

HEBRON TRUST
(A Company Limited by Guarantee)

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TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

HEBRON TRUST
(A Company Limited by Guarantee)

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The following pages do not form part of the statutory financial statements:

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2020**

Trustees	Nikolas Vladimir Vitkovitch, Chairperson Hilary Mavis Jarrett, Deputy Chairperson Stephen Charles Whitby, Treasurer Dorothy Susan Potter Stephen John Ginn (resigned 11 September 2019) Harold Norman Lippett Reverend Patrick Glen Jordan Nigel Mark Chapman
Company registered number	02802742
Charity registered number	1020095
Registered office	10-12 Stanley Avenue Thorpe Hamlet Norwich Norfolk NR7 0BE
Company secretary	Hilary Mavis Jarrett
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
Solicitors	Howes Percival The Guildyard 51 Colegate Norwich Norfolk NR3 1DD

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
(CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2020

Medical Adviser	Dr R P Hampsheir Thorpewood Surgery Woodside Road Norwich Norfolk NR7 9QL
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1 Vision, Strategy, Purposes and Aims

Vision

A Christian charity 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.

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.

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. Notably, we co-operate with Norwich Central Baptist Church in this;
- supporting ex-residents who have settled in the Norwich community.

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.

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2 Risk Management in practice - The Covid-19 pandemic

This is a report on the twelve months to the end of March 2020. This section of the report covers the Trust's response to the pandemic between early March and mid-September. The Trustees have always scanned the Risk horizon at each board meeting, and this section describes how the Trust's Risk Assessment and Management approach underpinned the Trust's response to the pandemic.

The UK government's first COBRA meeting to discuss its preparations was held on 2 March 2020. The Trustees met routinely on 4 March, and agreed with the senior management the immediate actions necessary for safe residential rehab operations, including increased hygiene, signage, temperature checks and general alertness. The fact that most residents' immune systems were compromised and that several of the staff team were also vulnerable confirmed the Trustees' view that avoidance was vital.

It was clear that containing an outbreak of Covid-19 within Hebron House would be beyond the Trust's capabilities; the Trust's skills are in rehabilitation therapy and sustaining abstinent living, not in barrier nursing - and the building itself does not lend itself to effective isolation. The meeting concluded that the risk of everyone in the house plus all staff becoming infected if the virus entered the house was unacceptably high, particularly since at that stage little was known about how the infection spread and how contagion might be reduced; this would compromise if not destroy the Trust's ability to continue to meet its Objectives in the long term. There was no recognised way to make operations "safe enough".

The meeting agreed that the closure of schools would be a key event: it would signal the start of a lockdown, and some staff would be constrained by childcare duties. The Trustees agreed to meet weekly to review the situation.

By 14 March there were 1,140 confirmed cases.

On 18 March, the government announced that schools would close on 20 March.

On 19 March, the Trustees agreed that Hebron House residential operations would be suspended, the residents would return to their homes by 27 March, and the House would be mothballed.

In arriving at this decision, the Trustees undertook a delicate risk assessment, balancing the risk to residents, staff and other stakeholders if HH remained open against the risk to the residents if HH were to cease operating as a residential rehab. With little empirical evidence available, the Trustees supported closure because the risk of remaining open was felt to far outweigh the risk of closing to residents and to staff, especially as the Trust would seek to provide services using a distance-learning approach whilst residents lived elsewhere.

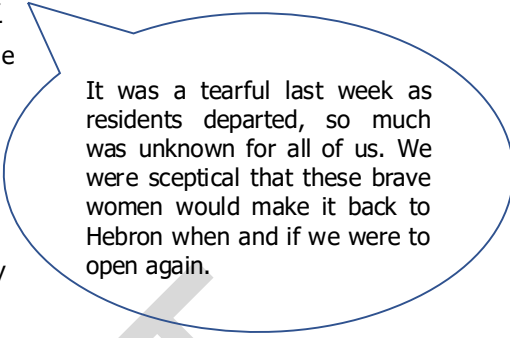
The Trustees agreed that all staff would remain employed and salaries paid until the Trust's reserves were exhausted to the point where only funds needed to make all the team redundant remained within the overdraft limit (about five months).

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Client local authorities and other funders were contacted, and the logic – essentially that everyone would be at least risk if they stayed at home minimising all social interaction – was accepted by all. The staff team began preparing for remote “zoom” support of the departing residents and of others in the community; not having worked on line before they put together a programme using zoom and telephone support.

On 20 March pubs, clubs, gyms and theatres closed along with schools. That day, the Chancellor of the Exchequer announced the furlough scheme.

