THE CATHEDRAL ARCHER PROJECT LIMITED

England & Wales · Charity number 1064818

Details

Other names	CBA PROJECTS LIMITED, CATHEDRAL BREAKFAST PROJECT
Status	Registered
Legal form	Charitable company
Company number	03188162
Registered	1997-10-13
Register	View on the Charity Commission register

Contact

Address	Sheffield Cathedral Sheffield S1 1HA
Phone	01143212311
Email	anne@archerproject.org.uk
Website	www.archerproject.org.uk

Activities

Objects: THE COMPANY'S OBJECTS("OBJECTS") ARE THE RELIEF OF HOMELESS PERSONS IN NECESSITOUS CIRCUMSTANCES BY THE PROVISION OF ADVICE, ASSISTANCE, MATERIAL HELP, FRIENDSHIP AND BY GIVING A SENSE OF WORTH AND DIRECTION TO SUCH PERSONS AND TO SUCH PERSONS WHO ARE IN NEED AND WHO ARE LIVING IN ADVERSE HOUSING CONDITIONS IN SHEFFIELD.

Activities: The CAP is a day centre for homeless and vulnerable adults based in Sheffield City Centre. Services provided are(showers, free telephone, free breakfasts, subsidised lunches, access to health care professionals, education, football, sewing, literacy & numeracy, internet access,advice & guidance session, signposting and working alongside other agencies) Also offered are a variety of activities.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty
- **Who:** People Of A Particular Ethnic Or Racial Origin, Other Defined Groups

Geography

- **Area of benefit:** SHEFFIELD
- Sheffield City

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,061,250	£1,064,113	£533,812	36
2023-12-31	£1,144,608	£928,558	£536,675	40
2022-12-31	£883,454	£951,473	£320,625	36
2021-12-31	£828,113	£945,822	£388,644	34
2020-12-31	£1,157,164	£838,275	£506,353	36

Trustees

Name	Role	Appointed
Anne Kerslake		2024-05-30
Charlotte Ann Shepherd		2022-11-24
JOHN ROBERTS		2022-01-27
Karl Andrew Dalgleish		2020-01-23
Kevin Anthony Rhone		2022-01-27
Lawrence Lewis Swycher		2023-10-16
Richard Taylor		2020-11-01
Steven Crookes		2025-11-27
Surriya Falconer		2019-03-15
Yasmin Knight		2025-11-27

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THE CATHEDRAL ARCHER PROJECT LIMITED

England & Wales - Charity number 1064818

Accounts

Charity Registration Number: 1064818

Company Registration Number: 03188162 (England and Wales)

THE CATHEDRAL ARCHER PROJECT LIMITED

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2024

THE CATHEDRAL ARCHER PROJECT LIMITED

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LEGAL AND ADMINISTRATIVE INFORMATION

Directors / Trustees

Karl Dalgleish (Co-chair)	
Surriya Falconer (Co-chair)	
Daniel Brookman	Resigned 28 March 2024
Frances Joel	
Lady Anne Kerslake	Appointed 30 May 2024
Stephen Kober	
Kevin Rhone	
John Roberts	
Charlotte Shepherd	
Lawrence Swycher	
Richard Taylor	

Chief Executive Officer

Tim Renshaw

Registered Office

Cathedral of St Peter & St Paul
Church Street
Sheffield
S1 1HA

Auditors

BHP LLP
Albert Works
Sidney Street
Sheffield
S1 4RG

Bankers

Nat West Bank Plc	Co-operative Bank Plc
42 High Street	60-62 Pinstone Street
Sheffield	Sheffield
S1 1QG	S1 2HN

TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Trustees and Directors present their report and the audited financial statements of the charity for the year ended 31 December 2024. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The Cathedral Archer Project Limited is governed by its Articles of Association and is incorporated as a company limited by guarantee. The term "The Archer Project" is the working name of The Cathedral Archer Project Limited.

The Trustees' annual report serves the purposes of both a Trustees' annual report and a directors' report under company law.

The Trustees delegate the responsibility of day to day running of the project to the Chief Executive Officer. The Chief Executive Officer works with a senior leadership team to coordinate the delivery of operations, administration, fundraising, financial management. The CEO works with the Managing Director of Archer Project Enterprises Ltd to manage the day-to-day responsibilities of its wholly owned subsidiary.

Introduction

The Archer Project is a team, a space and a hub designed to provide services for people who are homeless, have been homeless or are threatened with homelessness. We provide a number of services designed to help people move away from homelessness. We believe the end of homelessness should have new opportunities for a satisfying life, whatever that may mean to the individuals who are building a new life. We hope that includes good health and wellbeing, a home that is enjoyed and the chance to take part in the wider society whether that is through employment, belonging to groups and/or giving time as a volunteer. These are the things we look at to measure how successful we are at supporting people.

We are not a stand-alone service. By that we mean that we are much more effective in achieving our aims by working with other similarly skilled services. Our centre is better described as a hub which is open to other organisations to come and use. In 2024 we worked alongside health professionals, mental health professionals, housing providers, probation officers, drug and alcohol treatment services, outreach services and teams who, like us, work to bring all those specialisms together to help one person at a time to change their life.

Working with other professional services helps to improve our work. For example, working with the mental health team (HAST) to provide tailored mental health support for people who are rough sleeping. This cooperation and collaboration brings a variety of specialist services into the project working alongside our team.

As with most homeless agencies, we follow a Trauma Informed methodology. In brief this means we assume that most people who become street homeless are survivors of childhood trauma or Post Traumatic Stress Disorder (PTSD) and that their experience of trauma has had a profound impact on their lives.

Being Trauma Informed means that we have designed the way we work and the spaces we use to avoid, as much as possible, adding to the trauma people have already experienced. The really important thing about working in a Trauma Informed way is that it increases the chances of supporting people who are homeless to change their life patterns and realise their strengths and skills to lead a much richer and fuller life than most dared to dream about.

Helping people to realise ambitions means providing opportunities to do that too. In 2024 our fulfilment programme maintained people in employment through our social enterprises Printed By Us and Just Clean. Our Peer Mentoring Programme restarted providing opportunities for people with lived experience of homelessness to be employed in the Archer Project to support people. The peer mentor programme strengthens the work we do to help people moving away from homelessness.

The plans for the rebuild of the project were further developed. We have reached the end of RIBA stage 3 and have started work to gain the funding needed to make the project happen. The rebuild is based on trauma informed principles and seeks to use space and time more effectively to help people progress away from homelessness.

Structure and Governance of the Archer Project

All parts of the Archer Project are important; those people who are or have been homeless and who benefit from our service are also the people who help us run it and design improvements to the way we work. Our staff team is made up of volunteers and employees, all of whom undertake training and many of whom give feedback in one way or another to help us deliver a better service. Our Trustees are appointed because we believe they have particular skills, gifts and values that will bear fruit and improve the way we run the charity. Equally important are those who support us with gifts, donations and encouragement, without whom there would be no service to offer.

The Trustees update a skills audit and discuss skills gaps. Appointments are made following a) advertisements for potential trustees with skills that have been identified as needed b) on occasions when individuals with highly prized skills have made their desire to be considered as a trustee known to the Board of Trustees.

Potential trustees receive our Trustee and Director Handbook, updated annually, which details the responsibilities and commitments of trustees and directors, training packages, an organigram with contacts for participation in the project's activities. This allows visits and shadowing of the staff team. On appointment Trustees complete an induction process with the Administration Manager. The Chair of Trustees meets with all Trustees to identify training needs and how their skills are being and might be used to fulfil the role of trusteeship, and personal satisfaction in fulfilling their role.

Trustees and Directors

Our Trustees have the task of ensuring the charity operates within the bounds of the law to deliver its purpose which is set out in its Articles of Association. The Archer Project's governance structure is in line with the requirements of both the Charity Commission and Companies House. All of the Trustees are members of the company and guarantee to contribute £20 in the event of a winding up.

The Trustees meet as a full board six times per year. They delegate aspects of their overall responsibilities and interests to sub-committees and working groups. In 2024 these were:

- Finance Committee
- Human Resources and Operational Policy Committee
- Fundraising Committee
- Re-building Committee
- Research Review Committee – newly formed to help the project think about the evidence base.

The Co-chairs of Trustees chair a remuneration committee to review and set the salary of the Chief Executive Officer. The salary is benchmarked against similar sized and structured organisations. The Co-chairs of Trustees ensure one or both meet monthly with the Chief Executive Officer to review the performance of the charity and any identified risks.

Risks are identified by the use of a risk register which is reviewed by both the Finance and Human Resources and Operational Policy Committees. Any risks of concern are taken to meetings of the full Board of Trustees. Trustees are asked to contribute to at least one of these committees or groups alongside regular attendance at full board meetings. In addition, most find ways in which they can take part in the work of the project, volunteering in our kitchen or supporting the development of skills in aspects of the project or working behind the scenes to improve administrative or financial processes. We undertake skills gap analysis against perceived skills needs when appointing Trustees. The skills Trustees bring to their role include marketing and public relations, sales, economic research and evaluation, finance management, human resources management, legal, management within private enterprise, public sector and voluntary sector, knowledge of Sheffield's business and public sector systems.

Additionally, the Trustees use Archer Project Enterprises Ltd, first established in 2012 before a period of dormancy, to provide governance of its social enterprise activity. The Archer Project Enterprises Ltd (A.P.E.) board of directors meets six times per year. The aim of the social enterprises is to employ people who have experienced homelessness and help people gain employment in other companies and industries. They review and plan the operational and financial performance of Archer Project Enterprises Ltd. The Chair of the A.P.E. board and the Managing Director of A.P.E. attend two meetings of the Archer Project Board each year to discuss its performance and development.

Why we are here

The charity's objects are the relief of poverty within Sheffield City Centre and the sub-region, with particular focus on and concern for those people who are homeless or otherwise experiencing housing difficulties due to their poverty. We believe everybody has a right to a fulfilling and enjoyable life and that there are some important things we do to help people achieve this. Our values are "Acceptance, Belonging and Participation". These are fundamental to any person who thrives in society and we want that for people who use our services.

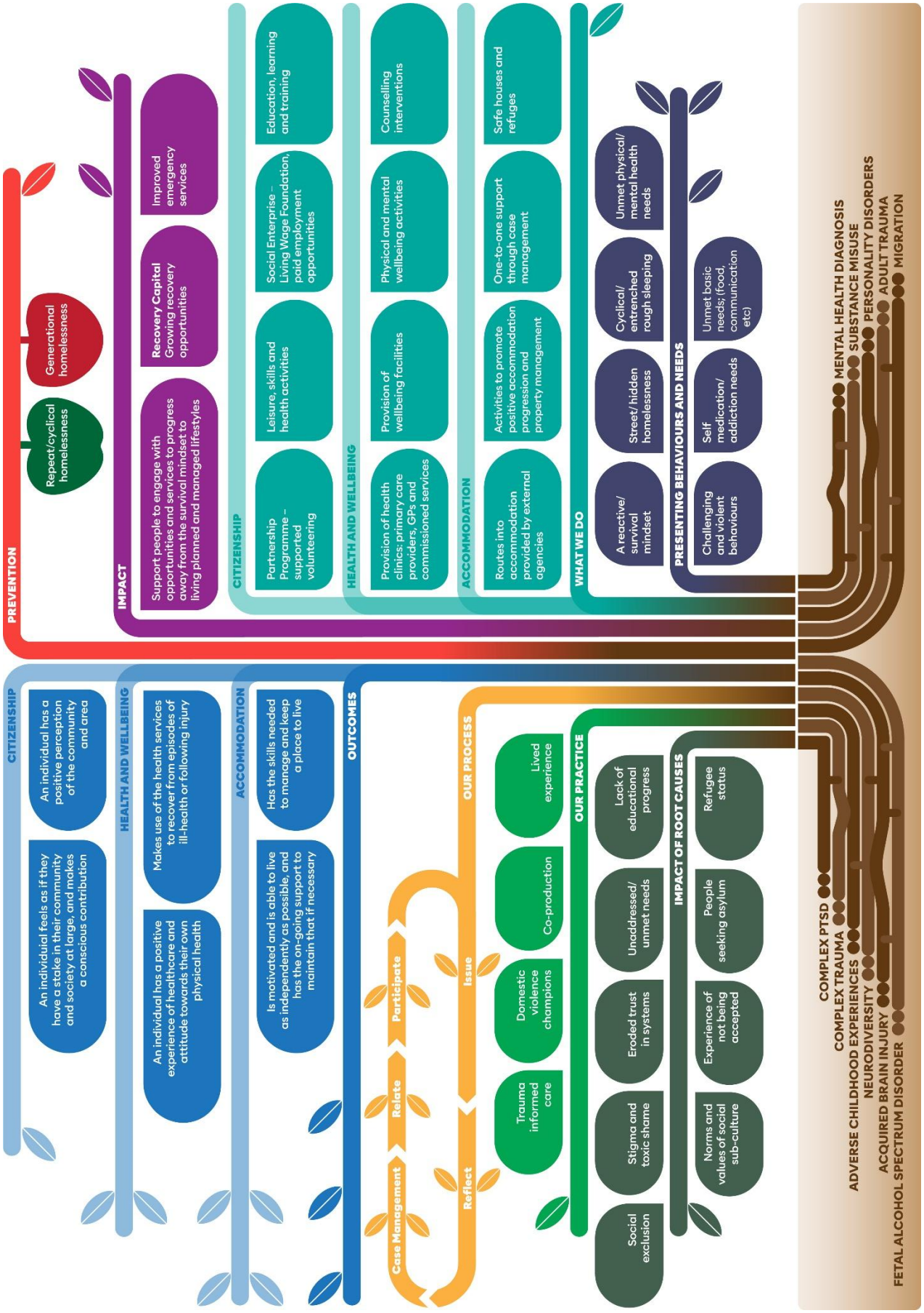
Public benefit

In setting the objectives and planning the activities the directors have given careful consideration to the Charity Commission's general guidance on public benefit. Public benefit is an essential part of what it is to be a charity. But it is more than a legal requirement. It provides us with a positive opportunity to demonstrate the benefits we bring to the public, in return for the financial and other benefits that come from us being a charity. These include:

- Having a positive effect on individuals as they take small steps towards a huge change and are supported to move away from street activity and instead experience a life they find more satisfying.
- Making a positive contribution to 'place' and the city centre environment. In 2024 homeless data showed that homelessness and rough sleeping were increasing. This is bound to have a detrimental impact on the city centre and other parts of the city. The Archer Project works with other organisations in Sheffield to address the issues in the city centre related to rough sleeping. To this end it is proactive about the space even when rising numbers gives the appearance that little is being done to support city centre residents, employees and other communities, including people who are homeless. Part of this, we believe, is addressing the challenges faced by rough sleepers in the city centre. For example, by providing a centre which meets the immediate needs of people involved in street activity (food, medical, communications and hygiene) it enables agencies and individuals to work progressively to move away from street activity.
- Working in a multiagency and strategic way to promote services for homeless people. The Archer Project participates in different forums to help the cross-agency relations that influence and form strategy and service delivery. It participates in forums addressing rough sleeping, access to health services, recovery capital; and it serves on committees within the Changing Futures Programme, SYMCA homeless working group, and Homewards Sheffield.
- We believe it is our responsibility to learn about homelessness from the latest investigation and research in order to deliver best practice within our service. This includes research around brain injury, executive functioning, neurodiversity, health needs, accommodation and reports on pilot programmes.

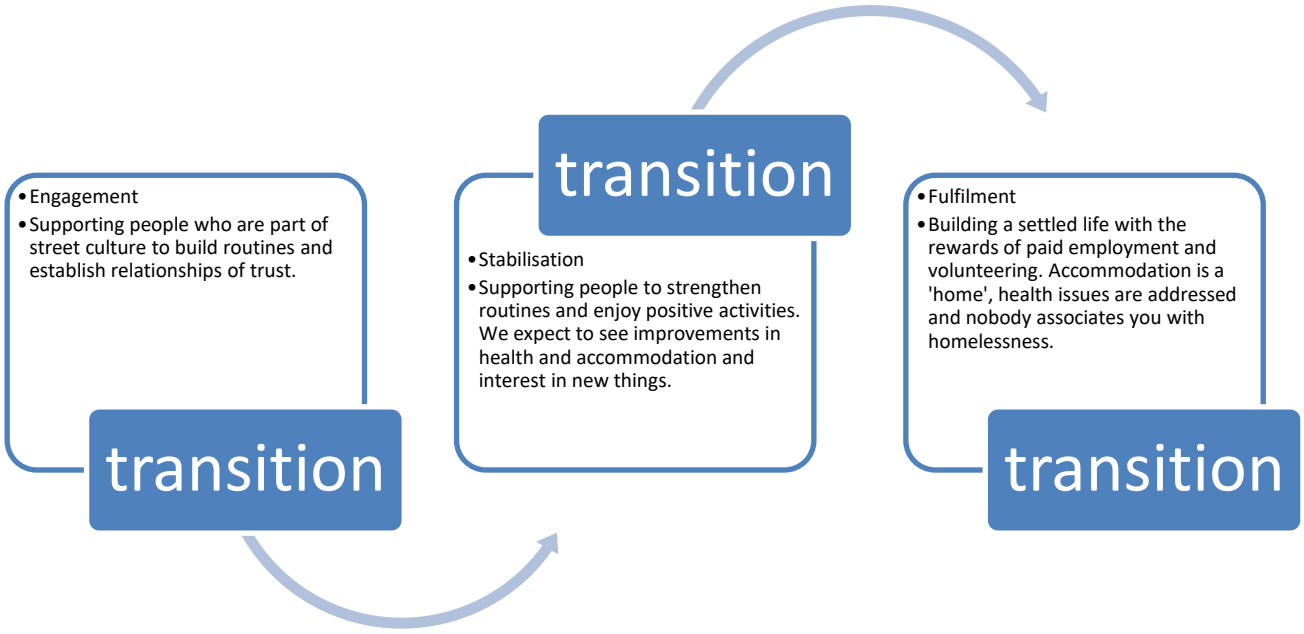
The way we work

Our Theory of Change brings together the benefit of the service and the interventions we deliver. The Tree below is a visual representation. We focus on three outcomes; accommodation, health and wellbeing, and citizenship. Our assumption is that when people make progress in each of these areas there is a sustained movement away from homelessness.


