by the way everyone goes beyond the normal to help our residents.

Early in 2021, the Trustees committed to paying everyone who works for HT at least the Living Wage Foundation's "Real Living Wage". At writing, this is £9.90/hour outside London; it is due to be updated in November^{vii}. The UK Government minimum wage from April 2022 is £9.50.

9 Bursary Scheme

The Trust has developed a Bursary Scheme to assist those who need the services HT offers and who have difficulty securing the necessary funding. The Trustees and Staff Team worked together to develop the rules of the Scheme and are grateful to all who contribute to fund the scheme.

10 Volunteers

We continue to benefit from the excellent support of committed volunteers in a wide variety of roles including administration, support to the therapeutic care team, and as members of the Board of Management.

We continued to enjoy the results of David's skill and commitment. He's our volunteer gardener.

Volunteers contribute in several different ways. These include providing general evening support, weekend outings, DIY, leisure and recreation, sports (including sailing), art group, fitness group, music group, transport to external meetings, help with lunch preparation, appointments, optional exploring spirituality workshops, providing speakers for recovery groups, NA and AA, help with web site design.

The average number of volunteers, including the Board, is 15. In 2019-20 this was 14, so we have sustained this over the pandemic.

The Trustees thank each volunteer for their contribution.

11 Plans for the coming year

We will continue to provide residential care for women and continue to support those who have left us to live in Norwich. Chapel House will cease to be available, and we will replace this with "Church House" as a key part of our work with women choosing to stay in Norwich when they leave Hebron. We will continue to work on building links with women returning from other rehabs to live in Norwich.

We will continue to develop our remote therapy approach. We believe we can develop marketable processes and assets based on our experience during lockdown. As Public Health England, Government, Clinical Commissioning Groups and Local Authorities continue to evolve service delivery models, we will build innovative ways of helping women recover from addiction, and work with a variety of partners to do this.

Although the Trust has overcome previous financial challenges, the commissioners of our services face greater demands. Greater general life expectancy, a rising population driving higher demand, more expensive treatments, and political pressure for "quicker fixes" all undermine the willingness to fund residential care irrespective of its greater effectiveness.

The Trustees will actively discharge their responsibility to ensure the business remains a going concern through diligent and regular cash flow reviews and stringent cost control.

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12 Financial Review

The climate continues to be difficult for the Residential Rehabilitation sector, and providers continued to go out of business.

The trading environment continues to be difficult due to

- the level of substance abuse in society and amongst women increased again. Although “legal highs” tailed off, “county lines” continued to spread;
- budgets available to place women (and men) in rehab fell;
- the costs of compliance and service delivery increased (although we received grants towards the costs of PPE).
- The perceived policy of residential rehabs being used for women with multiple problems (e.g. eating disorders) in addition to drug and/or alcohol dependency. This causes extra work and associated costs

Reserves Policy

The Trust’s cash position was adequate throughout the year. Unrestricted funds fell marginally in the year but the Trust benefitted from a significant increase in restricted funds, notably from grants to fund an upgrade of the cellar at Hebron House

Although the Board continues to aim for a free reserves level of 3 months’ direct charitable expenditure, continued operations through lockdown, and the current trading environment have reduced reserves. During Lockdown, however, the Trust secured a number of grants and enjoyed the kindness of several significant donors.

At the end of March 2022 our free reserves were 2.8 months’ direct charitable expenditure.

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Part 2

13 Structure, Governance and Management

Governing Document

Hebron Trust is a charitable company limited by guarantee, registered as a charity and incorporated in 1993, primarily to provide care and treatment to people who have life threatening drug or alcohol dependency. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and Appointment of Board of Management

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Board of Management. Under the requirements of the Memorandum and Articles of Association, at the Annual General Meeting, one third of the members of the Board who have been longest in office since their last election shall retire from office. Retiring members are eligible for re-election.

Every two years, the Board carries out a strategic review and planning exercise, which includes an audit of the skills mix of the Board. This knowledge/skills matrix has been used to inform our Trustee recruitment and maintain an appropriate spectrum of Trustee skills and specialist expertise.