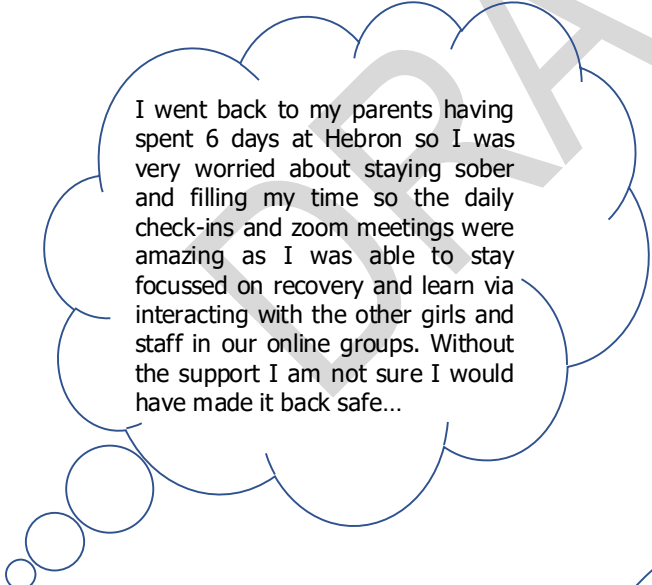
On 23 March, the government issued the “Stay at Home” instruction.



It was a tearful last week as residents departed, so much was unknown for all of us. We were sceptical that these brave women would make it back to Hebron when and if we were to open again.

The story of lockdown

The last resident left on 25 March. Zoom groups and 1:1 sessions started. Most of the staff team were placed on furlough, and Hebron House was mothballed, with staff working from home. Five staff remained on full pay. All staff were paid at 100% of their pay throughout lockdown. The staff team kept in touch with each other throughout, with regular group calls and WhatsApp interactions.



I went back to my parents having spent 6 days at Hebron so I was very worried about staying sober and filling my time so the daily check-ins and zoom meetings were amazing as I was able to stay focussed on recovery and learn via interacting with the other girls and staff in our online groups. Without the support I am not sure I would have made it back safe...

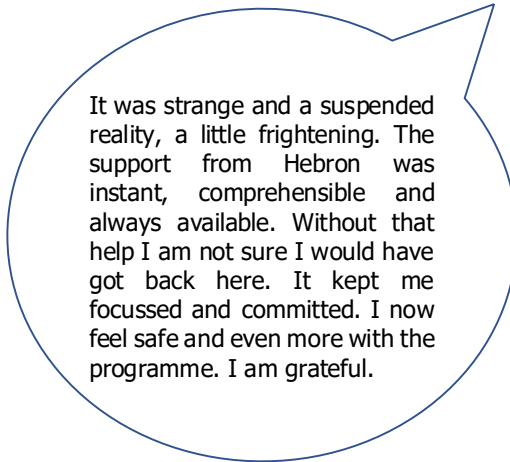
CEO Emma recalls ‘We set up WhatsApp groups for the “current residents” and Hebron graduates. Each resident was assigned two buddies from the staff team and had a WhatsApp group individually for the staff involved. Check-in started morning and night ... it took a few days of calling families, if one did not check in, for a routine to occur.

‘We then organised a daily programme of groups including a Saturday night get together and a devotional meeting on a Sunday morning. They had a seven days a

week of at least one group per day.

‘All residents had to attend all groups and check in twice a day as well as having buddy phone calls several times a week. The most important aspect was that their counselling carried on once a week.

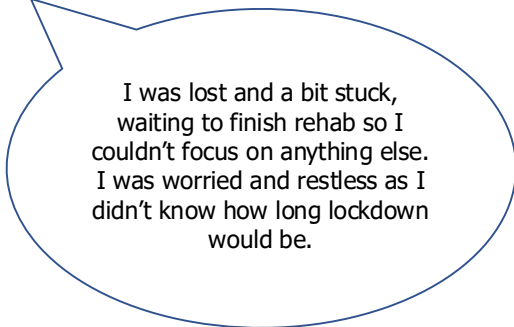
‘We thought that this would be a “holding zone” until we opened but it soon became clear that these women were working hard and progressing on their journey.



It was strange and a suspended reality, a little frightening. The support from Hebron was instant, comprehensible and always available. Without that help I am not sure I would have got back here. It kept me focussed and committed. I now feel safe and even more with the programme. I am grateful.

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'A wonderful secondary benefit of this programme meant that we also connected with up to 40 ex graduates who joined in some of the activities and all participated on WhatsApp.