PREVENTION
Repeat/cyclical homelessness
Generational homelessness
IMPACT
Support people to engage with opportunities and services to progress away from the survival mindset to living planned and managed lifestyles
Recovery Capital Growing recovery opportunities
Improved emergency services
CITIZENSHIP
Partnership Programme – supported volunteering
Leisure, skills and health activities
Social Enterprise – Living Wage Foundation, paid employment opportunities
Education, learning and training
HEALTH AND WELLBEING
Provision of health clinics: primary care providers, GPs and commissioned services
Provision of wellbeing facilities
Physical and mental wellbeing activities
Counselling interventions
ACCOMMODATION
Routes into accommodation provided by external agencies
Activities to promote positive accommodation progression and property management
One-to-one support through case management
Safe houses and refuges
WHAT WE DO
A reactive/ survival mindset
Street/ hidden homelessness
Cyclical/ entrenched rough sleeping
Unmet physical/ mental health needs
PRESENTING BEHAVIOURS AND NEEDS
Challenging and violent behaviours
Self medication/ addiction needs
Unmet basic needs: (food, communication etc)
MENTAL HEALTH DIAGNOSIS
SUBSTANCE MISUSE
PERSONALITY DISORDERS
ADULT TRAUMA
MIGRATION
COMPLEX PTSD
COMPLEX TRAUMA
ADVERSE CHILDHOOD EXPERIENCES
NEURODIVERSITY
ACQUIRED BRAIN INJURY
FETAL ALCOHOL SPECTRUM DISORDER
IMPACT OF ROOT CAUSES
Social exclusion
Norms and values of social sub-culture
Stigma and toxic shame
Experience of not being accepted
Eroded trust in systems
People seeking asylum
Unaddressed/ unmet needs
Refugee status
Lack of educational progress
OUR PRACTICE
Trauma informed care
Domestic violence champions
Co-production
Lived experience
OUR PROCESS
Case Management
Relate
Participate
Reflect
Issue
OUTCOMES
Has the skills needed to manage and keep a place to live
Is motivated and is able to live as independently as possible, and has the on-going support to maintain that if necessary
ACCOMMODATION
An individual has a positive experience of healthcare and attitude towards their own physical health
Makes use of the health services to recover from episodes of ill-health or following injury
HEALTH AND WELLBEING
An individual feels as if they have a stake in their community and society at large, and makes a conscious contribution
An individual has a positive perception of the community and area
CITIZENSHIP

To structure these interventions we have a pathway model from street homelessness to a settled and stable life with paid employment. There is no end to the support we offer so that if someone who has made fantastic progress and is in a settled, productive life experiences a relapse, we remain available to them to support them. For example, if a person returns to drug use and it builds to an addiction, we will support them as they tackle the addiction, with the intention that we can prevent them losing all the good things they have gained, their home, their sense of pride and achievement, their hope of a stable life.

The pathway is three overlapping streams of support:



Throughout the whole journey we are looking for signs that people's lives are improving in a balanced way because this is most likely to be sustainable progress. So, we measure improvements in accommodation, changes in the way people think about their health and wellbeing and the way people think about their lives as a member of society. When a person's life is dominated by trying to survive on the street, basic accommodation is an improvement but as they progress the type of accommodation becomes more important, including where that accommodation is, who their neighbours are and how comfortably and homely the accommodation feels. These changes evidence the progress made. We can follow similar journeys in the way people look at their health and the way they think about their life as a member of society.

Our three overlapping streams are:

Engagement: we work with people whose lives are marked by the need to survive day to day. The quote below illustrates the lack of self-worth and hopelessness some of the people we work with can initially feel.

Engagement is about giving people space to get to know and trust us and the other services who use our centre. Listening, accepting, and trying to understand are the tools we use. This is the heart of Trauma Informed ways of working, building the relationship that allows someone to think that a different life could be possible.

Stabilisation: When people have some basic routines and life patterns, we can build on them. This may be as simple as someone showing a desire to meet with a particular professional by frequently attending their appointments, participating in activities and/or volunteering, all of which provide mental stimulation and a sense of purpose. Through further developing a trusting relationship, we can work collaboratively to establish actions plans to overcome an individual's worries, build on the good things in life and aim to fulfil aspirations. We pride ourselves on employing people with lived experience who can directly relate to the myriad of issues, barriers and struggles an individual faces during their recovery and journey as they are role models of how changes in live are possible and worthwhile.

> 'I always thought, tomorrow's another day. That light in that darkness was fundamentally, one hundred percent, only present as a result of The Archer Project. Knowing that I would be able to not have to spend money on food, clothes, washing…it's a rock. In between all the torture and the tornados that you go through being homeless, it's an anchor.' A formerly homeless man who has become a kitchen volunteer to add meaning and purpose as he builds a new life.

Fulfilment: Our aim is to give people the opportunity to feel a sense of fulfilment and success. At the Archer Project this includes the opportunity of paid employment. Alongside healthy living activities and good accommodation, employment has the power to build esteem and new aspirations.

> "What would I give the Archer Project out of ten? Me, personally, I'd give it ten out of ten because it changed my life. I wouldn't be in the position I am now without it."

Multi-agency approach

We mentioned the importance of the multi-agency approach and described the Archer Project as a hub. Alongside its team of volunteers and employees, professionals from other organisations of various disciplines use the project to meet and work with people. This reflects Sheffield's wider multi-agency approach working with homeless populations. It is a recognition of the complexity of homelessness, and that its victims frequently suffer from mental health issues, childhood trauma, PTSD, acquired brain injuries and, as a result, need support to tackle multiple barriers if they are to build a sustainable settled life.

During 2024 we worked with or consulted with more than 45 agencies, companies, programmes or public bodies to do our work supporting people experiencing homelessness or in recovery from it.

The organisations who use the Archer Project include medical services, mental health services, accommodation support workers, probation staff and alcohol and drug treatment services.

The Archer Project and most other services who use the project work in a Trauma Informed way. The recognition that childhood trauma and PTSD are among the root causes of homeless lifestyles has led to a focus on training and development that understands how trauma affects a person's physical and mental development and the ways in which trauma can be addressed.

Archer Project Enterprises Ltd (A.P.E.)

Archer Project Enterprises Ltd is a wholly owned trading subsidiary of the Cathedral Archer Project Limited.

We use APE as a vehicle through which we create social enterprises. The principal aim of our Social Enterprise activity is to provide sustainable supported employment and professional development opportunities to both people with a history of homelessness and those who have overcome similar adversities.

We are a 'Real Living Wage' accredited employer.

Our enterprises are:

Printed By Us (www.printedbyus.org**).**
We create and sell premium quality screen printed products including artwork and a range of organic clothing. Sustainable values are embedded through our supply chain. We commission designs from creatives which are then printed by us.

We sell our products through our online shop and our retail unit in Sheffield. We also offer a custom printing service and facilitate screen printing workshops out of our city centre base. Supported employment opportunities are offered in printing, selling, processing orders, marketing, and maintenance.

Just Clean
We deliver commercial cleaning services at various clients in Sheffield exclusively through supported employment.

Future Plans

In 2025 the Archer Project's priorities will be:

1. Funds for the rebuild project will exceed £300k.
2. Our fundraising plan will deliver increased levels of unrestricted reserves to achieve greater sustainability.
3. We will further explore digital technology and the use of AI tools to improve efficiencies and expand our service offer.
4. We aim to grow our Peer Mentor Programme.
5. We will further develop our volunteer processes to develop the diversity of volunteers and the volunteering options.
6. Archer Project Enterprises will review its operations and consider new enterprise directions to grow employment opportunities.
7. The trustees will review the strategic direction and service delivery of the project. The proposed rebuild of the project space will offer new and different opportunities and they will consider how to make the most of the redesigned space.

Financial Review

In 2024 the Archer Project increased its year end unrestricted reserves to £453,398 compared to £427,192 in 2023. This was achieved through increased unrestricted donation and grant income.

In addition closing unrestricted reserves include designated funds of £8,218 being unspent insurance claim proceeds (out of a total of £77,695 received in the prior year) which will be spent on the capital project to refurbish the building. The insurance claim arose following the arson attack in May 2020.

Risk factors

1. The economic crisis (2020 and ongoing) remains a threat.
    a. Since 2020 average disposable household income has been falling (Institute for Fiscal Studies).
        i. The greatest decrease is in lower income households which has increased demand for services supporting low-income households to survive, such as foodbanks.
        ii. 95% of households are impacted by falling disposable income and we must consider the threat this might pose to charitable donations. Research suggested households on median incomes are looking for ways to reduce expenditure. Research into charitable giving reports that fewer people give to charity (only 50% of the population say they make charitable donations), but the total value of donations in the UK increasing. So, those who give are giving more and there is some evidence to suggest that charities providing for basic needs which are community based have seen increased giving.

    The risk of reduced donations needs to be considered but it is currently mitigated by total increased giving. However, the prospect of an ongoing decline in household incomes remains a threat to fundraising.

2. High levels of homelessness, both people in temporary accommodation and rough sleeping, have increased the visibility of homelessness and the number of people attending the Archer Project. Both present risks.

    a. The Archer Project has faced rising demand as homelessness has increased and temporary accommodation figures have risen. Single people who are homeless in temporary accommodation will use places like the Archer Project for food, laundry and other basic services.

    b. Demand for housing has created a shortage of available space in temporary accommodation meaning that people who are rough sleeping cannot always be offered immediate accommodation. The result is a higher demand for and use of the Archer Project's services.

    c. The visibility of homelessness is frequently related to anti-social behaviour (ASB) in the city centre. The rise in incidents of ASB is real and is being addressed by city centre officers and South Yorkshire Police. A PSPO (Public Space Protection Order) has been proposed and will be decided on in early 2025 for the city centre area. A key part of the PSPO will target street homeless related activity such as begging and gathering in groups. A PSPO is an enforcement tool and highlights existing situations rather than the causes that have led to the existing behaviours. As such, they overlook the failure of public policy to provide for low-income groups or interventions that would have prevented some homelessness. ASB has been used negatively to describe the condition of homelessness (people who do no good and ruin the city centre for others) and as an argument for services supporting people experiencing homelessness to be sited outside the city centre. This perception of homelessness represents a threat to support for the Archer Project and a need for accurate information sharing on the causes and reality of homelessness.

    d. Daily attendance, breakfasts and figures remain high (24,000 meals in 2024 compared to circa 14,000 meals pre-2022) but they didn't reach the predicted 28,000 that the earlier totals in 2024 suggested. The increase is a continued pressure on finances and staff wellbeing. The latter is particularly at risk with the sense of heightened frustration and aggression. Early closure on Wednesdays has been maintained as a staff welfare measure and will continue until daily attendance numbers reduce to below 80.

3. Following the arson attack in May 2020, the Archer Project has invested in redesigning its centre to deliver better outcomes for people who have experienced homelessness. This is a whole programme of work, including a major fundraising effort, over and above the work of the Archer Project. The Trustees have delegated the work to a working group of Trustees and the CEO to ensure the scheme is realistic, well-planned, accurately costed, and will not impede the fund-raising work to deliver the projects services. The project has a dedicated fundraiser.

The proposed plans will improve the way the centre can deliver outcomes by using space differently in line with trauma informed ways of working. It is estimated that the Archer Project will need to raise between £1.5 and £2 million to deliver the scheme. The working group has undertaken a cost benefit analysis which shows that for every one pound it spends on services for homeless adults there is a public sector cost saving impact of £3.20. In other words, a rebuilt, reconfigured project will provide an effective service in helping Sheffield tackle homelessness; it will add very valuable skills and resources to those services delivered by the local authority and health services.

4. Archer Project Enterprises Ltd has been established to deliver income generating work in line with the objectives of the Archer Project. It provides employment for people who are formerly homeless or have suffered related vulnerable lifestyles, e.g., have suffered debilitating mental health or addiction with the threat of becoming homeless. Indeed, its primary objective is to support personal progress into employment and the added stability this brings to a settled life. The sustainability of APE Ltd currently depends on support from the Archer Project. This, in turn, places demands on the ability of the Archer Project to raise sufficient income on a sustainable basis. To mitigate this, the governance of APE by a separate board focuses on financial management as well as achieving outcomes. The funding team works to identify grants related to employment and social enterprises to provide specific support for the programme.

Financial Position

During 2024 the Archer Project group reported a deficit of £2,863 (2023: surplus £216,050). Within this, restricted funds decreased by £29,069 (2023: increase of £1,710) and unrestricted reserves increased by £26,206 (2023: increase of £214,340). Total reserves at the end of 2024 are £533,812 (2023: £536,675) with unrestricted reserves of £453,398 (2023: £427,192) carried forward. In common with many other voluntary sector organisations the Archer Project recognises the inherent uncertainty of its funding streams. Our funding team regularly reviews its performance. Flexibility in fund raising work has been particularly important in the past two years to respond to a changing economy and its impact on grant making trusts, donations and government support schemes.

Policy on reserves

The Board has established a policy whereby the unrestricted funds not committed or designated or invested in fixed assets held by the charity (free reserves) should be at a level sufficient to continue the current activities of the charity in the event of a short-term significant fall in funding. The Board believes that a range of three to six months' total costs in the budget for the following financial year, amounting to £260,000 to £520,000 for the year 2024. This has been increased to £300,000 to £600,000 for 2025. At £414,808 the level of free reserves at 31 December 2024 is within the stated target range. The Trustees are aware that funding continues to be unpredictable. Both the Board and the Management continue to develop strategies to increase unrestricted reserves and aim to retain these at an acceptable level. This reserves policy will be reviewed at least annually.

Fundraising

The Archer Project fundraising team works to the Code of Fundraising Practice. It updates training on good practice to maintain a high quality of standards and work. It received no complaints about its fundraising activities in 2024.

Going concern

As outlined above, free reserves at the end of the year are above target level. Trustees have undertaken detailed reviews of the areas listed below, and having done so consider that it is correct to prepare accounts on a going concern basis.

- The level of secured grant funding to December 2026;
- Patterns of donations and the planned fundraising events to attract support for the project in 2026;
- A plan of expenditure to keep costs within budget limits through to December 2026;
- Detailed forecasts of income and expenditure through to December 2026; and
- Cash flow forecasts to December 2026

Taking all these matters into account we consider that it is appropriate to hold reserves above the target level and it is appropriate to prepare accounts on a going concern basis.

Trustees' responsibilities statement

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on 29th May 2025 and signed on their behalf by:

Surriya Falconer
Trustee

Opinion

We have audited the financial statements of The Cathedral Archer Project Limited (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 December 2024 which comprise the group statement of financial activities, the group and the parent charitable company balance sheet, the group cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report which includes the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 14) the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

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

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and parent entity through discussions with those responsible for compliance, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent entity, including Charities Act 2011, Companies Act 2006, safeguarding legislation, health and safety requirements including fire safety and data protection laws;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and reviewing legal expenses; and
- we ensured identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and parent entity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for. This description forms part of our auditor's report.

Use of our report

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

Rachel Heath (Senior Statutory Auditor)
For and on behalf of BHP LLP, Statutory Auditor
Albert Works
Sidney Street
Sheffield
S1 4RG

Date: 12 June 2025

THE CATHEDRAL ARCHER PROJECT LIMITED
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted Funds	Restricted Funds	Total 2024	Total 2023
Income from:		**£**	**£**	**£**	£
Donations and legacies	**3**	**722,937**	**230,837**	**953,774**	951,639
Charitable activities	**4**	**11,497**	**-**	**11,497**	11,376
Other trading activities	**5**	**90,833**	**-**	**90,833**	100,564
Investments	**6**	**5,146**	**-**	**5,146**	3,334
Other income	**7**	-	-	-	77,695
Total income		**830,413**	**230,837**	**1,061,250**	1,144,608
Expenditure on:					
Raising funds	**8**	**185,795**	-	**185,795**	191,337
Charitable activities	**9**	**361,353**	**256,112**	**617,465**	525,644
Other trading activities	**11**	**260,853**	**-**	**260,853**	211,577
Total expenditure		**808,001**	**256,112**	**1,064,113**	928,558
Net income/(expenditure) for the year		**22,412**	**(25,275)**	**(2,863)**	216,050
Transfers between funds	**19**	**3,794**	**(3,794)**	**-**	-
Net movement in funds		**26,206**	**(29,069)**	**(2,863)**	216,050
Reconciliation of funds:					
Funds brought forward at 1 January		**427,192**	**109,483**	**536,675**	320,625
Funds carried forward at 31 December		**453,398**	**80,414**	**533,812**	536,675

The statement of financial activities complies with the requirements of an income and expenditure account under Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

BALANCE SHEETS
AS AT 31 DECEMBER 2024

	Notes	GROUP 2024 £	GROUP 2023 £	CHARITY 2024 £	CHARITY 2023 £
Fixed assets					
Intangible assets	**14**	**1,346**	2,717	**800**	1,600
Tangible assets	**15**	**29,025**	31,069	**23,423**	23,495
Investments	**16**	**-**	-	**1**	1
		30,371	33,786	**24,224**	25,096
Current assets					
Stock		**46,042**	55,316	**-**	-
Debtors	**17**	**96,608**	42,353	**134,117**	110,367
Cash at bank and in hand		**436,596**	482,775	**429,797**	452,806
		579,246	580,444	**563,914**	563,173
Creditors: amounts falling due within one year	**18**	**(75,805)**	(77,555)	**(54,326)**	(51,594)
Net current assets		**503,441**	502,889	**509,588**	511,579
Total assets less current liabilities		**533,812**	536,675	**533,812**	536,675
Net assets	**20**	**533,812**	536,675	**533,812**	536,675
Funds					
Unrestricted funds - designated	**19**	**8,218**	42,695	**8,218**	42,695
Unrestricted funds - general	**19**	**445,180**	384,497	**445,180**	384,497
Unrestricted funds - total		**453,398**	427,192	**453,398**	427,192
Restricted funds	**19**	**80,414**	109,483	**80,414**	109,483
Total funds		**533,812**	536,675	**533,812**	536,675

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 special provisions in Part 15 of the Companies Act 2006 relating to small companies.