Hebron Trust is founded upon and operates from a Christian ethos. All the trustees are Christians who come from a variety of backgrounds and church traditions and see their involvement as a practical expression of their faith. The Trust does not promote or represent any one church or denomination and works with people irrespective of their backgrounds or beliefs. Non-Christians are welcome as Trustees.

Trustee Identification, Induction and Training

The Board is always open to further recruitment to broaden its skills and diversity. The Board is conscious of the risk of Trustee staleness and of the value of fresh thinking. The Trust's governing documents set no limit on the number of Trustees.

The Board and the Chief Executive identify potential new recruits, who are approached personally. The candidate learns more about the work of the Trust through an initial discussion, usually with a Trustee or the Chief Executive, and a tour of Hebron House.

Prospective Trustees are provided with a pack of the following documents:

- Memorandum and Articles of Association
- Latest Audited Accounts and Management Accounts
- Copies of recent Board Meeting Minutes
- Charity Commission's guide 'The Essential Trustee'
- Charity Commission's guide 'Responsibilities of Charity Trustees: A Summary'
- Hebron Trust Information Packs, which include a Trustee Code of Conduct and the Trust's Bribery and Corruption policy

Candidates are invited to attend Board meetings to meet the other Trustees and help familiarise themselves more with the work and culture of the Trust as the basis for an informed decision.

Each Trustee signs documents confirming their understanding of their responsibilities and their agreement to abide by the Code of Conduct.

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Trustees are encouraged to attend local Trustee training provided by Voluntary Norfolk and other organisations.

Payment to Trustees

The Trustees received no payment of any sort during the year.

Payments made to Trustees	2022 FY	2021 FY
Expenses	£0	£0
Other payments	£0	£0

Management

The Trustees met nine times as the Management Committee, with the senior managers joining the discussion, and once as a Trustee-only gathering.

Emma Pawsey is CEO of Hebron Trust. Emma leads the staff team, and has regular 1:1 meetings with the chair. She is supported by two Deputy Managers, Alex and Sophie. These three take it in turns to join the Management Committee.

14 Risk Management

Every Management Committee opens with a report on Health and Safety incidents, Safeguarding, and Complaints and/or Compliments.

The major risks to which the charity is exposed, as identified by the trustees, are reviewed at each Board meeting. Systems and processes, with appropriate review intervals, are in place to manage those risks. The Board maintains a risk register; this is reviewed and updated at each Management Committee meeting in an annual rolling programme.

Internal control risks are minimised by the implementation of procedures for authorisation of financial transactions. Procedures are in place to ensure compliance with health and safety of staff, volunteers, residents and visitors to the House.

The continuing implementation of the relevant set of Essential Care Standards under the jurisdiction of the Care Quality Commission (CQC) and the adoption of QuADS (Quality in Alcohol and Drug Services) underpin the approach to quality for operational aspects of the charity. Statutory agencies and valutive systems help us ensure that we stay focussed on providing high quality services and utilise our resources efficiently.

15 Related Parties

In so far as it is complementary to the charity's objects, the charity is guided by both national and local policy. At a national level, drug treatment is guided by Public Health England.

Hebron House is registered to provide accommodation for persons who require substance misuse treatment with the Care Quality Commission (CQC), our Regulator. We work collaboratively with our local CQC inspectors to ensure that we comply with or exceed the Essential Care Standards.

We work with Norwich Central Baptist Church, which owns Chapel House, to provide move-on accommodation for women completing the HH programme. In the summer of 2021 a new formal partnership agreement was negotiated between HT, NCBC and NCBC's agents Allgood & Davie. Chapel House will no longer be available from 4Q2022. Church House (a mixed motive partnership with Norwich Charitable Trusts) came on stream 1 September 2022, with the same purpose.

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Nancy Oldfield Trust provided much appreciated sailing opportunities for the residents, in partnership with the John Jarrold Trust.

Go Ape Thetford Forest and the team there have provided adventure days for the residents and awaydays for the staff team.

16 Responsibilities of the Board of Management

Company Law requires the Board of Management to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company as at the balance sheet date and of its incoming resources and application of resources, including income and expenditure, for the financial year. In preparing those statements, the Board of Management should follow best practice and:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the company will continue on that basis.

The Board of Management is responsible for maintaining proper 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 charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Board of Management is 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.