I was lost and a bit stuck, waiting to finish rehab so I couldn't focus on anything else. I was worried and restless as I didn't know how long lockdown would be.

'It was not all plain sailing, there was one recovery casualty along the way but she managed to secure funding for another treatment centre.

'There were wobbles as well and a relapse the week before we re-opened but three women walked back through our doors on July 20th all saying they would not have made it back without the daily support. They have now all been granted a second 12 weeks by their

funders.'

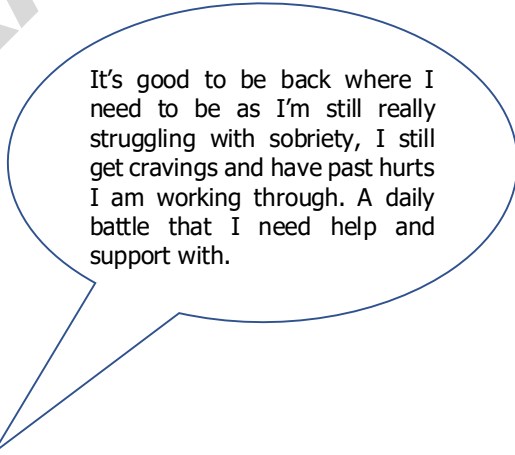
Reopening

The Trustees continued to meet each month, using Zoom and Google Meet. At each meeting the questions "Has anything changed that would enable HH to operate safely?" For several months, the Trustees felt the risk of reopening – and exposing vulnerable residents and staff to new contacts who would be part of different groups and shop in different places – was too great.

On May 20th the Trustees meeting agreed that there was not going to be a non-Covid world, but the general understanding of the disease and the measures to limit spread were both significantly better than in mid-March. The Trustees asked Sophie Bland, the only member of the HH Senior Management team on furlough, to return to work and lead work on a Roadmap which would help staff members, volunteers, funders and potential residents understand the steps HT would be taking to minimise the risk when reopening, including Risk Assessments for all the different areas and activities..

Work on the Roadmap began on 1 June, and the first draft was reviewed internally on June 11. The Trustees reviewed the final version on 16 June, approved it on 17 June as the basis for reopening, and it was sent to the furloughed staff team on 18 June.

The first returning residents were received into HH on July 20.



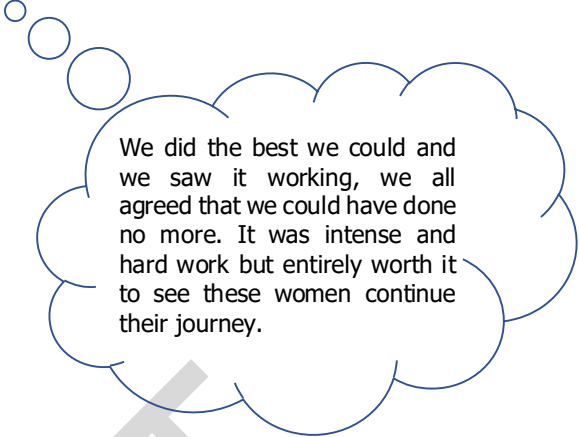
It's good to be back where I need to be as I'm still really struggling with sobriety, I still get cravings and have past hurts I am working through. A daily battle that I need help and support with.

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Lockdown learning

The Hebron House team now uses zoom for pre admission interviews and has incorporated it into the aftercare programme.

The work in lockdown was unfunded – no residents, no direct income. HT did not qualify for the significant government grants (Hebron House is a residential premises, and only business rate payers were eligible for support). The Trustees and staff were amazed by the generosity of donor organisations which – unsolicited - contributed to the work during lockdown. Funding arrived for PPE specifically, which was very helpful.



We did the best we could and we saw it working, we all agreed that we could have done no more. It was intense and hard work but entirely worth it to see these women continue their journey.