The financial statements on pages 19 to 38 were approved by the Board on 29th May 2025 and were signed on its behalf by:

Surriya Falconer
Trustee

Company Registration Number: 03188162

THE CATHEDRAL ARCHER PROJECT LIMITED

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

		2024	2023
		£	£
Net cash (used)/generated by operating activities	*See below*	**(43,729)**	319,037
Cash flow from investing activities			
Interest income		**5,146**	3,334
Purchase of tangible fixed assets		**(7,596)**	(12,160)
Cash used in investing activities		**(2,450)**	(8,826)
Cash flow from financing activities			
Loan repayments		**-**	(43,224)
Loan interest payable		**-**	(2,760)
Cash used in financing activities		**-**	(45,984)
(Decrease)/increase in cash and cash equivalents in the year		**(46,179)**	264,227
Cash and cash equivalents at the beginning of the year		**482,775**	218,548
Cash and cash equivalents at the end of the year		**436,596**	482,775

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

	2024	2023
	£	£
Net (expenditure)/income for the year	**(2,863)**	216,050
Add back depreciation charge	**9,640**	8,686
Add back amortisation charge	**1,371**	1,989
Deduct interest income shown in investing activities	**(5,146)**	(3,334)
Add interest payable shown in financing activities	**-**	2,760
Decrease/(increase) in stock	**9,274**	(2,720)
(Increase)/decrease in debtors	**(54,255)**	122,832
Decrease in creditors	**(1,750)**	(27,226)
Net cash flow (used)/generated by operating activities	**(43,729)**	319,037

Analysis of changes in net debt

	At 1 Jan 2024	Cashflows	Transfer	At 31 Dec 2024
	£	£	£	£
Cash at bank and in hand	482,775	(46,179)	-	436,596
Debt due within 1 year	-	-	-	-
	482,775	(46,179)	-	436,596

1 Accounting policies

1.1 General information and basis of preparation

The Cathedral Archer Project is a charitable company limited by guarantee in England and Wales. The address of the registered office is given in the legal and administrative information on page 1 of these financial statements. The nature of the charity's operations and principal activities are the relief of poverty.

The financial statements have 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 issued on in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The Cathedral Archer Project Limited meets the definition for a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements are presented in £ sterling which is the functional currency of the charity and rounded to the nearest £1.

1.2 Basis of consolidation

The consolidated accounts include the accounts of The Cathedral Archer Project Limited and its subsidiary undertakings on a line by line basis.

Under section 399 of the Companies Act 2006 and SORP 2019 the company is not required to present its own income and expenditure account.

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities. The company's net movement in funds for the year was £(2,863) (2023:(£216,050)).

1.3 Going concern

The charitable group has made a deficit in the year of £2,863. Free reserves at 31 December 2024 are £414,808 and above the 2024 minimum target level of £260,000. The minimum free reserves has been updated for the 2025 financial year to £300,000.

The trustees have prepared forecasts of income and expenditure for the period to 31 December 2026 and subjected them to sensitivity analysis. The forecasts show that the group has sufficient reserves and cash to be able to continue.

The forecasts are dependent on being able to raise sufficient income from donations and grants to support the costs of running the charitable group. The trustees recognise that in the current economic climate there are some uncertainties in achieving this.

The trustees will continue to monitor performance against budget and put plans in place including the identification and implementation of cost savings, to safeguard the finances of the charitable group if necessary.

It is for these reasons that the trustees continue to adopt the going concern basis in preparing these financial statements.

1.4 Income recognition

Income from donations and grants is recognised in the period in which the charity is entitled to receipt, it is probable and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Legacies are included when the charity is legally entitled to the income, probate has been granted, its receipt is probable and the amount can be quantified with reasonable accuracy. Entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Intangible income (for example, assistance in the form of donated services) is included in the Statement of Financial Activities where another party is bearing the financial cost of the resources supplied and the benefit is quantifiable and measurable. Intangible income is included in the period in which the benefit of the resource is received.

1.5 Expenditure recognition

Resources expended are included on an accruals basis inclusive of irrecoverable VAT and have been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Charitable costs are split between direct and support costs based on the use of resources. Governance costs comprise costs for the running of the charity itself as an organisation.

1.6 Intangible fixed assets

Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Website	25% straight line
Printing rights	33% straight line

Assets are not amortised in the year of purchase.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	25% straight line
Leasehold improvements	20% straight line
Fixtures & fittings	20% straight line
Motor vehicles	20% straight line

Assets are not depreciated in the year of purchase.

1.8 Leases

Operating lease rentals are charged to the income and expenditure account as incurred.

1.9 Employee benefits

When employees have rendered service to the charity short-term employee benefits to which the employees are entitled are recognised at the amount expected to be paid in exchange for that service.

The charity operates a defined contribution pension plan for the benefit of its employees. Contributions are expensed as they become payable.

1.10 Funds

Restricted funds are funds subject to specific conditions imposed by the donor.

Designated unrestricted funds are funds set aside by the Trustees, out of general unrestricted funds, for specific purposes.

General unrestricted funds are funds generated for general charitable purposes.

1.11 Stocks

Stocks are recognised at the lower of cost and estimated selling price less costs to complete and sell.

1.12 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

1.13 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.

1.14 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party. Creditors and provisions are normally recognised at the settlement amount.

1.15 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualifies as basic financial instruments. These are initially recognised at transaction value and subsequently measured at settlement value.

1.16 Tax

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

1.17 Judgements and key sources of estimation uncertainty

Critical accounting estimates and areas of judgement

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2 Net income/(expenditure) for the year

This is stated after charging:

	2024 £	2023 £
Auditor's remuneration:		
- audit	11,994	11,244
- other services	1,325	1,260
Depreciation of tangible assets	9,640	8,686
Amortisation of intangible assets	1,371	1,989
Operating lease expenses	-	4,539
Cathedral Resources Centre rent	37,885	37,500

3 Donations and legacies

	2024 Unrestricted £	2024 Restricted £	2024 Total £	2023 Total £
29th May 1961 Trust	**5,000**	-	**5,000**	5,000
AES Seal Ltd	-	-	-	15,000
Albert Gubay Foundation	-	-	-	22,400
Beaverbrooks Charitable Trust	**2,773**	-	**2,773**	-
Harry Bottom Trust	-	-	-	5,000
Church Urban Fund	-	**26,616**	**26,616**	24,483
Community Fund Cost of Living grant	-	**62,500**	**62,500**	-
Cutlers' Company Charitable Trust	-	-	-	1,500
DACT Help Us Help	-	**10,250**	**10,250**	5,640
Dunn Family Charitable Trust	**3,750**	-	**3,750**	12,669
Evan Cornish Foundation	-	**10,000**	**10,000**	-
Facey Family Foundation	**2,000**	-	**2,000**	2,000
Forrester Family Trust	-	-	-	25,000
Garfield Weston Foundation	-	-	-	35,000
Grail Society	-	**3,000**	**3,000**	-
Paul Grant Charitable Trust	**5,000**	-	**5,000**	5,000
J G Graves	-	**3,000**	**3,000**	-
Greggs Foundation	**20,000**	-	**20,000**	20,000
Hedley Foundation	-	-	-	1,000
Homes by Honey Limited	**15,000**	-	**15,000**	10,000
Albert Hunt Trust	**7,000**	-	**7,000**	-
Metro Finance	**4,800**	-	**4,800**	4,800
NHS Sheffield CCG	-	-	-	5,000
NHS SYIB	-	-	-	22,500
James Neill Trust Fund	**3,000**	-	**3,000**	3,000
O'Connor	-	**5,000**	**5,000**	5,000
Patterson Family Trust	**50,000**	-	**50,000**	-
Peabody Trust	**5,000**	-	**5,000**	-
Positive Activities Fund	-	**2,898**	**2,898**	8,806
QFM Group	**2,810**	-	**2,810**	-
RM Sales Charitable Trust	**10,000**	-	**10,000**	-
Sheffield Ceramic Festival	**2,700**	-	**2,700**	3,000
Sheffield Church Burgesses	**8,000**	-	**8,000**	8,000
Sheffield Diocese	**2,500**	-	**2,500**	-
Sheffield PCT HCP	-	**9,900**	**9,900**	1,500
Sheffield Town Trust	**3,000**	-	**3,000**	4,500
South Yorkshire Community Foundation	-	**5,000**	**5,000**	-
Souter Charitable Trust	-	**3,000**	**3,000**	-
Spencer Charitable Trust	**10,000**	-	**10,000**	6,000
Steel Charitable Trust	**12,000**	-	**12,000**	-
Swann Morton Foundation	-	**7,000**	**7,000**	3,500
Swire Charitable Trust	-	-	-	35,000
Tudor Trust	-	**40,022**	**40,022**	41,571
Westfield Foundation	-	-	-	30,000
Donations via Aviva – engagement operations	-	**42,651**	**42,651**	-
Donations via Aviva – kitchen operations	-	-	-	15,843
Donations via Crowdfunder – screen print operations	-	-	-	9,352
Legacies	**61,878**	-	**61,878**	120,484
Other collections and other donations	**486,726**	-	**486,726**	434,091
	722,937	**230,837**	**953,774**	951,639

4 Charitable activities - unrestricted

	2024	2023
	£	£
Rental income	**1,164**	1,121
Other	**10,333**	10,255
	11,497	11,376

5 Other trading activities - unrestricted

	2024	2023
	£	£
Cleaning services	**8,621**	10,947
Printing operations	**76,102**	78,898
Goods sold	**1,001**	8,972
Other	**5,109**	1,747
	90,833	100,564

6 Investment income - unrestricted

	2024	2023
	£	£
Interest receivable	**5,146**	3,334
	5,146	3,334

7 Other income - unrestricted

	2024	2023
	£	£
Insurance claim	**-**	**77,695**
	-	**77,695**

In the prior year the charity received £77,695 in settlement of an insurance claim following an arson attack on the premises in May 2020. This is to be used towards refurbishment costs and was been transferred to a designated Rebuild fund.

8 Raising funds

	Unrestricted Expenditure £	Restricted Expenditure £	2024 Total £	2023 Total £
Staff costs	**112,279**	**-**	**112,279**	96,862
Office costs	**52,973**	**-**	**52,973**	75,115
Direct raising funds	**165,252**	**-**	**165,252**	171,977
Support costs (note 10)	**20,543**	**-**	**20,543**	19,360
Total raising funds	**185,795**	**-**	**184,795**	191,337

9 Charitable activities

	Unrestricted Expenditure £	Restricted Expenditure £	2024 Total £	2023 Total £
Staff costs	**31,308**	**164,589**	**195,897**	180,535
Volunteer expenses	**11,558**	**3,360**	**14,918**	11,047
Accommodation costs	**59,391**	**20,785**	**80,176**	71,819
Office costs	**38,616**	**15,457**	**54,073**	22,868
Depreciation	**7,668**	**-**	**7,668**	6,813
Amortisation	**800**	**-**	**800**	800
Food provision	**10,539**	**26,897**	**37,436**	28,331
Client activities and welfare	**3,767**	**25,024**	**28,791**	17,687
Governance costs	**33,362**	**-**	**33,362**	30,862
Direct charitable activities	**197,009**	**256,112**	**453,121**	370,762
Support costs (note 10)	**164,344**	**-**	**164,344**	154,882
Total charitable activities	**361,353**	**256,112**	**617,465**	525,644

10 Allocation of support costs

The charity allocates its support costs as shown in the table below. The support costs are allocated on the basis of employee time.

	Charitable activities	Raising funds	2024 Total	2023 Total
	£	£	£	£
Staff costs	**115,715**	**14,464**	**130,179**	125,939
Office costs	**46,162**	**5,770**	**51,932**	46,957
Professional fees	**1,144**	**143**	**1,287**	860
Bank charges	**1,323**	**166**	**1,489**	486
Total support costs	**164,344**	**20,543**	**184,887**	174,242
Total support costs 2023	154,882	19,360	174,242	

11 Other trading activities

Expenditure incurred through other trading activities is wholly unrestricted.

	2024 Total	2023 Total
	£	£
Cleaning services cost of sales	**2,355**	2,402
Printing operations costs	**45,683**	34,036
Staff costs	**180,950**	144,611
Office costs	**28,538**	29,448
Bank charges	**3,327**	1,080
	260,853	211,577

12 Trustees

None of the Trustees (or any persons connected with them) received any remuneration, benefits or expenses from the company during either year.

13 Staff costs

Staff costs during the year were as follows:

	2024	2023
	£	£
Wages and salaries	**582,580**	508,419
Social security costs	**37,639**	29,751
Pension costs	**21,305**	11,593
	641,524	549,763

The average number of employees during the year was as follows:

	36	40

Pension contributions of £6,947 (2023: £2,546) were outstanding at the year end for December 2024 and included within current liabilities.

No employee earned over £60,000 during either year.

Aggregate remuneration costs for the senior management team including salary, employer's NI and employer's pension cost were £176,923 (2023: £180,055). The charity considers its senior management team to be the Chief Executive Officer, Deputy Chief Executive, Head of Administration, Centre Manager (to December 2023), Head of Fundraising (from January 2024) and Head of Social Enterprise.

Pension contributions for employees are allocated to those activities and funds that the employees' salary is allocated to.

14 Intangible fixed assets

Charity	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2024	**3,200**	**-**	**3,200**
Additions	**-**	**-**	**-**
At 31 December 2024	**3,200**	**-**	**3,200**
Amortisation			
At 1 January 2024	**1,600**	**-**	**1,600**
Charge for the year	**800**	**-**	**800**
At 31 December 2024	**2,400**	**-**	**2,400**
Net book value			
At 31 December 2024	**800**	**-**	**800**
At 31 December 2023	1,600	-	1,600

Group	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2024	**5,020**	**2,500**	**7,520**
Additions	**-**	**-**	**-**
At 31 December 2024	**5,020**	**2,500**	**7,520**
Amortisation			
At 1 January 2024	**2,328**	**2,475**	**4,803**
Charge for the year	**1,346**	**25**	**1,371**
At 31 December 2024	**3,674**	**2,500**	**6,174**
Net book value			
At 31 December 2024	**1,346**	**-**	**1,346**
At 31 December 2023	2,692	25	2,717

15 Tangible fixed assets

Charity	Leasehold Improvements	Motor Vehicles	Computer Equipment	Fixtures & Fittings	Total
	£	£	£	£	£
Cost					
At 1 January 2024	**11,563**	**-**	**63,545**	**75,546**	**150,654**
Additions	**-**	**-**	**4,404**	**3,192**	**7,596**
At 31 December 2024	**11,563**	**-**	**67,949**	**78,738**	**158,250**
Depreciation					
At 1 January 2024	**11,563**	**-**	**55,384**	**60,212**	**127,159**
Charge for the year	**-**	**-**	**3,167**	**4,501**	**7,668**
At 31 December 2024	**11,563**	**-**	**58,551**	**64,713**	**134,827**
Net book value					
At 31 December 2024	**-**	**-**	**9,398**	**14,025**	**23,423**
At 31 December 2023	-	-	8,161	15,334	23,495

Group	Leasehold Improvements	Motor Vehicles	Computer Equipment	Fixtures & Fittings	Total
	£	£	£	£	£
Cost					
At 1 January 2024	**11,563**	**3,800**	**68,068**	**78,136**	**161,567**
Additions	**-**	**-**	**4,404**	**3,192**	**7,596**
At 31 December 2024	**11,563**	**3,800**	**72,472**	**81,328**	**169,163**
Depreciation					
At 1 January 2024	**11,563**	**760**	**56,289**	**61,886**	**130,498**
Charge for the year	**-**	**760**	**4,071**	**4,809**	**9,640**
At 31 December 2024	**11,563**	**1,520**	**60,360**	**66,695**	**140,138**
Net book value					
At 31 December 2024	**-**	**2,280**	**12,112**	**14,633**	**29,025**
At 31 December 2023	-	3,040	11,779	16,250	31,069

16 Fixed asset investments

	Group		Charity	
	2024	**2023**	**2024**	**2023**
	£	£	**£**	£
Unlisted investments				
Investment in subsidiary company	**-**	-	**1**	1
	-	-	**1**	1

Archer Project Enterprises Limited (Company number: 07431294) is a 100% owned subsidiary.