Members of the Board of Management

Members of the Board of Management, who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on page 1.

In accordance with company law, as the company's directors, we certify that:

- so far as we are aware, there is no relevant information of which the company's auditors are unaware; and
- as the directors of the company we have taken all reasonable steps to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

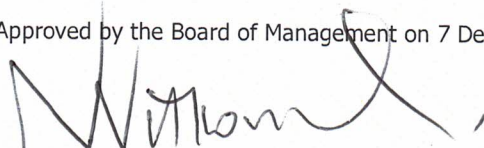
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17 Independent Examiners

This report has been prepared in accordance with 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 2015) and in accordance with the small companies' regime within part 15 of the Companies Act 2006.

18 Approval

Approved by the Board of Management on 7 December 2022 and signed on its behalf by:



Nikolas Vitkovitch, Chairman

19 Footnotes

ⁱⁱ *National statistics*: Adult substance misuse treatment statistics 2020 to 2021 [ASMTS] [report](#) published 25 November 2021

ⁱⁱ [UK government Recovery Champion – annual report \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

ⁱⁱⁱ [Independent review of drugs by Professor Dame Carol Black - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

^{iv} *National statistics*: Adult substance misuse treatment statistics 2020 to 2021 [ASMTS] [report](#) published 25 November 2021

^v *Public Health England* "Alcohol and drug prevention, treatment and recovery: why invest?" 12 Feb 2018)

^{vi} Chapel House will no longer be available from 4Q2022. Church House (a mixed motive partnership with Norwich Charitable Trusts) came on stream 1 September 2022, with the same purpose.

^{vii} [What is the real Living Wage? | Living Wage Foundation](#) accessed 7 September 2022

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Independent Examiner's Report to the Trustees of Hebron Trust ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and Basis of Report

As the Trustees of the Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent Examiner's Statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent Examiner's Report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:

Dated:

Alice Lynch BSc ACA DChA

MA Partners LLP

7 The Close
Norwich
Norfolk
NR1 4DJ

HEBRON TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

	Note	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations, legacies and grants	3	135,990	71,806	207,796	288,849
Charitable activities	4	-	353,559	353,559	216,175
		<u>135,990</u>	<u>425,365</u>	<u>561,355</u>	<u>505,024</u>
Total income					
Expenditure on:					
Raising funds	5	-	27,765	27,765	32,850
Charitable activities	6	26,592	422,189	448,781	375,914
		<u>26,592</u>	<u>449,954</u>	<u>476,546</u>	<u>408,764</u>
Total expenditure					
Net income/(expenditure)					
Transfers between funds	13	109,398 (22,728)	(24,589) 22,728	84,809 -	96,260 -
		<u>86,670</u>	<u>(1,861)</u>	<u>84,809</u>	<u>96,260</u>
Net movement in funds					
Reconciliation of funds:					
Total funds brought forward		93,188	861,877	955,065	858,805
Net movement in funds		86,670	(1,861)	84,809	96,260
	13	<u>179,858</u>	<u>860,016</u>	<u>1,039,874</u>	<u>955,065</u>
Total funds carried forward					

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 33 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET
AS AT 31 MARCH 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	10	754,051	759,826
		<u>754,051</u>	<u>759,826</u>
Current assets			
Debtors	11	72,455	32,460
Cash at bank and in hand		231,483	189,930
		<u>303,938</u>	<u>222,390</u>
Creditors: amounts falling due within one year	12	(18,115)	(27,151)
Net current assets		285,823	195,239
Total assets less current liabilities		1,039,874	955,065
Total net assets		1,039,874	955,065
Charity funds			
Restricted funds	13	179,858	93,188
Unrestricted funds	13	860,016	861,877
Total funds		1,039,874	955,065

HEBRON TRUST
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02802742

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2022

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

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:



Nikolas Vladimir Vitkovitch
Trustee

Date: 7 December 2022

The notes on pages 22 to 33 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

1. General information

The company is a company limited by guarantee registered in England and Wales. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company. The address of the registered office is Hebron House, 10-12 Stanley Avenue, Thorpe Hamlet, Norwich, NR7 0BE.