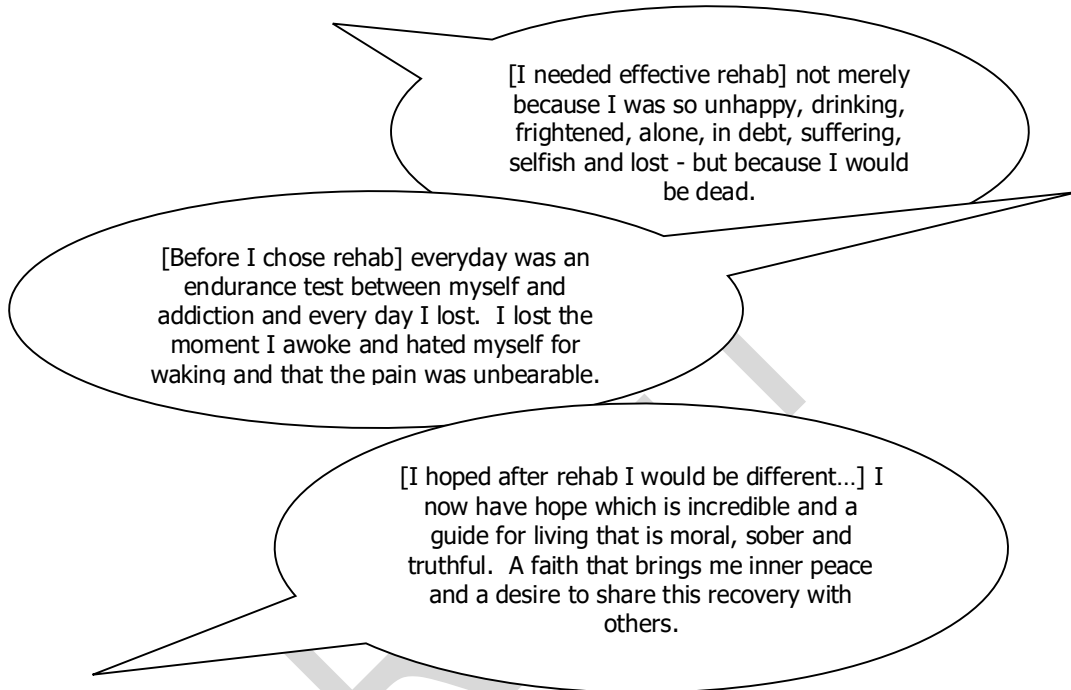
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3 Why we do what we do

The need – a service user’s perspective

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



The need - the substance misuse context

The data in this section is based on the Home Office Drugs Misuse report .¹ Covid-19 has delayed publication of the annual substance misuse data. At writing, no overall figures are available for 2019-2020 (These are published after September). Please see the 2018/19 report for a fuller discussion of the prevalence and damage of alcohol abuse among women.

Home Office estimates are that one in eleven adults² (3.2 million people, 9.4%) used an illegal drug in 2018-19 [see Figure 1]. This is up from 2.7 million adults (9.0%) in England and Wales in 2017. Amongst 16-24 year olds, the proportion is 20.3% (2018-19: 19.8%). The Home Office points out that there was no significant change compared with a decade ago. Male adults (9.8%) are twice as likely to use any illegal drug as women adults (6.3%); there are more users in urban than rural areas.

Unhappy people use drugs or using drugs doesn't make people happy. "Around 1 in 5 (19.3%) adults who had classified themselves as having low levels of happiness reported using 'any drug' in the last year. In comparison, among those who were classified as having very high levels of self-reported happiness, around 1 in 16 (6.2%) had used a drug in the last year." (Drugs Misuse page 17). The most deprived local authorities have the highest prevalence of problematic drug users.ⁱ

¹ Drugs Misuse: Findings from the 2018/19 Crime Survey for England and Wales, published 19/01/19

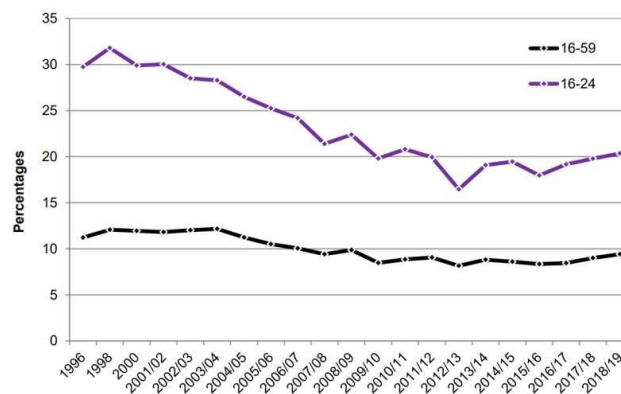
² People aged 16 to 59

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Cannabis remains the most used illegal drug, with 7.5% of adults using it, up one percentage point from last year.

Class A usage last year amongst the 16-24 year olds was also up slightly but not significantly: 8.7% (550 000 young people) up from 8.4%. Amongst the adult population, 1 in 25 (3.7%) have used Class A in the last year, up from 3.5%, and there has been a general upward trend over the last decade.