	Profit/(Loss)	**Capital and reserves**
	£	**£**
Archer Project Enterprises Limited	**(43,580)**	**(131,817)**

17 Debtors

	Group		Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
Trade debtors	**9,305**	6,940	**6,483**	815
Amounts owed by subsidiary undertaking	**-**	-	**43,521**	78,265
Other debtors	**2,974**	3,764	**-**	734
Prepayment and accrued income	**84,329**	31,649	**84,113**	30,553
	96,608	42,353	**134,117**	110,367

18 Creditors

Creditors: amounts falling due within one year

	Group		Charity	
	2024	2023	**2024**	2023
	£	£	**£**	£
Trade creditors	**19,350**	31,136	**18,974**	25,501
Other creditors	**42,721**	33,531	**26,701**	18,404
Other taxes and social security	**13,734**	12,888	**8,651**	7,689
	75,805	77,555	**54,326**	51,594

19 Funds

Current year:

Unrestricted funds

Group	Balance at 1 Jan 2024 £	Income £	Expenditure £	Transfers between funds £	Balance at 31 Dec 2024 £
General unrestricted funds					
General funds (Charity)	472,735	613,140	(399,515)	(109,362)	576,998
Subsidiary - Archer Project Enterprises Ltd	(88,238)	104,117	(260,853)	113,156	(131,818)
	384,497	**717,257**	**(660,368)**	**3,794**	**445,180**
Designated funds					
Rebuild	42,695	-	(34,477)	-	8,218
	42,695	**-**	**(34,477)**	**-**	**8,218**
Total unrestricted funds	**427,192**	**717,257**	**(694,845)**	**3,794**	**453,398**

Restricted funds

Group and Charity	Balance at 1 Jan 2024 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2024 £
Austin & Hope Pilkington Trust	1,000	-	-	-	1,000
Aviva Community Fund	554	-	(554)	-	-
Church Urban Fund	-	26,616	(20,122)	-	6,494
Community Fund Cost of Living grant	(21,669)	62,500	(40,831)	-	-
DACT Help Us Help	5,079	10,250	(11,100)	-	4,229
Evan Cornish Foundation	-	10,000	(10,000)	-	-
Forrester Family Trust	29,175	-	(29,175)	-	-
Grail Society	-	3,000	-	(3,000)	-
JG Graves	-	3,000	(3,000)	-	-
Harry Bottom Trust	3,750	-	(3,750)	-	-
John Lewis Community Investment Fund	15,628	-	(15,628)	-	-
LankellyChase Foundation	4,289	-	-	-	4,289
NHS SYICB	17,040	-	(1,450)	-	15,590
NHS Sheffield CCG	3,164	-	(3,164)	-	-
O'Connor	9,388	5,000	(610)	-	13,778
Positive Activities Fund	8,806	2,898	(5,548)	-	6,156
Sheffield City Council	9,408	-	(1,908)	-	7,500
Sheffield PCT HCP	-	9,900	(9,900)	-	-
Souter Charitable Trust	-	5,000	(5,000)	-	-
South Yorkshire Community Foundation	-	3,000	(3,000)	-	-
Swann Morton	-	7,000	(3,500)	-	3,500
Talbot Trust	780	-	(88)	-	692
Tudor Trust	22,392	40,022	(44,434)	(794)	17,186
Donations via Aviva – engagement operations	-	42,651	(42,651)	-	-
Other	699	-	(699)	-	-
Total restricted funds	**109,483**	**230,837**	**(256,112)**	**(3,794)**	**80,414**
Total funds - Group	**536,675**	**948,094**	**(950,957)**	**-**	**533,812**

19 Funds – continued

Prior year:

Unrestricted funds

Group	Balance at 1 Jan 2023 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2023 £
General unrestricted funds					
General funds (Charity)	258,770	770,774	(405,148)	(151,661)	472,735
Subsidiary - Archer Project Enterprises Ltd	(45,918)	91,106	(218,289)	84,863	(88,238)
	212,852	**861,880**	**(623,437)**	**(66,798)**	**384,497**
Designated funds - Rebuild	-	-	(35,000)	77,695	42,695
	-	**-**	**(35,000)**	**77,695**	**42,695**
Total unrestricted funds	**212,852**	**861,880**	**(658,437)**	**10,897**	**427,192**

Restricted funds

Group and Charity	Balance at 1 Jan 2023 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2023 £
Albert Gubay Foundation	-	22,400	(22,400)	-	-
Austin & Hope Pilkington Trust	1,000	-	-	-	1,000
Aviva Community Fund	554	-	-	-	554
Church Urban Fund	19,251	24,483	(41,202)	(2,532)	-
Community Fund Cost of Living grant	-	-	(21,669)	-	(21,669)
DACT Help Us Help	5,640	5,640	(6,201)	-	5,079
Family Action Fund	-	520	(520)	-	-
Forrester Family Trust	25,000	25,000	(20,825)	-	29,175
Harry Bottom Trust	-	5,000	(1,250)	-	3,750
Hedley Foundation	-	1,000	(1,000)	-	-
Homeless Link	4,054	-	(4,054)	-	-
John Lewis Community Investment Fund	32,707	-	(16,424)	(655)	15,628
LankellyChase Foundation	4,289	-	-	-	4,289
NHS SYICB	-	22,500	-	(5,460)	17,040
NHS Sheffield CCG	-	5,000	(1,836)	-	3,164
O'Connor	5,000	5,000	(612)	-	9,388
Positive Activities Fund	-	8,806	-	-	8,806
Sheffield City Council	9,408	-	-	-	9,408
Sheffield PCT HCP	-	1,500	(1,500)	-	-
Swann Morton	-	3,500	(3,500)	-	-
Talbot Trust	780	-	-	-	780
Tudor Trust	90	41,571	(19,269)	-	22,392
Donations via Aviva – kitchen operations	-	15,843	(15,843)	-	-
Donations via Crowdfunding – screen print operations	-	9,352	(7,102)	(2,250)	-
Other	-	750	(51)		699
Total restricted funds	**107,773**	**197,865**	**(185,258)**	**(10,897)**	**109,483**
Total funds - Group	**320,625**	**1,059,745**	**(843,695)**	**-**	**536,675**

19 Funds – continued

The purposes of restricted funds are:

- **Albert Gubay Foundation –** supporting engagement provision in 2024
- **Austin & Hope Pilkington Trust** – funding for translation services
- **Aviva Community Fund** – funding towards wellbeing of Just Works participants
- **Church Urban Fund** – 2024: grant to support peer mentor lead; 2023: grant for 3-year project providing personalized stability support
- **Community Fund Cost of Living Grant** – short term funding to support engagement delivery
- **DACT Help Us Help** – support for Help Us Help project
- **Family Action Fund** – one-off support claims for individuals
- **Forrester Family Trust –** grant towards management of social enterprise activities
- **Grail Society** – funding for industrial washing machine
- **JG Graves** – grant towards the welfare of people who use the project
- **Harry Bottom Trust** – funding towards capital fundraiser post
- **John Lewis Community Investment Fund** – to support the peer mentor scheme
- **LankellyChase Foundation** – a grant towards the Breakthrough Project.
- **NHS Sheffield CCG** - to provide information on and the opportunity for people who are homeless to receive covid vaccinations
- **NHS SYICB** – funding towards refurbishment and running of medical room
- **O'Connor -** to support the peer mentor scheme
- **Positive Activities Fund** – grant to improve outcomes for people in recovery through meaningful activities
- **Sheffield City Council** – digital access grant
- **Sheffield PCT HCP** – a grant towards the cost of a project worker and activity incentives.
- **Souter Charitable Trust** - funding toward costs of running kitchen
- **South Yorkshire Community Foundation** – funding toward costs of running kitchen
- **Swann Morton Foundation –** a grant towards the operation of medical facilities
- **Talbot Trust** – grant towards counselling for Just Works participants
- **Tudor Trust** – 2024: 3-year funding for Team Leader for the Stability team, and an award to support staff, volunteer and trustee wellbeing; 2023: funding towards women's support, and a further grant given to provide or improve welfare provision for the Archer Project staff team
- **Donations via Aviva – engagement operations** – funds raised through the Aviva platform specifically for engagement operations
- **Donations via Aviva – kitchen operations** – funds raised through the Aviva platform specifically for kitchen operations
- **Donations via Crowdfunder** – funds raised via Crowdfunder to support screen print workshop operations

19 Funds – continued

Designated funds

A Rebuild designated fund was created during 2023, comprising insurance proceeds received for damage to the Project premises following an arson attack in 2020. These monies are to be used towards the refurbishment of the premises.

Transfers between funds

Designated funds transfer
This represents general unrestricted funds allocated to designated funds in the year

Fixed assets transfer
A transfer was made from restricted to unrestricted funds for the net book value of restricted tangible fixed assets where the conditions of the funding have been fulfilled, and the assets are used for the general objectives of the charity.

Intercompany transfer
This represents funds transferred to APE to fund its activities which are in accordance with the charity objectives.

20 Analysis of assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Current year			
Intangible fixed assets	**1,346**	**-**	**1,346**
Tangible fixed assets	**29,025**	**-**	**29,025**
Current assets	**498,832**	**80,414**	**579,246**
Creditors: Amounts falling due within one year	**(75,805)**	**-**	**(75,805)**
	453,398	**80,414**	**533,812**

	Unrestricted funds	Restricted funds	Total
	£	£	£
Prior year			
Intangible fixed assets	2,717	-	2,717
Tangible fixed assets	31,069	-	31,069
Current assets	470,961	109,483	580,444
Creditors: Amounts falling due within one year	(77,555)	-	(77,555)
	427,192	109,483	536,675

21 Commitments under operating leases

At 31 December 2024 the company had future minimum lease payments under non-cancellable operating leases as follows:

	2024	2023
	£	£
Land and buildings		
Less than one year	**39,500**	37,833
Later than one and not later than five years	**158,000**	158,000
Greater than five years	**417,107**	464,125
	614,607	659,958

The Cathedral Archer Project is housed in the Cathedral Resources Centre which is rented from Sheffield Cathedral. A new lease was signed in October 2024 for 17 years. The annual rent paid was £37,885 (2023: £37,500).

22 Related party transactions

During the year, trustees and key management personnel made donations totalling £1,880 (2023: £39,553).

During the year The Cathedral Archer Project Limited made grants totalling £113,156 (2023: £84,863) to its subsidiary Archer Project Enterprises Limited to support the work in line with the charitable objectives of the charity.

In 2024, Archer Project Enterprises Limited charged The Cathedral Archer Project Limited £14,633 for services. There were no charges in 2023.

The loan balance to the subsidiary Archer Project Enterprises Limited at 31 December 2024 was £175,341 owing to the Cathedral Archer Project Limited (2023: £166,503).

At the year end a provision has been made for £131,820 in the Cathedral Archer Project Limited company accounts relating to the net liabilities of Archer Project Enterprises (2023: £88,238).

THE CATHEDRAL ARCHER PROJECT LIMITED

England & Wales - Charity number 1064818

Accounts

Charity Registration Number: 1064818

Company Registration Number: 03188162 (England and Wales)

THE CATHEDRAL ARCHER PROJECT LIMITED

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2023

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THE CATHEDRAL ARCHER PROJECT LIMITED

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LEGAL AND ADMINISTRATIVE INFORMATION

Directors / Trustees

Ian Brownlee	Resigned 25 May 2023
Stephen Kober	
Howard Neil Riley	Resigned 30 November 2023
Surriya Falconer	
Karl Dalgleish	
Richard Taylor	
Daniel Brookman	Resigned 28 March 2024
Frances Joel	
Kevin Rhone	
John Roberts	
Charlotte Shepherd	
Lawrence Swycher	Appointed 16 October 2023
Anne Kerslake	Appointed 30 May 2024

Chief Executive Officer

Tim Renshaw

Registered Office

Cathedral of St Peter & St Paul
Church Street
Sheffield
S1 1HA

Auditors

BHP LLP
One Waterside Place
Basin Square
Brimington Road
Chesterfield
S41 7FH

Bankers

Nat West Bank Plc	Co-operative Bank Plc	Barclays Bank Plc
42 High Street	60-62 Pinstone Street	10-12 Pinstone Street
Sheffield	Sheffield	Sheffield
S1 1QG	S1 2HN	S1 2HN

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TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

The Trustees and Directors present their report and the audited financial statements of the charity for the year ended 31 December 2023. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The Cathedral Archer Project Limited is governed by its Articles of Association and is incorporated as a company limited by guarantee. The term "The Archer Project" is the working name of The Cathedral Archer Project Limited.

The Trustees' report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trustees delegate the responsibility of day to day running of the project to the Chief Executive Officer. The Chief Executive Officer works with a senior leadership team to coordinate the delivery of operations, administration, fundraising, financial management. The CEO works with the Managing Director of Archer Project Enterprises Ltd to manage the day-to-day responsibilities of its wholly owned subsidiary.

Introduction

The Archer Project is a team, a space and a hub designed to provide services for people who are homeless, have been homeless or are threatened with homelessness. We provide a number of services designed to help people move away from homelessness. We believe the end of homelessness should have new opportunities for a satisfying life, whatever that may mean to the individuals who are building a new life. We hope that includes good health and wellbeing, a home that is enjoyed and the chance to take part in the wider society whether that is through employment, belonging to groups and/or giving time as a volunteer. These are the things we look at to measure how successful we are at supporting people.

We are not a stand-alone service. By that we mean that we are much more effective in achieving our aims by working with other similarly skilled services. Our centre is better described as a hub which is open to other organisations to come and use. In 2023 we worked alongside health professionals, mental health professionals, housing providers, probation officers, drug and alcohol treatment services, outreach services and teams who, like us, work to bring all those specialisms together to help one person at a time to change their life.

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Working with other professional services helps to improve our work. For example, working with the mental health team (HAST) to provide tailored mental health support for people who are rough sleeping. This cooperation and collaboration brings a variety of specialist services into the project working alongside our team.

As with most homeless agencies, we follow a Trauma Informed methodology. In brief this means we assume that most people who become street homeless are survivors of childhood trauma or Post Traumatic Stress Disorder (PTSD) and that their experience of trauma has had a profound impact on their lives.

Being Trauma Informed means that we have designed the way we work and the spaces we use to avoid, as much as possible, adding to the trauma people have already experienced. The really important thing about working in a Trauma Informed way is that it increases the chances of supporting people who are homeless to change their life patterns and realise their strengths and skills to lead a much richer and fuller life than most dared to dream about.

In 2023 we maintained a shop in Orchard Square to sell goods produced in our Printed By Us social enterprise. Our Peer Mentoring Programme continued for the first part of the year. It then stalled and we reviewed its development. It restarted early in 2024. Both of the initial peer mentors we employed moved on to paid employment. The peer mentor programme strengthens the work we do to help people moving away from homelessness.

The plans for the rebuild of the project were further developed, but 2023 was a year of slow progress as we navigated the difficulties of recruiting a Capital Fundraiser, failing to appoint the first time and losing a key member of our fund-raising team towards the end of 2023. Better progress has been made in early 2024. Current work is being carried out to advance planning to RIBA Stage 4 and enact the fund-raising plan.

Structure and Governance of the Archer Project

All parts of the Archer Project are important; those people who are or have been homeless and who benefit from our service are also the people who help us run it and design improvements to the way we work. Our staff team is made up of volunteers and employees, all of whom undertake training and many of whom give feedback in one way or another to help us deliver a better service. Our Trustees are appointed because we believe they have particular skills, gifts and values that will bear fruit and improve the way we run the charity. Equally important are those who support us with gifts, donations and encouragement, without whom there would be no service to offer.

The Trustees update a skills audit and discuss skills gaps. Appointments are made following a) advertisements for potential trustees with skills that have been identified as needed b) on occasions when individuals with highly prized skills have made their desire to be considered as a trustee known to the Board of Trustees.

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Potential trustees receive our Trustee and Director Handbook, updated annually, which details the responsibilities and commitments of trustees and directors, training packages, an organigram with contacts for participation in the project's activities. This allows visits and shadowing of the staff team. On appointment Trustees complete an induction process with the Administration Manager. The Chair of Trustees meets with all Trustees to identify training needs and how their skills are being and might be used to fulfil the role of trusteeship, and personal satisfaction in fulfilling their role.

Trustees and Directors

Our Trustees have the task of ensuring the charity operates within the bounds of the law to deliver its purpose which is set out in its Articles of Association. The Archer Project's governance structure is in line with the requirements of both the Charity Commission and Companies House. All of the Trustees are members of the company and guarantee to contribute £20 in the event of a winding up.

The Trustees meet as a full board six times per year. They delegate aspects of their overall responsibilities and interests to sub-committees and working groups. In 2023 these were:

- Finance Committee
- Human Resources and Operational Policy Committee
- Fundraising Committee
- Re-building Committee
- Accommodation Task and Finish Group (In abeyance)

The Chair of Trustees chairs a remuneration committee to review and set the salary of the Chief Executive Officer. The salary is benchmarked against similar sized and structured organisations. The Chair of Trustees meets monthly with the Chief Executive Officer to review the performance of the charity and any identified risks.

Risks are identified by the use of a risk register which is reviewed by both the Finance and Human Resources and Operational Policy Committees. Any risks of concern are taken to meetings of the full Board of Trustees. Trustees are asked to contribute to at least one of these committees or groups alongside regular attendance at full board meetings. In addition, most find ways in which they can take part in the work of the project, volunteering in our kitchen or supporting the development of skills in aspects of the project or working behind the scenes to improve administrative or financial processes. We undertake skills gap analysis against perceived skills needs when appointing Trustees. The skills Trustees bring to their role include marketing and public relations, sales, economic research and evaluation, finance management, human resources management, legal, management within private enterprise, public sector and voluntary sector, knowledge of Sheffield's business and public sector systems.