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 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Hebron Trust 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

The Trustees have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. It is very likely that new or different operational requirements will appear over the coming 12 months as a result of COVID-19 but these changes are not anticipated to threaten the Trust as a going concern. For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2.4 Expenditure

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.

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.

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

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

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

Depreciation is provided on the following basis:

Fixtures and fittings	-	25%
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2.6 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.

2.7 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.

2.8 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.

2.9 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.

2.10 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

2. Accounting policies (continued)

2.11 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.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

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.

3. Income from donations and legacies

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Donations	23,000	19,932	42,932	94,317
Grants	112,990	46,710	159,700	143,655
Government grants	-	5,164	5,164	50,877
Total 2022	135,990	71,806	207,796	288,849
<i>Total 2021</i>	<i>113,500</i>	<i>175,349</i>	<i>288,849</i>	

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

4. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Contract income	353,319	353,319	215,435
Miscellaneous income	240	240	740
Total 2022	<u>353,559</u>	<u>353,559</u>	<u>216,175</u>

5. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Consultancy & Advertising	12,290	12,290	15,337
Fundraising trading expenses - wages and salaries	15,475	15,475	17,513
Total 2022	<u>27,765</u>	<u>27,765</u>	<u>32,850</u>

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	<i>Total funds 2021 £</i>
Residential, rehabilitation and resettlement	415,279	33,502	448,781	375,914
<i>Total 2021</i>	336,336	39,578	375,914	

Analysis of direct costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Staff costs	295,492	262,310
Housekeeping	21,362	14,795
Insurance	17,041	11,588
Light and heat	9,282	6,198
Professional fees	17,565	9,161
Rent and rates	7,362	10,024
Resident costs	2,497	2,235
Subscriptions	664	683
Sundry costs	5,338	3,955
Training	14,799	6,052
Travel	3,642	1,660
Bad debt	-	(5,718)
Depreciation	5,775	5,453
Equipment and repairs	14,460	7,940
	415,279	336,336

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Staff costs	22,848	27,006
Bank charges	1,211	1,207
Telephone	4,496	164
Office costs	1,458	7,059
Governance costs	3,489	4,142
	33,502	39,578

7. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £1,680 (2021 - £1,560).

8. Staff costs

	2022 £	<i>2021 £</i>
Wages and salaries	320,996	296,864
Contribution to defined contribution pension schemes	12,819	9,965
	333,815	306,829

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

	2022	<i>2021</i>
Charitable activities	16	16

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

Total remuneration for key management personnel during the year, including employer's national insurance contributions and employer's pension contributions totalled **£44,111** (2021: £41,391).

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

9. 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 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2021	750,000	35,060	785,060
At 31 March 2022	<u>750,000</u>	<u>35,060</u>	<u>785,060</u>
Depreciation			
At 1 April 2021	-	25,234	25,234
Charge for the year	-	5,775	5,775
At 31 March 2022	<u>-</u>	<u>31,009</u>	<u>31,009</u>
Net book value			
At 31 March 2022	<u>750,000</u>	<u>4,051</u>	<u>754,051</u>
At 31 March 2021	<u>750,000</u>	<u>9,826</u>	<u>759,826</u>

In February 2013 (subsequently amplified) a partner of a firm of large local estate agents, with 10 years experience, considered a figure of £750,000 was reasonable as an open market valuation of the freehold property in its present condition. The Trustees consider that this valuation has not changed significantly and is still appropriate.

The residual value of the building at the end of its useful life, taken as 50 years hence, is not expected to be substantially less than the value reflected in the accounts at the year end. Therefore depreciation, taken as 2% of any such reduction, has not been provided for this year as it would not be material.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

11. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	62,313	22,920
Other debtors	34	161
Prepayments and accrued income	10,108	9,379
	72,455	32,460
	72,455	32,460

12. Creditors: Amounts falling due within one year

	2022 £	2021 £
Trade creditors	3,947	-
Other creditors	1,867	259
Accruals and deferred income	12,301	26,892
	18,115	27,151
	18,115	27,151
Deferred income at 1 April 2021	18,626	18,000
Resources deferred during the year	2,301	17,125
Amounts released from previous periods	(18,626)	(16,499)
	2,301	18,626
	2,301	18,626