Figure 1 - Trends in 'any drug' use in the last year among adults, 16 to 59 and 16 to 24 year, England & Wales Crime Survey



Cannabis was the most frequently used illegal drug, with 7.6% of adults and 17.3% of 16-24s using it in 2018/19. Cocaine powder usage continues to grow according to the Crime Survey, growth is not statistically significant year on year, but there is an undeniable upward trend [see Figure 2].

Ecstasy and Amphetamine usage declined year-on-year amongst 16-24 and the adult population. Ketamine usage has increased over the past ten years amongst both groups; nitrous oxide is the second most popular drug for 16-24s with 8.7% using it (8.8% in 2017/18). The use of new psychoactive substances amongst 18-24s was similar to last year, less than 1.5%.

Alcohol data has yet to be updated. In its absence, this story from the Matthew Project³, a Norwich-based charity working with drug and alcohol addicts, tells the story:

The county has seen an increase in alcohol-related referrals during lockdown, reflecting the national trend. Sarah King, fundraising and events officer at The Matthew Project, said: "The feelings of isolation, fear, boredom and uncertainty that lockdown has presented, coupled with inability to access usual support networks, have made it a very difficult time for vulnerable people struggling with addiction."

The BBC reported⁴

Addiction services in England could struggle to cope with "soaring" numbers of people misusing alcohol, the Royal College of Psychiatrists is warning.

Many adults are drinking more since the coronavirus pandemic began, [data shows](#).

³ <https://www.edp24.co.uk/news/increase-in-substance-misuse-at-norfolk-charity-1-6804512> accessed 14 September 2020

⁴ <https://www.bbc.co.uk/news/health-54151481> accessed 15 September 2020

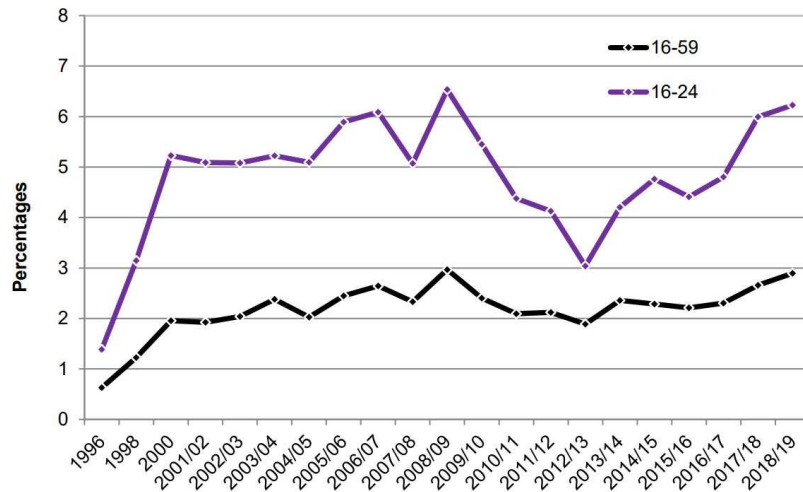
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The college estimates that in June, more than 8.4m people in England were drinking at higher-risk levels, up from 4.8m in February.

It says deep cuts made to addiction services could mean patients will miss out on life-saving care.

The rise in risky drinking comes at a time when more people addicted to opiates are seeking help from addiction services, says the college, referring to National Drug Treatment Monitoring System statistics showing 3,459 new adult cases in April - up 20% from 2,947 in the same month the previous year.

Figure 2 - Proportion of adults using powder cocaine in the last year, 16 to 59 and 16 to 24, England & Wales Crime Survey



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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 society⁵.

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 significantly 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.

Completion Rates

Public Health England classes successful completion as

- no longer requiring structured treatment
- abstinent
- not dependent on other substances

Hebron extends this to include

- involvement in HT’s post-residential support and/or involved in a 12-step group
- taking a full part in society (volunteering or paid employment, for example)

HT’s opiate successful completion rate for 2018-19 was 56%; the 2017-18 England rate was 26%.

The 2017-18 England rate for alcohol only treatment was 61%.

PHE’s consolidated successful completion rates for 2017-18 was 48%. HT’s is 80% for 2018-19.

England figures from PHE “Alcohol and drug treatment for adults: statistics summary 2017 to 2018” published 1 Nov 2018

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

⁵ *Public Health England* “Alcohol and drug prevention, treatment and recovery: why invest?” 12 Feb 2018)

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	How delivered	How measured	Public benefit arising
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	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.</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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4 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.

The Board carries out an annual 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 remains 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 Board continues to seek new Trustees. 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	2020 FY	2019 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 Board.