Additionally, the Trustees use Archer Project Enterprises Ltd, first established in 2012 before a period of dormancy, to provide governance of its social enterprise activity. The Archer Project Enterprises Ltd (APE) board of directors meets six times per year to consider the outcome of helping people move into employment and the structural and financial management of its social enterprises. The Chair of the A.P.E. board and the Managing Director of APE attend two meetings of the Archer Project Board each year to discuss its performance and development.

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In 2023 the Trustees focused on

- strengthening the APE Board,
- the wellbeing of its staff by
    - starting a review of remuneration (salary levels and pension contributions) among other measures to provide support to employees
    - considering the volunteer system
- the structure of its Engagement stream
- the increasing demand for basic services as homelessness figures rose in Sheffield
- upgrading IT to improve work streams and deliver efficiencies.

Why we are here

The charity's objects are the relief of poverty within Sheffield City Centre and the sub-region, with particular focus on and concern for those people who are homeless or otherwise experiencing housing difficulties due to their poverty. We believe everybody has a right to a fulfilling and enjoyable life and that there are some important things we do to help people achieve this.

Public benefit

In setting the objectives and planning the activities the directors have given careful consideration to the Charity Commission's general guidance on public benefit. Public benefit is an essential part of what it is to be a charity. But it is more than a legal requirement. It provides us with a positive opportunity to demonstrate the benefits we bring to the public, in return for the financial and other benefits that come from us being a charity. These include:

- Having a positive effect on individuals as they take small steps towards a huge change and are supported to move away from street activity and instead experience a life they find more satisfying.
- Making a positive contribution to 'place' and the city centre environment. In 2023 homeless data showed that homelessness and rough sleeping were increasing. This is bound to have a detrimental impact on the city centre and other parts of the city. The Archer Project works with other organisations in Sheffield to address the issues in the city centre related to rough sleeping. To this end it is proactive about the space even when rising numbers gives the appearance that little is being done to support city centre residents, employees and other communities, including people who are homeless. Part of this, we believe, is addressing the challenges faced by rough sleepers in the city centre. For example, by providing a centre which meets the immediate needs of people involved in street activity (food, medical, communications and hygiene) it enables agencies and individuals to work progressively to move away from street activity.
- Working in a multiagency and strategic way to promote services for homeless people. The Archer Project participates in different forums to help the cross-agency relations that influence and form strategy and service delivery. It participates in forums addressing rough sleeping, access to health services, recovery capital; and it serves on committees within the Changing Futures Programme, SYMCA homeless working group, and Homewards Sheffield.

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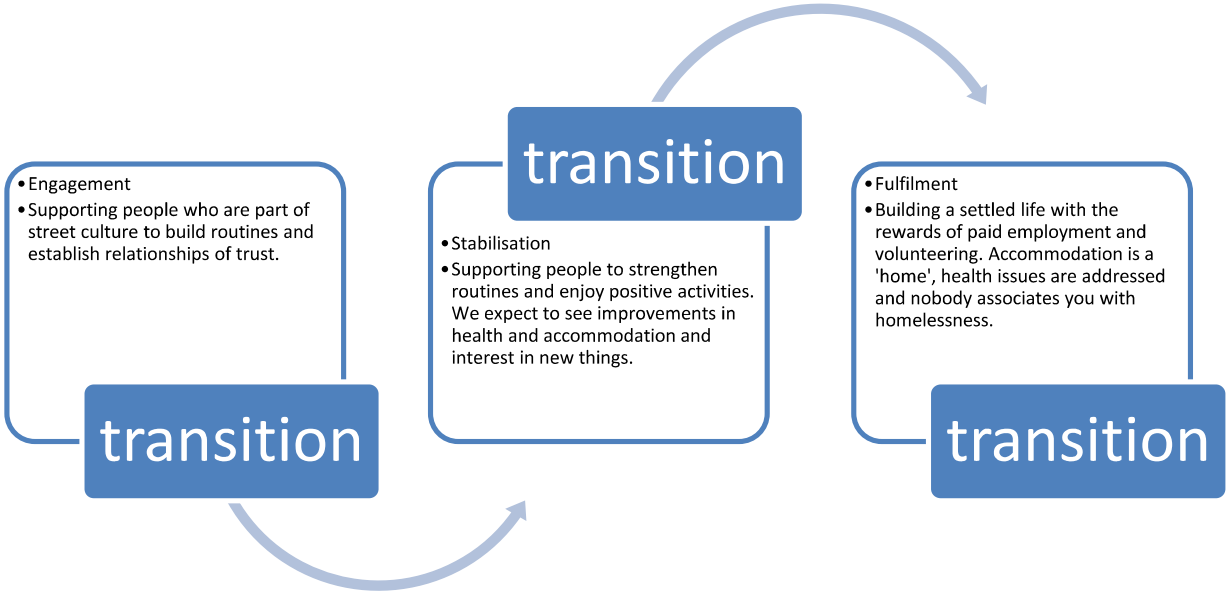
- We believe it is our responsibility to learn about homelessness from the latest investigation and research in order to deliver best practice within our service. For example, we introduced Trauma Informed approaches and have continued to research how it pertains to the homelessness sector.

The way we work

We provide a progressive pathway from street homelessness to a settled and stable life with paid employment. There is no end to the support we offer so that if someone who has made fantastic progress and is in a settled, productive life experiences a relapse, we remain available to them to support them. For example, if a person returns to drug use and it builds to an addiction, we will support them as they tackle the addiction, with the intention that we can prevent them losing all the good things they have gained, their home, their sense of pride and achievement, their hope of a stable life.

The pathway is three overlapping streams of support.



Throughout the whole journey we are looking for signs that people's lives are improving in a balanced way because this is most likely to be sustainable progress. So, we measure improvements in accommodation, changes in the way people think about their health and wellbeing and the way people think about their lives as a member of society. When a person's life is dominated by trying to survive on the street, basic accommodation is an improvement but as they progress the type of accommodation becomes more important, including where that accommodation is, who their neighbours are and how comfortably and homely the accommodation feels. These changes evidence the progress made. We can follow similar journeys in the way people look at their health and the way they think about their life as a member of society.

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Our three overlapping streams are:

Engagement: we work with people whose lives are marked by the need to survive day to day. The quote below illustrates the lack of self-worth and hopelessness some of the people we work with can initially feel.

Engagement is about giving people space to get to know and trust us and the other services who use our centre. Listening, accepting, and trying to understand are the tools we use. This is the heart of Trauma Informed ways of working, building the relationship that allows someone to think that a different life could be possible.

Stabilisation: When people have some basic routines and life patterns, we can build on them. This may be as simple as someone showing a desire to meet with a particular professional by frequently attending their appointments, participating in activities and/or volunteering, all of which provide mental stimulation and a sense of purpose. Through further developing a trusting relationship, we can work collaboratively to establish actions plans to overcome an individual's worries, build on the good things in life and aim to fulfil aspirations. We pride ourselves on employing people with lived experience who can directly relate to the myriad of issues, barriers and struggles an individual faces during their recovery and journey as they are role models of how changes in live are possible and worthwhile.

> 'I always thought, tomorrow's another day. That light in that darkness was fundamentally, one hundred percent, only present as a result of The Archer Project. Knowing that I would be able to not have to spend money on food, clothes, washing…it's a rock. In between all the torture and the tornados that you go through being homeless, it's an anchor.' A formerly homeless man who has become a kitchen volunteer to add meaning and purpose as he builds a new life.

Fulfilment: Our aim is to give people the opportunity to feel a sense of fulfilment and success. At the Archer Project this includes the opportunity of paid employment. Alongside healthy living activities and good accommodation, employment has the power to build esteem and new aspirations.

> "What would I give the Archer Project out of ten? Me, personally, I'd give it ten out of ten because it changed my life. I wouldn't be in the position I am now without it."

Multi-agency approach

We mentioned the importance of the multi-agency approach and described the Archer Project as a hub. Alongside its team of volunteers and employees, professionals from other organisations of various disciplines use the project to meet and work with people. This reflects Sheffield's wider multi-agency approach working with homeless populations. It is a recognition of the complexity of homelessness, and that its victims frequently suffer from mental health issues, childhood trauma, PTSD, acquired brain injuries and, as a result, need support to tackle multiple barriers if they are to build a sustainable settled life.

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During 2023 we worked with or consulted with more than 35 agencies, programmes or public bodies to do our work supporting people who are homeless.

The organisations who use the Archer Project include medical services, mental health services, accommodation support workers, probation staff and alcohol and drug treatment services.

The Archer Project and most other services who use the project work in a Trauma Informed way. The recognition that childhood trauma and PTSD are among the biggest causes of homeless lifestyles has led to a focus on training and development that understands how trauma affects a person's physical and mental development and the ways in which trauma can be addressed.

Archer Project Enterprises Ltd (APE)

Archer Project Enterprises Ltd is a wholly owned trading subsidiary of the Cathedral Archer Project Limited.

We use APE as a vehicle through which we create social enterprises. The principal aim of our Social Enterprise activity is to provide sustainable supported employment and professional development opportunities to both people with a history of homelessness and those who have overcome similar adversities.

We are a 'Real Living Wage' accredited employer.

Our enterprises are:

Printed By Us (www.printedbyus.org**).**
We create and sell premium quality screen printed products including artwork and a range of organic clothing. Sustainable values are embedded through our supply chain. We commission designs from creatives which are then printed by us.

We sell our products through our online shop and our retail unit in Sheffield. We also offer a custom printing service and facilitate screen printing workshops out of our city centre base. Supported employment opportunities are offered in printing, selling, processing orders, marketing, and maintenance.

Printed By Us was transferred from the Cathedral Archer Project Limited to Archer Project Enterprises Ltd in 2021.

Just Clean
We deliver commercial cleaning services at various clients in Sheffield exclusively through supported employment.

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Future Plans

In 2024 the Archer Project's priorities will be:

1. The rebuild project will achieve Stage 4 RIBA and work with trust funds will be progressed.
2. Appoint a dedicated fundraiser to the capital project.
3. Our fundraising plan will deliver increased levels of unrestricted reserves to achieve greater sustainability.
4. We will explore digital technology to further improve efficiencies and expand our service offer.
5. We will complete the remuneration review and implement changes to set minimum salaries and increase future incomes with higher pension contributions.
6. We will take further measures to improve the culture of staff well-being and safe operations.
7. The Peer Mentor Programme will be further developed.
8. We will further develop our volunteer processes to improve the satisfaction that volunteering gives to those who take part.
9. The Board of Trustees will produce an ambitious 3-year co-designed vision and strategy.
10. Archer Project Enterprises will be supported to grow its sales income to achieve greater sustainability and deliver more employment opportunities for people leaving homelessness.
11. Strategic relationships will be nurtured, and our work will be widely recognised for its compassion and expertise.

Financial Review

In 2023 the Archer Project increased its year end unrestricted reserves to £427,192 compared to £212,852 (2022). This was achieved through increased unrestricted donation, legacy and grant income. The charity didn't meet its planned restricted grant income and, as a result, revised its planned expenditure in mitigation.

There are a number of reasons for the increased unrestricted income but of particular note was the social media and marketing activity highlighting the work of the Archer Project. High profile events including our exhibition, "Wish You Were Here" supported by The Black Eye Project and the book launch of "14 Nights" are important in our fundraising work. (See https://www.bbc.co.uk/news/uk-england-south-yorkshire-66754460; https://www.archerproject.org.uk/news/14-nights-book-preorder). In addition closing unrestricted reserves include designated funds of £42,695 being unspent insurance claim proceeds (out of a total of £77,695 received in the year) which will be spent on the capital project to refurbish the building. The insurance claim arose following the arson attack in May 2020.

Risk factors

1. The economic crisis (2022 and ongoing) remains a threat.
    a. More people with low incomes are struggling with household costs and relying on charitable support. The Archer Project is experiencing an increase in demand for its services.
    b. 80% of households are reported to face greater increases in costs than increases in income. This is likely to affect people's ability to give and may stall the growth in donations we need to maintain the level of service delivery we have developed.
    c. A reduction in inflation is predicted and there is more hope of fiscal control, however, world events impacting inflation remain significant.

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2. High levels of homelessness, both people in temporary accommodation and rough sleeping, have increased both the visibility of homelessness and the number of people attending the project. Both present risks.
    a. The visibility of homelessness is frequently related to anti-social behaviour (ASB) in the city centre. The rise in incidents of ASB is real and is being addressed by city centre officers and South Yorkshire Police. It has led to more demand for a PSPO (Public Space Protection Order) in the city centre. It represents negative publicity about people who are homeless and the services who work with them instead of a recognition of the failure of social policy to reduce the numbers of people becoming homeless. The Archer Project Team and other professionals report a sense of increased aggression and frustrations within the rough sleeping communities.
    b. Daily attendance, breakfasts and figures have increased. The increase puts pressure on finances and staff wellbeing. The latter is particularly at risk with the sense of heightened frustration and aggression.

3. Following the arson attack in May 2020, the Archer Project has invested in redesigning its centre to deliver better outcomes for people who have experienced homelessness. This is a whole programme of work, including a major fundraising effort, over and above the work of the Archer Project. The Trustees have delegated the work to a working group of Trustees and the CEO to ensure the scheme is realistic, well-planned, accurately costed, and will not impede the fund-raising work to deliver the projects services. The project has a dedicated fundraiser from June 2023.

    The proposed plans will improve the way the centre can deliver outcomes by using space differently in line with trauma informed ways of working. It is estimated that the Archer Project will need to raise between £1.5 and £2 million to deliver the scheme. The working group has undertaken a cost benefit analysis which shows that for every one pound it spends on services for homeless adults there is a public sector cost saving impact of £3.20. In other words, a rebuilt, reconfigured project will provide an effective service in helping Sheffield tackle homelessness; it will add very valuable skills and resources to those services delivered by the local authority and health services.

4. Archer Project Enterprises Ltd has been established to deliver income generating work in line with the objectives of the Archer Project. It provides employment for people who are formerly homeless or have suffered related vulnerable lifestyles, e.g., have suffered debilitating mental health or addiction with the threat of becoming homeless. Indeed, its primary objective is to support personal progress into employment and the added stability this brings to a settled life. The sustainability of APE Ltd currently depends on support from the Archer Project. This, in turn, places demands on the ability of the Archer Project to raise sufficient income on a sustainable basis. To mitigate this, the governance of APE by a separate board focuses on financial management as well as achieving outcomes. The funding team works to identify grants related to employment and social enterprises to provide specific support for the programme.

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Financial Position

During 2023 the Archer Project group reported a surplus of £216,050 (2022: deficit £68,019). Within this, restricted funds increased by £1,710 (2022: increase of £28,795) and unrestricted reserves increased by £214,340 (2022: decrease of £96,814). Total reserves at the end of 2023 are £536,675 (2022: £320,625) with unrestricted reserves of £427,192 (2022: £212,852) carried forward. In common with many other voluntary sector organisations the Archer Project recognises the inherent uncertainty of its funding streams. Our funding team regularly reviews its performance. Flexibility in fund raising work has been particularly important in the past two years to respond to a changing economy and its impact on grant making trusts, donations and government support schemes.

Policy on reserves

The Board has established a policy whereby the unrestricted funds not committed or designated or invested in fixed assets held by the charity (free reserves) should be at a level sufficient to continue the current activities of the charity in the event of a short-term significant fall in funding. The Board believes that a range of three to six months' total costs in the budget for the following financial year, currently amounting to £260,000 to £520,000, should be held. At £350,711 the level of free reserves at 31 December 2023 is within this target range. The Trustees are aware that funding continues to be unpredictable. Both the Board and the Management continue to develop strategies to increase unrestricted reserves and aim to retain these at an acceptable level. This reserves policy will be reviewed at least annually.

Going concern

As outlined above, free reserves at the end of the year are above target level. Trustees have undertaken detailed reviews of the areas listed below, and having done so consider that it is correct to prepare accounts on a going concern basis.

- The level of secured grant funding to December 2025;
- Patterns of donations and the planned fundraising events to attract support for the project in 2025;
- A plan of expenditure to keep costs within budget limits through to December 2025;
- Detailed forecasts of income and expenditure through to December 2025; and
- Cash flow forecasts to December 2025

Taking all these matters into account we consider that it is appropriate to hold reserves within the target level and it is appropriate to prepare accounts on a going concern basis.

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Trustees' responsibilities statement

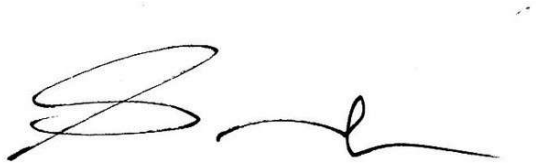
The Trustees (who are also directors of The Cathedral Archer Project Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted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

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on **24.07.2024** and signed on their behalf by:



Surriya Falconer
Trustee

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Opinion

We have audited the financial statements of The Cathedral Archer Project Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the group statement of financial activities, the group and the parent charitable company balance sheet, the group cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Trustees' Annual Report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

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Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report which includes the directors' report prepared for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement (set out on page 12) the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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Auditor responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

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

- the senior statutory auditor ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the group and parent entity through discussions with those responsible for compliance, and from our knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the group and parent entity, including Charities Act 2011, Companies Act 2006, safeguarding legislation, health and safety requirements including fire safety and data protection laws;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and reviewing legal expenses; and
- we ensured identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the group and parent entity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standardsand-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilitiesfor-audit.aspx. This description forms part of our auditor's report.

Use of our report

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

BHP LLP

Signer ID: CZYRUVFAHR...