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

13. 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					
Designated funds					
Chapel House Dilapidations Fund	-	-	-	1,050	1,050
General funds					
Other unrestricted funds	342,521	425,365	(449,954)	21,678	339,610
Revaluation reserve	519,356	-	-	-	519,356
	<u>861,877</u>	<u>425,365</u>	<u>(449,954)</u>	<u>21,678</u>	<u>858,966</u>
Total Unrestricted funds	<u>861,877</u>	<u>425,365</u>	<u>(449,954)</u>	<u>22,728</u>	<u>860,016</u>
Restricted funds					
Bursary	80,500	23,000	-	(22,728)	80,772
Resettlement	484	43,800	(25,608)	-	18,676
Cellar Upgrade	12,000	59,190	(780)	-	70,410
PPE Equipment	204	-	(204)	-	-
Improving Women's Social and Community Inclusion	-	10,000	-	-	10,000
	<u>93,188</u>	<u>135,990</u>	<u>(26,592)</u>	<u>(22,728)</u>	<u>179,858</u>
Total of funds	<u>955,065</u>	<u>561,355</u>	<u>(476,546)</u>	<u>-</u>	<u>1,039,874</u>

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
Unrestricted funds					
Other unrestricted funds	291,141	391,524	(356,644)	16,500	342,521
Revaluation reserve	519,356	-	-	-	519,356
	<u>810,497</u>	<u>391,524</u>	<u>(356,644)</u>	<u>16,500</u>	<u>861,877</u>
Restricted funds					
Aftercare	23,308	20,000	(43,308)	-	-
Bursary	18,000	79,000	-	(16,500)	80,500
Resettlement	5,000	500	(5,016)	-	484
Chapel House furniture	2,000	-	(2,000)	-	-
Cellar Upgrade	-	12,000	-	-	12,000
PPE Equipment	-	2,000	(1,796)	-	204
	<u>48,308</u>	<u>113,500</u>	<u>(52,120)</u>	<u>(16,500)</u>	<u>93,188</u>
Total of funds	<u>858,805</u>	<u>113,500</u>	<u>(408,764)</u>	<u>-</u>	<u>955,065</u>

Aftercare - Aftercare refers to work carried out after a resident leaves Hebron House

Bursary - allows us to admit worthy cases for rehabilitation to Hebron House when they were unable to get local authority placements or private funding elsewhere.

Resettlement workers - work specifically with the women who have completed their stay at Hebron House and are now back "in the community". Help given will include finding accommodation, sorting out rent, debt, bills and other monetary problems, offering support, finding work etc.

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022**

14. Summary of funds

Summary of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2022 £
Designated funds	-	-	-	1,050	1,050
General funds	861,877	425,365	(449,954)	21,678	858,966
Restricted funds	93,188	135,990	(26,592)	(22,728)	179,858
	<u>955,065</u>	<u>561,355</u>	<u>(476,546)</u>	<u>-</u>	<u>1,039,874</u>

Summary of funds - prior year

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
General funds	810,497	391,524	(356,644)	16,500	861,877
Restricted funds	48,308	113,500	(52,120)	(16,500)	93,188
	<u>858,805</u>	<u>505,024</u>	<u>(408,764)</u>	<u>-</u>	<u>955,065</u>

15. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Restricted funds 2022 £	Unrestricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	-	754,051	754,051
Current assets	179,858	124,080	303,938
Creditors due within one year	-	(18,115)	(18,115)
Total	<u>179,858</u>	<u>860,016</u>	<u>1,039,874</u>

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

15. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Restricted funds 2021 £</i>	<i>Unrestricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	-	759,826	759,826
Current assets	93,188	129,202	222,390
Creditors due within one year	-	(27,151)	(27,151)
Total	<u>93,188</u>	<u>861,877</u>	<u>955,065</u>

16. Pension commitments

The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The pension cost charge represents contributions payable by the charity to the fund and amounted to **£12,819** (2021: £9,965).

Contributions of **£nil** (2021: £nil) were payable to the fund at the balance sheet date and are included in creditors.

17. Related party transactions

During the year donations made to the charity by Trustees and their close family members totalled **£4,695** (2021: £2,150).