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

Jennie Hunte manages our Aftercare service.

5 Risk Management

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.

6 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.

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Nancy Oldfield Trust has provided sailing opportunities for the residents, in partnership with the John Jarrold Trust. This was much appreciated during 2019, but has been disrupted in 2020.

7 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.

In the plans for 2019 published in our 2018 FY report, we included establishing a detox capability. We achieved this by negotiating a partnership with East Coast Recovery. Unfortunately, East Coast Recovery did not survive the Covid-19 lockdown.

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 2018/19. Ex-residents continue 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, firmly in the top quartile for UK rehabs. This has recovered after falling in 2017 and 2018
- our access to housing services and
- our service in aftercare which enables our clients to move successfully into education or voluntary or paid employment.

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.

Key Performance Indicators

	2020 FY	2019 FY	2018 FY
Contract income (all services)	315,627	322,168	335,188
Average occupancy	7.5	7.3	7.3
% of residents completing	82%	80%	71%
Number of ex-residents in support group (aftercare metric)	72	70	68
Number of counselling sessions held over zoom	36	n/a	n/a
Average occupancy of Chapel House (aftercare metric introduced 2019/20)	4	n/a	n/a

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8 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.

In the period September 2018 to September 2019, the Scheme assisted three women. In the twelve months to September 2020, which included over four months of lockdown, one woman benefited from the Scheme.

9 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.

The average number of volunteers, including the Board, is 14, down three from 2018-19.

The Trustees thank each volunteer for their contribution.

Role of volunteers in the programme

Volunteers contribute in a number of 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 (thanks to Mark Fairweather-Tall erstwhile NCBC minister, Patrick Jordan of St Matthews), providing speakers for recovery groups, NA and AA, help with web site design.

10 Financial Review

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

The trading environment remained the same until lockdown (and looks likely to resume after):

- 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).

Reserves Policy

The Trust's cash position was adequate throughout the year. The Board has drawn on its reserves.

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 2020 our free reserves were 1.58 months' direct charitable expenditure.

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11 Plans for the coming year

Please read this section in conjunction with The story of lockdown on page 3 above.

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 continue to be 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.

Hebron Trust will:

- a) explore further cost reductions where possible. In 2018/19 the Trustees market tested Accounting and Inspection Services, realising a cash saving as well as process simplification;
- b) extend the overdraft facility with NatWest (which hasn't been used since October 2017's short term £8k);
- c) continue to develop and operate our bursary scheme, particularly those for complex diagnosis cases;
- d) establish a detox capability. This could be achieved through co-operation with another provider (see section 7 above);
- e) explore how we might exploit our Intellectual Property and capabilities in non-residential rehab opportunities. We will build on our lockdown experiences to do this;
- f) publicise the work of the Trust amongst the local Christian community. A social media campaign was rolled-out in pilot form in late 2019. Lockdown prevented this development, and it will be resumed this year. Some similar rehabs receive more significant financial support from local church networks than does HT: this is something we aim to redress.

HEBRON TRUST
(A Company Limited by Guarantee)

12 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.

13 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.

14 Approval

Approved by the Board of Management on 17 September 2020 and signed on its behalf by:

Nikolas Vitkovitch, Chairman

Source: *UK Government*; "Alcohol and drug prevention, treatment and recovery: why invest?" published 12 February 2018

HEBRON TRUST
(A Company Limited by Guarantee)

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 2020.

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 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:

Mr F M E Shippam BSc FCA DChA

MA Partners LLP

HEBRON TRUST
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2020**

	Note	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations, legacies, grants and contract income	3	93,919	357,937	451,856	445,281
Other trading activities	4	-	126	126	1,024
Total income		93,919	358,063	451,982	446,305
Expenditure on:					
Raising funds	5	-	18,339	18,339	22,668
Charitable activities		61,836	372,927	434,763	396,209
Total expenditure		61,836	391,266	453,102	418,877
Net movement in funds		32,083	(33,203)	(1,120)	27,428
Reconciliation of funds:					
Total funds brought forward		16,225	843,700	859,925	832,497
Net movement in funds		32,083	(33,203)	(1,120)	27,428
Total funds carried forward		48,308	810,497	858,805	859,925

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

The notes on pages 23 to 34 form part of these financial statements.