Nicola Adams (Senior Statutory Auditor)

For and on behalf of BHP LLP, Statutory Auditor

One Waterside Place
Basin Square
Brimington Road
Chesterfield
S41 7FH

Date: 16/08/2024 GMT

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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies	**3**	**753,774**	**197,865**	**951,639**	721,640
Charitable activities	**4**	**11,376**	**-**	**11,376**	3,494
Other trading activities	**5**	**100,564**	**-**	**100,564**	148,893
Investments	**6**	**3,334**	**-**	**3,334**	187
Other income	**7**	**77,695**	**-**	**77,695**	9,240
Total income		**946,743**	**197,865**	**1,144,608**	883,454
Expenditure on:					
Raising funds	**8**	**191,337**	-	**191,337**	138,618
Charitable activities	**9**	**340,386**	**185,258**	**525,644**	554,283
Other trading activities	**11**	**211,577**	**-**	**211,577**	258,572
Total expenditure		**743,300**	**185,258**	**928,558**	951,473
Net income/(expenditure) for the year		**203,443**	**12,607**	**216,050**	(68,019)
Transfers between funds	**19**	**10,897**	**(10,897)**	**-**	-
Net movement in funds		**214,340**	**1,710**	**216,050**	(68,019)
Reconciliation of funds:					
Funds brought forward at 1 January		**212,852**	**107,773**	**320,625**	388,644
Funds carried forward at 31 December		**427,192**	**109,483**	**536,675**	320,625

The statement of financial activities complies with the requirements of an income and expenditure account under Companies Act 2006 and includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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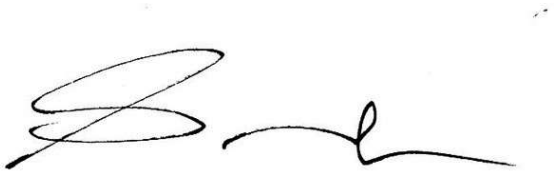
BALANCE SHEETS
AS AT 31 DECEMBER 2023

	Notes	GROUP 2023 £	GROUP 2022 £	CHARITY 2023 £	CHARITY 2022 £
Fixed assets					
Intangible assets	**14**	**2,717**	4,706	**1,600**	2,400
Tangible assets	**15**	**31,069**	27,595	**23,495**	18,648
Investments	**16**	**-**	-	**1**	1
		33,786	32,301	**25,096**	21,049
Current assets					
Stock		**55,316**	52,596	**-**	-
Debtors	**17**	**42,353**	165,185	**110,367**	238,673
Cash at bank and in hand		**482,775**	218,548	**452,806**	178,666
		580,444	436,329	**563,173**	417,339
Creditors: amounts falling due within one year	**18**	**(77,555)**	(148,005)	**(51,594)**	(117,763)
Net current assets		**502,889**	288,324	**511,579**	299,576
Total assets less current liabilities		**536,675**	320,625	**536,675**	320,625
Net assets	**20**	**536,675**	320,625	**536,675**	320,625
Funds					
Unrestricted funds - designated	**19**	**42,695**	-	**42,695**	-
Unrestricted funds - general	**19**	**384,497**	212,852	**384,497**	212,852
Unrestricted funds - total		**427,192**	212,852	**427,192**	212,852
Restricted funds	**19**	**109,483**	107,773	**109,483**	107,773
Total funds		**536,675**	320,625	**536,675**	320,625

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 special provisions in Part 15 of the Companies Act 2006 relating to small companies.

The financial statements on pages 17 to 37 were approved by the Board on **24.07.2024** and were signed on its behalf by:



Surriya Falconer
Trustee

Company Registration Number: 03188162

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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

		2023	2022
		£	£
Net cash generated/(used) by operating activities	*See below*	**319,037**	(135,503)
Cash flow from investing activities			
Interest income		**3,334**	187
Purchase of tangible fixed assets		**(12,160)**	(11,550)
Cash used in investing activities		**(8,826)**	(11,363)
Cash flow from financing activities			
Loan repayments		**(43,224)**	(39,918)
Loan interest payable		**(2,760)**	(5,207)
Cash used in financing activities		**(45,984)**	(45,125)
Increase/(decrease) in cash and cash equivalents in the year		**264,227**	(191,991)
Cash and cash equivalents at the beginning of the year		**218,548**	410,539
Cash and cash equivalents at the end of the year		**482,775**	218,548

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

	2023	2022
	£	£
Net income/(expenditure) for the year	**216,050**	(68,019)
Add back depreciation charge	**8,686**	7,310
Add back amortisation charge	**1,989**	1,989
Deduct interest income shown in investing activities	**(3,334)**	(187)
Add interest payable shown in financing activities	**2,760**	5,207
Increase in stock	**(2,720)**	1,116
Decrease/(increase) in debtors	**122,832**	(116,591)
(Decrease)/increase in creditors	**(27,226)**	33,672
Net cash flow generated/(used) by operating activities	**319,037**	(135,503)

Analysis of changes in net debt

	At 1 Jan 2023	Cashflows	Transfer	At 31 Dec 2023
	£	£	£	£
Cash at bank and in hand	218,548	264,227	-	482,775
Debt due within 1 year	(43,224)	43,224	-	-
	175,324	307,451	-	482,775

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1 Accounting policies

1.1 General information and basis of preparation

The Cathedral Archer Project is a charitable company limited by guarantee in England and Wales. The address of the registered office is given in the legal and administrative information on page 1 of these financial statements. The nature of the charity's operations and principal activities are the relief of poverty.

The financial statements have 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 issued on in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The Cathedral Archer Project Limited meets the definition for a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements are presented in £ sterling which is the functional currency of the charity and rounded to the nearest £1.

1.2 Basis of consolidation

The consolidated accounts include the accounts of The Cathedral Archer Project Limited and its subsidiary undertakings on a line by line basis.

Under section 399 of the Companies Act 2006 and SORP 2019 the company is not required to present its own income and expenditure account.

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities. The company's net movement in funds for the year was £216,050 (2022:((£68,019)).

1.3 Going concern

The charitable group has made a surplus in the year of £216,050. Free reserves at 31 December 2023 are £350,711 and above the minimum target level of £260,000.

The trustees have prepared forecasts of income and expenditure for the period to 31 December 2025 and subjected them to sensitivity analysis. The forecasts show that the group has sufficient reserves and cash to be able to continue.

The forecasts are dependent on being able to raise sufficient income from donations and grants to support the costs of running the charitable group. The trustees recognise that in the current economic climate there are some uncertainties in achieving this.

The trustees will continue to monitor performance against budget and put plans in place including the identification and implementation of cost savings, to safeguard the finances of the charitable group if necessary.

It is for these reasons that the trustees continue to adopt the going concern basis in preparing these financial statements.

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1.4 Income recognition

Income from donations and grants is recognised in the period in which the charity is entitled to receipt, it is probable and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Legacies are included when the charity is legally entitled to the income, probate has been granted, its receipt is probable and the amount can be quantified with reasonable accuracy. Entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Intangible income (for example, assistance in the form of donated services) is included in the Statement of Financial Activities where another party is bearing the financial cost of the resources supplied and the benefit is quantifiable and measurable. Intangible income is included in the period in which the benefit of the resource is received.

1.5 Expenditure recognition

Resources expended are included on an accruals basis inclusive of irrecoverable VAT and have been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Charitable costs are split between direct and support costs based on the use of resources. Governance costs comprise costs for the running of the charity itself as an organisation.

1.6 Intangible fixed assets

Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Website	25% straight line
Printing rights	33% straight line

Assets are not amortised in the year of purchase.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	25% straight line
Leasehold improvements	20% straight line
Fixtures & fittings	20% straight line
Motor vehicles	20% straight line

Assets are not depreciated in the year of purchase.

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1.8 Leases

Operating lease rentals are charged to the income and expenditure account as incurred.

1.9 Employee benefits

When employees have rendered service to the charity short-term employee benefits to which the employees are entitled are recognised at the amount expected to be paid in exchange for that service.

The charity operates a defined contribution pension plan for the benefit of its employees. Contributions are expensed as they become payable.

1.10 Funds

Restricted funds are funds subject to specific conditions imposed by the donor.

Designated unrestricted funds are funds set aside by the Trustees, out of general unrestricted funds, for specific purposes.

General unrestricted funds are funds generated for general charitable purposes.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

1.12 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.

1.13 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party. Creditors and provisions are normally recognised at the settlement amount.

1.14 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualifies as basic financial instruments. These are initially recognised at transaction value and subsequently measured at settlement value.

1.15 Tax

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

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1.16 Judgements and key sources of estimation uncertainty

Critical accounting estimates and areas of judgement

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2 Net income/(expenditure) for the year

This is stated after charging:

	2023	2022
	£	£
Auditor's remuneration:		
- audit	11,244	-
- other services	1,260	-
Independent examiner fee	-	7,368
Depreciation of tangible assets	8,686	7,310
Depreciation of intangible assets	1,989	1,989
Operating lease expenses	4,539	18,157
Cathedral Resources Centre rent	37,500	37,500

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3 Donations and legacies

	2023 Unrestricted £	2023 Restricted £	2023 Total £	2022 Total £
29th May 1961 Trust	**5,000**	**-**	**5,000**	-
AES Seal Ltd	**15,000**	**-**	**15,000**	-
Albert Gubay Foundation	**-**	**22,400**	**22,400**	-
Harry Bottom Trust	**-**	**5,000**	**5,000**	-
Liz & Terry Bramall Foundation	**-**	**-**	**-**	10,000
Church Urban Fund	**-**	**24,483**	**24,483**	38,700
Cutlers' Company Charitable Trust	**1,500**	**-**	**1,500**	1,000
DACT Help Us Help	**-**	**5,640**	**5,640**	7,298
Dunn Family Charitable Trust	**12,669**	**-**	**12,669**	3,750
Dan McAllister Foundation	**-**	**-**	**-**	4,747
Facey Family Foundation	**2,000**	**-**	**2,000**	2,000
Family Action Fund	**-**	**520**	**520**	-
Forrester Family Trust	**-**	**25,000**	**25,000**	50,000
Freshgate Foundation	**-**	**-**	**-**	2,000
Garfield Weston Foundation	**35,000**	**-**	**35,000**	-
Paul Grant Charitable Trust	**5,000**	**-**	**5,000**	3,000
J G Graves	**-**	**-**	**-**	3,000
GMB Asda South Branch	**-**	**-**	**-**	1,000
Greggs Foundation	**20,000**	**-**	**20,000**	-
Hedley Foundation	**-**	**1,000**	**1,000**	-
Homes by Honey Limited	**10,000**	**-**	**10,000**	4,000
John Lewis Community Investment Fund	**-**	**-**	**-**	39,953
Metro Finance	**4,800**	**-**	**4,800**	4,800
NHS Sheffield CCG	**-**	**5,000**	**5,000**	2,500
NHS SYIB	**-**	**22,500**	**22,500**	-
James Neill Trust Fund	**3,000**	**-**	**3,000**	-
O'Connor	**-**	**5,000**	**5,000**	8,000
Positive Activities Fund	**-**	**8,806**	**8,806**	-
Rise Construction Framework	**-**	**-**	**-**	2,000
Sheffield Ceramic Festival	**3,000**	**-**	**3,000**	-
Sheffield Church Burgesses	**8,000**	**-**	**8,000**	8,000
Sheffield City Council	**-**	**-**	**-**	25,581
Sheffield Forgemasters	**-**	**-**	**-**	2,000
Sheffield General Benevolent	**-**	**-**	**-**	2,500
Sheffield PCT HCP	**-**	**1,500**	**1,500**	6,000
Sheffield Town Trust	**4,500**	**-**	**4,500**	9,000
Spencer Charitable Trust	**6,000**	**-**	**6,000**	-
Swann Morton Foundation	**-**	**3,500**	**3,500**	3,500
Swire Charitable Trust	**35,000**	**-**	**35,000**	-
Tudor Trust	**-**	**41,571**	**41,571**	-
Westfield Foundation	**30,000**	**-**	**30,000**	-
Donations via Aviva – kitchen operations	**-**	**15,843**	**15,843**	-
Donations via Crowdfunder – screen print operations	**-**	**9,352**	**9,352**	-
Legacies	**120,484**	**-**	**120,484**	7,000
Other collections and other donations	**432,821**	**750**	**433,571**	470,311
	753,774	**197,865**	**951,639**	721,640

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4 Charitable activities - unrestricted

	2023	2022
	£	£
Just Works activities	-	2,034
Big Issue rental	**1,121**	1,322
Other	**10,255**	138
	11,376	3,494

5 Other trading activities - unrestricted

	2023	2022
	£	£
Cleaning services	**10,947**	22,371
Printing operations	**78,898**	88,933
Goods sold	**8,972**	1,012
Other	**1,747**	36,577
	100,564	148,893

6 Investment income - unrestricted

	2023	2022
	£	£
Interest receivable	**3,334**	187
	3,334	187

7 Other income - unrestricted

	2023	2022
	£	£
Insurance claim	77,695	9,240
	77,695	9,240

During the year the charity received £77,695 in settlement of an insurance claim following an arson attack on the premises in May 2020. This is to be used towards refurbishment costs and has been transferred to a designated Rebuild fund. £35,000 was spent in the year.

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8 Raising funds

	Unrestricted Expenditure £	Restricted Expenditure £	2023 Total £	2022 Total £
Staff costs	**96,862**	**-**	**96,862**	70,061
Office costs	**75,115**	**-**	**75,115**	48,275
Direct raising funds	**171,977**	**-**	**171,977**	118,336
Support costs (note 10)	**19,360**	**-**	**19,360**	20,282
Total raising funds	**191,337**	**-**	**191,337**	138,618

9 Charitable activities

	Unrestricted Expenditure £	Restricted Expenditure £	2023 Total £	2022 Total £
Staff costs	**62,159**	**118,376**	**180,535**	216,628
Volunteer expenses	**8,343**	**2,704**	**11,047**	13,187
Accommodation costs	**53,569**	**18,250**	**71,819**	73,332
Office costs	**10,360**	**12,508**	**22,868**	25,258
Depreciation	**6,813**	**-**	**6,813**	6,892
Amortisation	**800**	**-**	**800**	800
Food provision	**6,164**	**22,167**	**28,331**	19,607
Client activities and welfare	**6,434**	**11,253**	**17,687**	8,640
Governance costs	**30,862**	**-**	**30,862**	27,687
Direct charitable activities	**185,504**	**185,258**	**370,762**	392,031
Support costs (note 10)	**154,882**	**-**	**154,882**	162,252
Total charitable activities	**340,386**	**185,258**	**525,644**	554,283

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10 Allocation of support costs

The charity allocates its support costs as shown in the table below. The support costs are allocated on the basis of employee time.

	Charitable activities £	Raising funds £	2023 Total £	2022 Total £
Staff costs	**111,946**	**13,993**	**125,939**	118,188
Office costs	**41,740**	**5,217**	**46,957**	49,351
Professional fees	**764**	**96**	**860**	13,236
Bank charges	**432**	**54**	**486**	1,759
Total support costs	**154,882**	**19,360**	**174,242**	182,534
Total support costs 2022	162,252	20,282	182,534	

11 Other trading activities

Expenditure incurred through other trading activities is wholly unrestricted.

	2023 Total £	2022 Total £
Cleaning services cost of sales	**2,402**	2,089
Printing operations costs	**34,036**	53,110
Staff costs	**144,611**	170,217
Office costs	**29,448**	30,768
Bank charges	**1,080**	2,388
	211,577	258,572

12 Trustees

None of the Trustees (or any persons connected with them) received any remuneration, benefits or expenses from the company during either year.

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13 Staff costs

Staff costs during the year were as follows:

	2023	2022
	£	£
Wages and salaries	**508,419**	524,763
Social security costs	**29,751**	31,281
Pension costs	**11,593**	11,450
	549,763	567,494

The average number of employees during the year was as follows:

	40	36

Pension contributions of £2,546 (2022: £2,300) were outstanding at the year end for December 2023 and included within current liabilities.

No employee earned over £60,000 during either year.

Aggregate remuneration costs for the senior management team including salary, employer's NI and employer's pension cost were £180,055 (2022: £182,623). The charity considers its senior management team to be the Chief Executive Officer, Deputy Chief Executive, Centre Manager, Administration Manager and Head of Social Enterprise.

Pension contributions for employees are allocated to those activities and funds that the employees' salary is allocated to.

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14 Intangible fixed assets

Charity	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2023	**3,200**	**-**	**3,200**
Additions	-	-	-
At 31 December 2023	**3,200**	**-**	3,200
Amortisation			
At 1 January 2023	**800**	**-**	**800**
Charge for the year	**800**	**-**	**800**
At 31 December 2023	**1,600**	**-**	**1,600**
Net book value			
At 31 December 2023	**1,600**	**-**	**1,600**
At 31 December 2022	2,400	-	2,400

Group	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2023	**5,020**	**2,500**	**7,520**
Additions	**-**	**-**	**-**
At 31 December 2023	**5,020**	**2,500**	**7,520**
Amortisation			
At 1 January 2023	**1,164**	**1,650**	**2,814**
Charge for the year	**1,164**	**825**	**1,989**
At 31 December 2023	**2,328**	**2,475**	**4,803**
Net book value			
At 31 December 2023	**2,692**	**25**	**2,717**
At 31 December 2022	3,856	850	4,706

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15 Tangible fixed assets

Charity	Leasehold Improvements £	Motor Vehicles £	Computer Equipment £	Fixtures & Fittings £	Total £
Cost					
At 1 January 2023	**11,563**	**-**	**59,877**	**67,554**	**138,994**
Additions	**-**	**-**	**3,668**	**7,992**	**11,660**
At 31 December 2023	**11,563**	**-**	**63,545**	**75,546**	**150,654**
Depreciation					
At 1 January 2023	**11,563**	**-**	**51,719**	**57,064**	**120,346**
Charge for the year	**-**	**-**	**3,665**	**3,148**	**6,813**
At 31 December 2023	**11,563**	**-**	**55,384**	**60,212**	**127,159**
Net book value					
At 31 December 2023	**-**	**-**	**8,161**	**15,334**	**23,495**
At 31 December 2022	-	-	8,158	10,490	18,648

Group	Leasehold Improvements £	Motor Vehicles £	Computer Equipment £	Fixtures & Fittings £	Total £
Cost					
At 1 January 2023	**11,563**	**3,800**	**64,400**	**69,644**	**149,407**
Additions	**-**	**-**	**3,668**	**8,492**	**12,160**
At 31 December 2023	**11,563**	**3,800**	**68,068**	**78,136**	**161,567**
Depreciation					
At 1 January 2023	**11,563**	**-**	**51,719**	**58,530**	**121,812**
Charge for the year	**-**	**760**	**4,570**	**3,356**	**8,686**
At 31 December 2023	**11,563**	**760**	**56,289**	**61,886**	**130,498**
Net book value					
At 31 December 2023	**-**	**3,040**	**11,779**	**16,250**	**31,069**
At 31 December 2022	-	3,800	12,681	11,114	27,595

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16 Fixed asset investments

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Unlisted investments				
Investment in subsidiary company	**-**	-	**1**	1
	-	-	**1**	1

Archer Project Enterprises Limited (Company number: 07431294) is a 100% owned subsidiary.

	Profit/(Loss)	**Capital and reserves**
	£	**£**
Archer Project Enterprises Limited	**(42,320)**	**(88,238)**

17 Debtors

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Trade debtors	**6,940**	29,903	**815**	6,671
Amounts owed by subsidiary undertaking	**-**	-	**78,265**	109,172
Other debtors	**3,764**	9,307	**734**	-
Prepayment and accrued income	**31,649**	125,975	**30,553**	122,830
	42,353	165,185	**110,367**	238,673

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18 Creditors

Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
Trade creditors	**31,136**	53,533	**25,501**	48,022
Other creditors	**33,531**	36,349	**18,404**	19,766
Other taxes and social security	**12,888**	14,899	**7,689**	6,751
Loan	**-**	43,224	**-**	43,224
	77,555	148,005	**51,594**	117,763

An unsecured loan of £120,000 was received from HomelessLink in 2021, this was fully repaid in the year. The loan was repayable by instalments as follows:

	2023	2022
	£	£
Less than one year	**-**	43,224
Later than one and not later than five years	**-**	-
	-	43,224

19 Funds

Current year:
Unrestricted funds

Group	**Balance at 1 Jan 2023**	**Income**	**Expenditure**	**Transfers between funds**	**Balance at 31 Dec 2023**
	£	**£**	**£**	**£**	**£**
General unrestricted funds					
General funds (Charity)	258,770	770,774	(405,148)	(151,661)	472,735
Subsidiary - Archer Project Enterprises Ltd	(45,918)	91,106	(218,289)	84,863	(88,238)
	212,852	**861,880**	**(623,437)**	**(66,798)**	**384,497**
Designated funds					
Rebuild	-	-	(35,000)	77,695	42,695
	-	**-**	**(35,000)**	**77,695**	**42,695**
Total unrestricted funds	**212,852**	**861,880**	**(658,437)**	**10,897**	**427,192**

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19 Funds – continued

Current year - continued:

Restricted funds

Group and Charity	Balance at 1 Jan 2023 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2023 £
Albert Gubay Foundation	-	22,400	(22,400)	-	-
Austin & Hope Pilkington Trust	1,000	-	-	-	1,000
Aviva Community Fund	554	-	-	-	554
Church Urban Fund	19,251	24,483	(41,202)	(2,532)	-
Community Fund Cost of Living grant	-	-	(21,669)	-	(21,669)
DACT Help Us Help	5,640	5,640	(6,201)	-	5,079
Family Action Fund	-	520	(520)	-	-
Forrester Family Trust	25,000	25,000	(20,825)	-	29,175
Harry Bottom Trust	-	5,000	(1,250)	-	3,750
Hedley Foundation	-	1,000	(1,000)	-	-
Homeless Link	4,054	-	(4,054)	-	-
John Lewis Community Investment Fund	32,707	-	(16,424)	(655)	15,628
LankellyChase Foundation	4,289	-	-	-	4,289
NHS SYICB	-	22,500	-	(5,460)	17,040
NHS Sheffield CCG	-	5,000	(1,836)	-	3,164
O'Connor	5,000	5,000	(612)	-	9,388
Positive Activities Fund	-	8,806	-	-	8,806
Sheffield City Council	9,408	-	-	-	9,408
Sheffield PCT HCP	-	1,500	(1,500)	-	-
Swann Morton	-	3,500	(3,500)	-	-
Talbot Trust	780	-	-	-	780
Tudor Trust	90	41,571	(19,269)	-	22,392
Donations via Aviva – kitchen operations	-	15,843	(15,843)	-	-
Donations via Crowdfunding – screen print operations	-	9,352	(7,102)	(2,250)	-
Other	-	750	(51)		699
Total restricted funds	**107,773**	**197,865**	**(185,258)**	**(10,897)**	**109,483**
Total funds - Group	**320,625**	**1,059,745**	**(843,695)**	**-**	**536,675**

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19 Funds – continued

Prior year:

Unrestricted funds

Group	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2022 £
General unrestricted funds					
General funds (Charity)	327,407	460,279	(528,916)	-	258,770
Subsidiary - Archer Project Enterprises Ltd	(17,741)	230,395	(258,572)	-	(45,918)
Total unrestricted funds	309,666	690,674	(787,488)	-	212,852

Restricted funds

Group and Charity	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2022 £
Austin & Hope Pilkington Trust	1,000	-	-	-	1,000
Aviva Community Fund	554	-	-	-	554
Church Urban Fund	14,202	38,700	(33,651)	-	19,251
Co-op Local Community Fund	1,283	-	(1,283)	-	-
DACT Help Us Help	5,644	7,298	(7,302)	-	5,640
Forrester Family Trust	-	50,000	(25,000)	-	25,000
Freshgate Foundation	-	2,000	(2,000)	-	-
GMB Asda South Branch	-	1,000	(1,000)	-	-
J G Graves	-	3,000	(3,000)	-	-
Homeless Link	9,261	-	(5,207)	-	4,054
John Lewis Community Investment Fund	-	39,953	(7,246)	-	32,707
LankellyChase Foundation	4,289	-	-	-	4,289
Lloyds TSB Foundation	13,333	-	(13,333)	-	-
NHS Sheffield CCG	-	2,500	(2,500)	-	-
O'Connor	-	8,000	(3,000)	-	5,000
Rise Construction Framework	-	2,000	(2,000)	-	-
Sheffield Chamber of Commerce	1,684	3,248	(4,932)	-	-
Sheffield City Council	11,336	25,581	(27,509)	-	9,408
Sheffield PCT HCP	-	6,000	(6,000)	-	-
Sheffield Town Trust	2,160	-	(2,160)	-	-
Swann Morton	-	3,500	(3,500)	-	-
Talbot Trust	2,120	-	(1,340)	-	780
Tudor Trust	12,112	-	(12,022)	-	90
Total restricted funds	78,978	192,780	(163,985)	-	107,773
Total funds - Group	388,644	883,454	(951,473)	-	320,625

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19 Funds – continued

The purposes of restricted funds are:

- **Albert Gubay Foundation –** supporting engagement provision in 2023
- **Austin & Hope Pilkington Trust** – funding for translation services
- **Aviva Community Fund** – funding towards wellbeing of Just Works participants
- **Church Urban Fund** – grant for 3-year project providing personalized stability support
- **Co-op Local Community Fund** – funding towards wellbeing of Just Works participants
- **Community Fund Cost of Living Grant** – short term funding to support engagement delivery
- **DACT Help Us Help** – support for Help Us Help project
- **Family Action Fund** – one-off support claims for individuals
- **Forrester Family Trust –** grant towards management of social enterprise activities
- **Freshgate Foundation –** grant towards food provision
- **GMB Asda South Branch –** grant towards food provision
- **JG Graves** – grant towards the welfare of people who use the project
- **Harry Bottom Trust** – funding towards capital fundraiser post
- **Hedley Foundation** – grant towards volunteer expenses
- **Homeless Link** – funding for interest charged on Homeless Link loan
- **John Lewis Community Investment Fund** – to support the peer mentor scheme
- **LankellyChase Foundation** – a grant towards the Breakthrough Project.
- **Lloyds TSB Foundation –** a grant towards project costs
- **NHS Sheffield CCG** - to provide information on and the opportunity for people who are homeless to receive covid vaccinations
- **NHS SYICB** – funding towards refurbishment and running of medical room
- **O'Connor -** to support the peer mentor scheme
- **Positive Activities Fund** – grant to improve outcomes for people in recovery through meaningful activities
- **Rise Construction Framework –** grant towards food provision
- **Sheffield Chamber of Commerce** – funding for Kickstart employment scheme
- **Sheffield City Council** – Covid support towards continued delivery during the pandemic
- **Sheffield PCT HCP** – a grant towards the cost of a project worker and activity incentives.
- **Sheffield Town Trust** – funding for CAP and partners to support individuals during Covid
- **Swann Morton Foundation –** a grant towards the operation of medical facilities
- **Talbot Trust** – grant towards counselling for Just Works participants
- **Tudor Trust** – 2023: 3-year funding for Team Leader for the Stability team, and an award to support staff, volunteer and trustee wellbeing; 2022: funding towards women's support, and a further grant given to provide or improve welfare provision for the Archer Project staff team
- **Donations via Aviva** – funds raised through the Aviva platform specifically for the kitchen operations.
- **Donations via Crowdfunder** – funds raised via Crowdfunder to support screen print workshop operations

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19 Funds – continued

Designated funds

A Rebuild designated fund was created during the year, comprising insurance proceeds received for damage to the Project premises following an arson attack in 2020. These monies are to be used towards the refurbishment of the premises.

Transfers between funds

Designated funds transfer
This represents general unrestricted funds allocated to designated funds in the year

Fixed assets transfer
A transfer was made from restricted to unrestricted funds for the net book value of restricted tangible fixed assets where the conditions of the funding have been fulfilled, and the assets are used for the general objectives of the charity.

Intercompany transfer
This represents funds transferred to APE to fund its activities which are in accordance with the charity objectives.

20 Analysis of assets between funds

	Unrestricted funds £	Restricted funds £	Total £
Current year			
Intangible fixed assets	**2,717**	**-**	**2,717**
Tangible fixed assets	**31,069**	**-**	**31,069**
Current assets	**470,961**	**109,483**	**580,444**
Creditors: Amounts falling due within one year	**(77,555)**	**-**	**(77,555)**
	427,192	**109,483**	**536,675**

	Unrestricted funds £	Restricted funds £	Total £
Prior year			
Intangible fixed assets	4,706	-	4,706
Tangible fixed assets	27,595	-	27,595
Current assets	328,556	107,773	436,329
Creditors: amounts falling due within one year	(148,005)	-	(148,005)
	212,852	107,773	320,625

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21 Commitments under operating leases

At 31 December 2023 the company had future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Land and buildings		
Less than one year	**37,833**	-
Later than one and not later than five years	**158,000**	-
Greater than five years	**464,125**	-
	659,958	-

The Cathedral Archer Project is housed in the Cathedral Resources Centre which is rented from Sheffield Cathedral. A new lease was signed in October 2023 for 17 years. The annual rent paid was £37,500 (2022: £37,500).

22 Related party transactions

During the year, trustees and key management personnel made donations totalling £39,553 (2022: £5,694).

During the year The Cathedral Archer Project Limited made grants totalling £84,863 (2022: £66,250) to its subsidiary Archer Project Enterprises Limited to support the work in line with the charitable objectives of the charity.

In the prior year The Cathedral Archer Project Limited made charges to its subsidiary Archer Project Enterprises Limited of £8,000 for rent and other costs. There were no charges in 2023.

In the prior year, Archer Project Enterprises Limited charged The Cathedral Archer Project Limited £15,427 for services. There were no charges in 2023.

In 2022, £75,000 was paid from Archer Project Enterprises Limited to the Cathedral Archer Project Limited during the year for repayment of loan balances. There were no repayments in 2023.

The loan balance to the subsidiary Archer Project Enterprises Limited at 31 December 2023 was £166,503 owing to the Cathedral Archer Project Limited (2022: £155,090).

At the year end a provision has been made for £88,238 in the Cathedral Archer Project Limited company accounts relating to the net liabilities of Archer Project Enterprises (2022: £45,918).

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THE CATHEDRAL ARCHER PROJECT LIMITED

England & Wales - Charity number 1064818

Accounts

Charity Registration Number: 1064818

Company Registration Number: 3188162 (England and Wales)

THE CATHEDRAL ARCHER PROJECT LIMITED

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2022

THE CATHEDRAL ARCHER PROJECT LIMITED

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LEGAL AND ADMINISTRATIVE INFORMATION

Directors / Trustees

Ian Brownlee	Resigned 25 May 2023
Stephen Kober	
Neil Riley (Chair)	
Surriya Falconer	
Karl Dalgleish	
Richard Taylor	
Dan Brookman	Appointed 27 January 2022
Fran Joel	Appointed 27 January 2022
Kevin Rhone	Appointed 27 January 2022
John Roberts	Appointed 27 January 2022
Charlotte Shepherd	Appointed 24 November 2022

Chief Executive Officer

Tim Renshaw

Registered Office

Cathedral of St Peter & St Paul
Church Street
Sheffield
S1 1HA

Independent Examiner

Nicola Adams ACA DChA
BHP LLP
2 Rutland Park
Sheffield
S10 2PD

Bankers

Nat West Bank Plc	Co-operative Bank Plc	Barclays Bank Plc
42 High Street	60-62 Pinstone Street	10-12 Pinstone Street
Sheffield	Sheffield	Sheffield
S1 1QG	S1 2HN	S1 2HN

TRUSTEES' ANNUAL REPORT
FOR THE YEAR ENDED 31 DECEMBER 2022

The Trustees and Directors present their report and the independently examined financial statements of the charity for the year ended 31 December 2022. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The Cathedral Archer Project Limited is governed by its Articles of Association and is incorporated as a company limited by guarantee. The term "Archer Project" is the working name of The Cathedral Archer Project Limited.

The Trustees' report serves the purposes of both a trustees' report and a directors' report under company law.

Introduction

The Archer Project is a team, a space and a hub designed to provide services for people who are homeless, have been homeless or are threatened with homelessness. We provide a number of services designed to help people move away from homelessness. We believe the end of homelessness should have new opportunities for a satisfying life, whatever that may mean to the individuals who are building a new life. We hope that includes good health and wellbeing, a home that is enjoyed and the chance to take part in the wider society whether that is through employment, belonging to groups and/or giving time as a volunteer. These are the things we look at to measure how successful we are at supporting people.

We are not a stand-alone service. By that we mean that we are much more effective in achieving our aims by working with other similarly skilled services. Our centre is better described as a hub which is open to other organisations to come and use. In 2022 we worked alongside health professionals, mental health professionals, housing providers, probation officers, drug and alcohol treatment services and teams who, like us, work to bring all those specialisms together to help one person at a time to change their life.

Working with other professional services helps to improve our work. For example, learning from probation services to improve the management of risk and learning more about co-production systems from Flourish.

As with most homeless agencies, we follow a Trauma Informed methodology. In brief this means we assume that most people who become street homeless are survivors of childhood trauma or Post Traumatic Stress Disorder (PTSD) and that their experience of trauma has had a profound impact on their lives. The multi-agency approach is touched on again later.

Being Trauma Informed means that we have designed the way we work and the spaces we use to avoid, as much as possible, adding to the trauma people have already experienced. The really important thing about working in a Trauma Informed way is that it increases the chances of supporting people who are homeless to change their life patterns and realise their strengths and skills to lead a much richer and fuller life than most dared to dream about.

In 2022 we maintained a shop in Meadowhall to sell goods produced in our Printed By Us social enterprise and set up a shop in Orchard Square. Our Peer Mentoring Programme started employing two individuals previously employed through our social enterprises. One of the two peer mentors applied for and gained employment with the Framework Rough Sleeper Outreach Team. The peer mentor programme strengthens the work we do to help people moving away from homelessness. The plans for the rebuild of the project were further developed.

Structure and Governance of the Archer Project

All parts of the Archer Project are important; those people who are or have been homeless and who benefit from our service are also the people who help us run it and design in improvements to the way we work. Our staff team is made up of volunteers and employees, all of whom undertake training and many of whom give feedback in one way or another to help us deliver a better service. Our trustees are appointed because we believe they have particular skills, gifts and values that will bear fruit and improve the way we run the charity. Equally important are those who support us with gifts, donations and encouragement, without whom there would be no service to offer.

The trustees perform skills audits and discuss skills gaps. Appointments are made following a) advertisements for potential trustees with skills that have been identified as needed b) on occasions when individuals with sought after skills have made their desire to be considered as a trustee known to the board of trustees.

Potential trustees receive our Trustee and Director Handbook, updated annually, which details the responsibilities and commitments of trustees and directors, training packages, an organigram with contacts for participation in the projects activities. This allows visits and shadowing of the staff team. On appointment Trustees complete an induction process with the Administration Manager. The Chair of Trustees meets with all trustees to identify training needs and how their skills are being and might be used to fulfil the role of trusteeship, and personal satisfaction in fulfilling their role.