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

BALANCE SHEET
AS AT 31 MARCH 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible assets	10	759,584	761,156
		<u>759,584</u>	<u>761,156</u>
Current assets			
Debtors	11	39,826	26,224
Cash at bank and in hand		86,524	84,571
		<u>126,350</u>	<u>110,795</u>
Creditors: amounts falling due within one year	12	(27,129)	(12,026)
Net current assets		99,221	98,769
Total assets less current liabilities		858,805	859,925
Total net assets		858,805	859,925
Charity funds			
Restricted funds	13	48,308	16,225
Unrestricted funds	13	810,497	843,700
Total funds		858,805	859,925

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

BALANCE SHEET (CONTINUED)
AS AT 31 MARCH 2020

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:

The notes on pages 23 to 34 form part of these financial statements.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

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 is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

2. Accounting policies (continued)

2.4 Expenditure (continued)

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

2.5 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 2020**

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.

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 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Donations	2,000	32,790	34,790	37,288
Legacies	-	-	-	29,955
Grants	91,919	7,500	99,419	55,870
Government grants	-	2,020	2,020	-
Contract income	-	315,627	315,627	322,168
Total 2020	93,919	357,937	451,856	445,281
<i>Total 2019</i>	<i>51,910</i>	<i>393,371</i>	<i>445,281</i>	

4. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Miscellaneous income	126	126	1,024

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

5. Expenditure on raising funds

Fundraising trading expenses

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Consultancy & Advertising	-	15,387	15,387	21,409
Fundraising trading expenses - wages and salaries	-	2,952	2,952	1,259
Total 2020	-	18,339	18,339	22,668
<i>Total 2019</i>	<i>11,054</i>	<i>11,614</i>	<i>22,668</i>	

6. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £	<i>Total funds 2019 £</i>
Residential, rehabilitation and resettlement	400,633	34,130	434,763	396,209
<i>Total 2019</i>	<i>362,862</i>	<i>33,347</i>	<i>396,209</i>	

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2020 £	<i>Total funds 2019 £</i>
Staff costs	264,366	231,955
Housekeeping	23,654	19,438
Professional fees	18,121	23,108
Insurance	17,918	5,492
Equipment and repairs	11,371	35,264
Light and heat	10,372	6,856
Travel	9,841	8,486
Rent and rates	9,203	8,517
Bad debt	8,386	-
Staff bursary payment	7,025	-
Sundry costs	6,161	9,390
Training	5,001	4,157
Depreciation	4,682	4,120
Resident costs	4,248	4,974
Subscriptions	284	1,106
	400,633	362,862

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2020 £	<i>Total funds 2019 £</i>
Staff costs	12,755	11,750
Office costs	11,473	7,431
Governance costs	6,899	9,783
Telephone	1,658	4,063
Bank charges	1,345	320
	34,130	<i>33,347</i>

7. Independent examiner's remuneration

The independent examiner's remuneration amounts to an independent examiner fee of £1,250 (2019 - £1,500).

8. Staff costs

	2020 £	<i>2019 £</i>
Wages and salaries	273,214	236,644
Contribution to defined contribution pension schemes	6,859	8,319
	280,073	<i>244,963</i>

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

	2020 No.	<i>2019 No.</i>
Charitable activities	18	17
	18	<i>17</i>

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

The total remuneration for key management personnel for the year totalled £39,691 (2019 - £38,229).

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

9. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 March 2020, no Trustee expenses have been incurred (2019 - £NIL).

10. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 April 2019	750,000	26,255	776,255
Additions	-	3,110	3,110
At 31 March 2020	<u>750,000</u>	<u>29,365</u>	<u>779,365</u>
Depreciation			
At 1 April 2019	-	15,099	15,099
Charge for the year	-	4,682	4,682
At 31 March 2020	<u>-</u>	<u>19,781</u>	<u>19,781</u>
Net book value			
At 31 March 2020	<u>750,000</u>	<u>9,584</u>	<u>759,584</u>
At 31 March 2019	<u>750,000</u>	<u>11,156</u>	<u>761,156</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
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

11. Debtors

	2020 £	2019 £
Due within one year		
Trade debtors	24,188	20,697
Other debtors	4,686	5,527
Prepayments and accrued income	10,952	-
	<u>39,826</u>	<u>26,224</u>

12. Creditors: Amounts falling due within one year

	2020 £	2019 £
Other creditors	795	1,835
Accruals and deferred income	26,334	10,191
	<u>27,129</u>	<u>12,026</u>
	2020 £	2019 £
Deferred income at 1 April 2019	3,744	2,436
Resources deferred during the year	18,000	3,744
Amounts released from previous periods	(3,744)	(2,436)
	<u>18,000</u>	<u>3,744</u>

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. Statement of funds

Statement of funds - current year

	Balance at 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
Unrestricted funds				
Other unrestricted funds	324,344	358,064	(391,267)	291,141
Revaluation reserve	519,356	-	-	519,356
	<u>843,700</u>	<u>358,064</u>	<u>(391,267)</u>	<u>810,497</u>
Restricted funds				
Aftercare	-	64,667	(41,359)	23,308
Bursary	-	18,000	-	18,000
Resettlement worker's salary: Mrs Smith	-	5,000	-	5,000
Bathroom	6,078	-	(6,078)	-
DVD	696	-	(696)	-
Flooring	3,864	-	(3,864)	-
Furniture and decoration	2,835	-	(2,835)	-
Washer and dryers	140	-	(140)	-
Windows	612	-	(612)	-
Wellbeing	2,000	-	(2,000)	-
Norfolk Community Foundation	-	4,252	(4,252)	-
Chapel House furniture	-	2,000	-	2,000
	<u>16,225</u>	<u>93,919</u>	<u>(61,836)</u>	<u>48,308</u>
Total of funds	<u><u>859,925</u></u>	<u><u>451,983</u></u>	<u><u>(453,103)</u></u>	<u><u>858,805</u></u>

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2018</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2019</i>
	£	£	£	£	£
Unrestricted funds					
Other unrestricted funds	284,387	394,395	(364,231)	9,793	324,344
Revaluation reserve	519,356	-	-	-	519,356
	<u>803,743</u>	<u>394,395</u>	<u>(364,231)</u>	<u>9,793</u>	<u>843,700</u>
Restricted funds					
Resettlement worker's salary:					
Mrs Smith	-	7,000	(7,000)	-	-
Bathroom	-	14,172	(8,094)	-	6,078
DVD	-	11,750	(11,054)	-	696
Flooring	8,134	-	(4,270)	-	3,864
Furniture and decoration	3,181	-	(346)	-	2,835
Washer and dryers	-	1,630	-	(1,490)	140
Windows	612	-	-	-	612
Wellbeing	7,287	-	(5,287)	-	2,000
Summerhouse	237	-	(237)	-	-
Chapel House furniture	-	10,000	(10,000)	-	-
IT room	9,303	-	(1,000)	(8,303)	-
Central heating	-	7,358	(7,358)	-	-
	<u>28,754</u>	<u>51,910</u>	<u>(54,646)</u>	<u>(9,793)</u>	<u>16,225</u>
Total of funds	<u><u>832,497</u></u>	<u><u>446,305</u></u>	<u><u>(418,877)</u></u>	<u><u>-</u></u>	<u><u>859,925</u></u>

HEBRON TRUST
(A Company Limited by Guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

13. Statement of funds (continued)

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.

Flooring - replacement of flooring.

Summerhouse - This fund is for the cost of erecting a small summerhouse in the garden of Hebron House.

Windows - To replace and repair windows in Hebron House.

Wellbeing - To provide workshops and train Hebron staff to deliver them, including relationships, mindfulness, group therapy and self-esteem.

Chapel House furniture - replace furniture at Chapel House.

14. Summary of funds

Summary of funds - current year

	Balance at 1 April 2019 £	Income £	Expenditure £	Balance at 31 March 2020 £
General funds	843,700	358,064	(391,267)	810,497
Restricted funds	16,225	93,919	(61,836)	48,308
	<u>859,925</u>	<u>451,983</u>	<u>(453,103)</u>	<u>858,805</u>

Summary of funds - prior year

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2019 £
General funds	803,743	394,395	(364,231)	9,793	843,700
Restricted funds	28,754	51,910	(54,646)	(9,793)	16,225
	<u>832,497</u>	<u>446,305</u>	<u>(418,877)</u>	<u>-</u>	<u>859,925</u>

HEBRON TRUST
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

15. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	759,584	759,584
Current assets	48,308	78,042	126,350
Creditors due within one year	-	(27,129)	(27,129)
Total	48,308	810,497	858,805

Analysis of net assets between funds - prior period

	<i>Restricted funds 2019 £</i>	<i>Unrestricted funds 2019 £</i>	<i>Total funds 2019 £</i>
Tangible fixed assets	-	761,156	<i>761,156</i>
Current assets	16,225	94,570	<i>110,795</i>
Creditors due within one year	-	(12,026)	<i>(12,026)</i>
Total	16,225	843,700	859,925

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 £6,859 (2019 - £8,319). Contributions of £988 (2019 - £693) were payable to the fund at the balance sheet date and are included in creditors.

17. Related party transactions

There were no related party transactions for the year ended 31 March 2020.

DRAFT