Trustees and Directors

Our trustees have the task of ensuring the charity operates within the bounds of the law to deliver its purpose which is set out in its Articles of Association. The Archer Project's governance structure is in line with the requirements of both the Charity Commission and Companies House. All of the trustees are members of the company and guarantee to contribute £20 in the event of a winding up.

The trustees meet as a full board six times per year. They delegate aspects of their overall responsibilities and interests to sub-committees and working groups. In 2022 these were:

- Finance Committee
- Human Resources and Operational Policy Committee
- Fundraising Committee
- Re-building Task and Finish Group
- Accommodation Task and Finish Group

The Chair of Trustees chairs a remuneration committee to review and set the salary of the Chief Executive Officer. The salary is benchmarked against similar sized and structured organisations. The Chair of Trustees meets monthly with the Chief Executive Officer to review the performance of the charity and any identified risks.

The HR committee also acts as a Remuneration committee to review the salary of the CEO on an annual basis. On those occasions, the Chair of the Project leads the discussion and makes a recommendation to the Board. The CEO receives cost of living pay increases in line with such increases to all paid staff.

Risks are identified by the use of a risk register which is reviewed by both the Finance and Human Resources and Operational Policy Committees. Any risks of concern are taken to meetings of the full board of trustees.

Trustees are asked to contribute to at least one of these committees or groups alongside regular attendance at full board meetings. In addition, most find ways in which they can take part in the work of the project, volunteering in our kitchen or supporting the development of skills in aspects of the project or working behind the scenes to improve administrative or financial processes. We undertake skills gap analysis against perceived skills needs when appointing trustees. The skills trustees bring to their role include marketing and public relations, sales, economic research and evaluation, finance management, human resources management, legal, management within private enterprise, public sector and voluntary sector, knowledge of Sheffield's business and public sector systems.

The Trustees delegate the responsibility of day to day running of the project to the Chief Executive Officer. The Chief Executive Officer works with a senior leadership team to coordinate the delivery of operations, administration, fundraising, financial management. The CEO works with the Managing Director of Archer Project Enterprises to manage the day to day responsibilities of Archer Project Enterprises.

In 2022 the trustees focused on strengthening the governance of its social enterprises. Archer Project Enterprises Ltd is a trading arm of the Archer Project and offers some different governance challenges to that of the charity. The new Directors appointed to the board of Archer Project Enterprises Ltd were in place early in 2022. The directors were recruited for their financial, marketing and other business skills.

Why we are here

The charity's objects are the relief of poverty within Sheffield City Centre and the sub-region, with particular focus on and concern for those people who are homeless or otherwise experiencing housing difficulties due to their poverty. We believe everybody has a right to a fulfilling and enjoyable life and that there are some important things we do to help people achieve this.

Public benefit

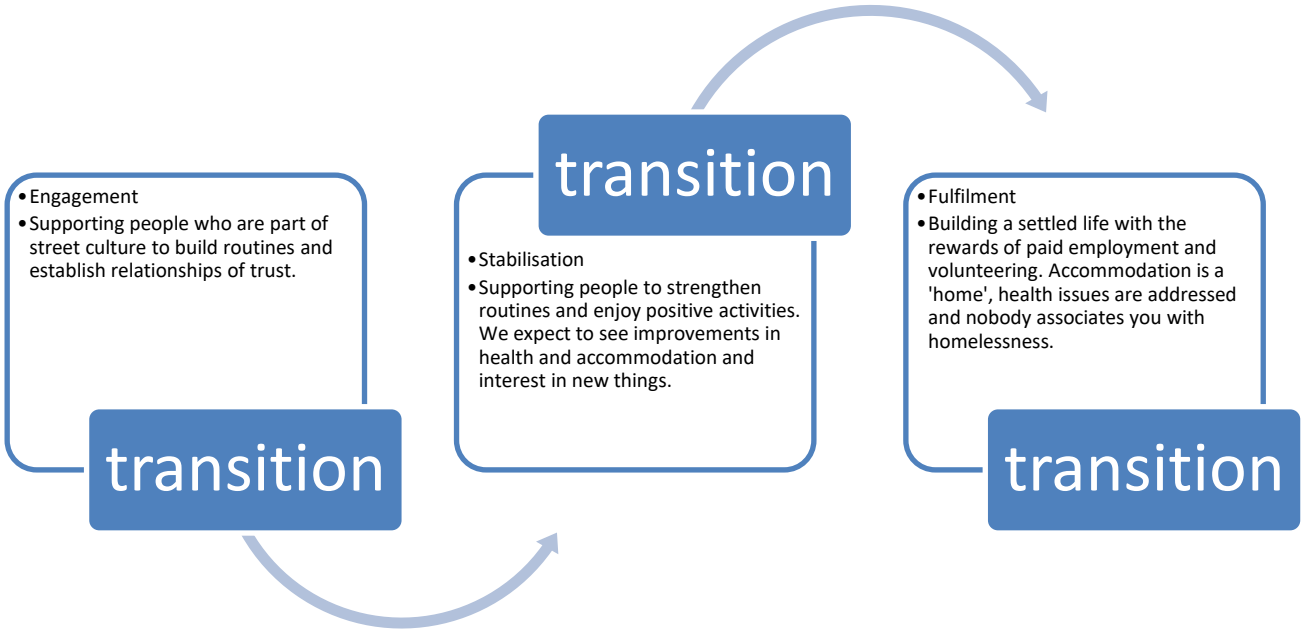
In setting the objectives and planning the activities the directors have given careful consideration to the Charity Commission's general guidance on public benefit. Public benefit is an essential part of what it is to be a charity. But it is more than a legal requirement. It provides us with a positive opportunity to demonstrate the benefits we bring to the public, in return for the financial and other benefits that come from us being a charity. These include:

- Having a positive effect on individuals as they take small steps towards a huge change and are supported to move away from street activity and instead experience a life they find more satisfying.
- Making a positive contribution to 'place' and the city centre environment. We believe we have made a particular contribution to addressing the challenges faced by rough sleepers in the city centre. For example, by providing a centre which meets the immediate needs of people involved in street activity (food, medical, communications and hygiene) it enables agencies and individuals to work progressively to move away from street activity.
- Taking a leadership role in Sheffield to help develop its work to address homelessness. We have taken a leading voluntary sector role in helping to establish the Changing Futures Team, contributing to multi-agency systems, participating at the Trauma Informed Working and we continue to support Sheffield's 'Help us Help' campaign.
- We believe it is our responsibility to learn about homelessness from the latest investigation and research in order to deliver best practice within our service. For example, we introduced Trauma Informed approaches and have continued to research how it pertains to the homelessness sector.

The way we work

We provide a progressive pathway from street homelessness to a settled and stable life with paid employment. There is no end to the support we offer so that if someone who has made fantastic progress and is in a settled, productive life experiences a relapse, we remain available to them to support them. For example, if a person returns to drug use and it builds to an addiction, we will support them as they tackle the addiction, with the intention that we can prevent them losing all the good things they have gained, their home, their sense of pride and achievement, their hope of a stable life.

The pathway is three overlapping streams of support.



Throughout the whole journey we are looking for signs that people's lives are improving in a balanced way because this is most likely to be sustainable progress. So, we measure improvements in accommodation, changes in the way people think about their health and wellbeing and the way people think about their lives as a member of society. When a person's life is dominated by trying to survive on the street, basic accommodation is an improvement but as they progress the type of accommodation becomes more important, including where that accommodation is and who their neighbours are and how comfortably and homely the accommodation feels. These changes evidence the progress made. We can follow similar journeys in the way people look at their health and the way they think about their life as a member of society.

Our three overlapping streams are:

Engagement: we work with people whose lives are marked by the need to survive day to day. The quote below illustrates the lack of self-worth and hopelessness some the people we work with can initially feel.

Engagement is about giving people space to get to know and trust us and the other services who use our centre. Listening, accepting, and trying to understand are the tools we use. This is the heart of Trauma Informed ways of working, building the relationship that allows someone to think that a different life could be possible.

Stabilisation: When people have some basic routines and life patterns, we can build on them. This may be as simple as someone showing a desire to meet with a particular professional by always attending their meetings, or turning up at the project at the same time every day to use particular services like the shower or nursing clinic.

> 'I always thought, tomorrow's another day. That light in that darkness was fundamentally, one hundred percent, only present as a result of The Archer Project. Knowing that I would be able to not have to spend money on food, clothes, washing…it's a rock. In between all the torture and the tornados that you go through being homeless, it's an anchor.' A formerly homeless man who has become a kitchen volunteer to add meaning and purpose as he builds a new life.

Fulfilment: Our aim is to give people the opportunity to feel a sense of fulfilment and success. At the Archer Project this includes the opportunity of paid employment. Alongside healthy living activities and good accommodation, employment has the power to build esteem and new aspirations.

> "What would I give the Archer Project out of ten? Me, personally, I'd give it ten out of ten because it changed my life. I wouldn't be in the position I am now without it."

Multi-agency approach

We mentioned the importance of the multi-agency approach and described the Archer Project as a hub. Alongside its team of volunteers and employees, professionals from other organisations of various disciplines use the project to meet and work with people. This reflects Sheffield's wider multi-agency approach working with homeless populations. It is a recognition of the complexity of homelessness, and that its victims frequently suffer from mental health issues, childhood trauma, PTSD, acquired brain injuries and, as a result, need support to tackle multiple barriers if they are to build a sustainable settled life.

The organisations who use the Archer Project include medical services, mental health services, accommodation support workers, probation staff and alcohol and drug treatment services.

The Archer Project and most other services who use the project work in a Trauma Informed way. The recognition that childhood trauma and PTSD are among the biggest causes of homeless lifestyles has led to a focus on training and development that understands how trauma affects a person's physical and mental development and the ways in which trauma can be addressed.

Archer Project Enterprises Ltd (APE)

Archer Project Enterprises Limited is a wholly owned trading company of the Cathedral Archer Project Limited. We created social enterprises to help people with a history of homelessness or the risk of future homelessness into employment. Our enterprises are:

Printed By Us. We employ people to print, sell and manage the logistics of an environmentally friendly printing business www.printedbyus.org. We buy designs from graphic designers and artists local to us in the Sheffield area. These designs are made into high-quality screen-printed posters as well as printed on to t-shirts, hoodies and other items of clothing and onto mugs.

We employ people who are formerly homeless in printing, selling, processing on-line orders, marketing and organisational planning.

Printed By Us was transferred from the Cathedral Archer Project Limited to Archer Project Enterprises Ltd in 2021.

Cleaning. We employ people to provide commercial cleaning services at various venues throughout Sheffield.

Catering. We work with the social enterprise Blend Kitchen (www.blendkitchen.co.uk) to give people access to employment in the catering industry.

All of our employees are paid at the National Living Wage Foundation minimum wage level or above.

Future Plans

In 2023 the Archer Project will:

- Appoint an Operations Manager in APE to improve the processes of recruitment, managing day-to-day delivery and monitoring of work programmes, and to improve the successful exiting of people from the programme.
- Move the APE operations from Waverley House at the end of the lease to meanwhile space afforded in Sheffield through the underuse of city centre buildings and retail units.
- Increase cleaning contracts through the Joint Venture Agreement with Klear Commercial Cleaning.
- Broaden funding applications to include costs of supporting people into employment that will directly support the work of APE.
- Apply for funds to appoint staff to increase the support given to people as they move into employment. The emotional transition and maintaining progress towards improved wellbeing, stable accommodation that gives physical and psychological safety and a positive attitude to socialising and community activity is an important aspect of making employment sustainable.
- To appoint a dedicated fundraiser to focus on capital funds for the rebuild project.
- To further develop the Peer Mentor Programme, in particular, to offer training opportunities to people who wish to train as Peer Mentors.
- To develop co-production processes. The project does a lot of co-productive activity but intends to make these more fundamental to the way it works in all areas of its operations.
- To review policies that will enhance staff wellbeing.

Financial Review

In 2020 the Archer Project had received an unprecedented level of financial support. Covid related funds and public support for frontline services that remained active delivering services to vulnerable groups during the lockdown periods provided a year when our funds increased. 2021 was a second year of covid with greater insecurities for both trust funds and the general public. Further, the change in work patterns and further periods of lockdown meant that corporate donations and their ability to support fundraising events was reduced.

In 2022 we further improved the skill set of our fundraising team to deliver against targets of grant income, fundraising events and donations. Our events are sensitive to the highest donation income periods of the year and we expect the fourth quarter each year to deliver the highest income from donations.

Risk factors

1. The economic crisis (2022) remains a threat.
    a. More people with low incomes are struggling with household costs and relying on charitable support. The Archer Project is experiencing an increase in demand for its services.

b. The high rate of inflation, impacting food and other basic costs, has continued into 2023. This is likely to affect people's ability to give and may stall the growth in donations we need to maintain the level of service delivery we have developed.
c. Higher costs and reduced disposable income will increase demand on grant making trusts and there is evidence that some trusts have focused on helping charities to meet cost of living increases.
d. Economists are still predicting a recession in the UK which is likely to impact poorest populations the most and increase demand for services whilst, at the same time, negatively impacting fundraising activity.

The funding team will continually review its strategic approach to focus or re-focus its work on activities that help us achieve the income needed to meet the costs of delivering our services.

2. Investment into homeless related services in Sheffield by central government has increased since 2020. In the next two years some of this investment will have reached the end of its funding period. Without repeat funding or similar follow on programmes we will see a reduction in frontline staffing across the sector in Sheffield and an increased reliance on third sector provision. This is likely to increase the demand to use The Archer Project and to impact on the city centre environment.

3. The Archer Project has invested in redesigning its centre to deliver better outcomes for people who have experienced homelessness following the arson attack in May 2020. This is a whole programme of work, including a major fundraising effort, over and above the work of the Archer Project. The trustees have delegated the work to a working group of trustees and the CEO to ensure the scheme is realistic, well-planned, accurately costed, and will not impede the fund-raising work to deliver the projects services. The project has a dedicated fundraiser from June 2023.

   The proposed plans will improve the way the centre can deliver outcomes by using space differently in line with trauma informed ways of working. It is estimated that the Archer Project will need to raise between £1.5 and £2 million to deliver the scheme. The working group has undertaken a cost benefit analysis which shows that for every one pound it spends on services for homeless adults there is a public sector cost impact of £3.20. In other words, a rebuilt, reconfigured project will provide an effective service in helping Sheffield tackle homelessness; it will add very valuable skills and resources to those services delivered by the local authority and health services.

4. Archer Project Enterprises Ltd has been established to deliver income generating work in line with the objectives of the Archer Project. It provides employment for people who are formerly homeless or have suffered related vulnerable lifestyles, e.g., have suffered debilitating mental health or addiction with the threat of becoming homeless. Indeed, its primary objective is to support personal progress into employment and the added stability this brings to a settled life. The sustainability of APE Ltd currently depends on support from the Archer Project. This, in turn, places demands on the ability of the Archer Project to raise sufficient income on a dependable basis. To mitigate this, we have strengthened the governance of APE by appointing new directors with skills relating to social enterprises and the growth of small businesses. 2022 was the first year of dedicated and separated governance for APE. The funding team has identified grants related to employment and social enterprises to provide specific support for the programme.

Financial Position

During 2022 the Archer Project group reported a deficit of £68,019 (2021: deficit £117,709). Within this, restricted funds increased by £28,795 (2021: decrease of £11,540) and unrestricted reserves decreased by £96,814 (2021: decrease of £106,169). Total reserves at the end of 2022 are £320,625 (2021: £388,644) with unrestricted reserves of £212,852 (2021: £309,666) carried forward. In common with many other voluntary sector organisations the Archer Project recognises the inherent uncertainty of its funding streams. Our funding team regularly reviews its performance. Flexibility in fund raising work has been particularly important in the past two years to respond to a changing economy and its impact on grant making trusts, donations and government support schemes.

Policy on reserves

The Board has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity (free reserves) should be at a level sufficient to continue the current activities of the Charity in the event of a short-term significant fall in funding. The Board believes three months' operating costs, currently amounting to £100,000, should be held. At £180,551 the level of free reserves at 31 December 2022 is above the target level. The trustees are aware that funding continues to be unpredictable. Both the Board and the Management continue to develop strategies to increase unrestricted reserves and aim to retain these at an acceptable level.

Going concern

As outlined above, free reserves at the end of the year are above target level. Trustees have undertaken detailed reviews of the areas listed below, and having done so consider that it is correct to prepare accounts on a going concern basis.

- The level of secured grant funding to December 2024;
- Patterns of donations and the planned fundraising events to attract support for the project in 2024;
- A plan of expenditure to keep costs within budget limits through to December 2024;
- Detailed forecasts of income and expenditure through to December 2024; and
- Cash flow forecasts to December 2024, taking into account a Homeless Link loan secured in July 2019, to better manage the period of service growth currently being experienced.

Taking all these matters into account we consider that it is appropriate to hold reserves above the target level and it is appropriate to prepare accounts on a going concern basis.

Trustees' responsibilities statement

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on Sep 26, 2023 and signed on their behalf by:

Neil Riley
Neil Riley (Sep 26, 2023 15:22 GMT+1)

Neil Riley
Trustee

INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED

I report to the charity trustees on my examination of the consolidated accounts of the group comprising The Cathedral Archer Project "the company" and its subsidiary for the year ended 31 December 2022 which are set out on page 14 to 35.

Responsibilities and basis of report

As the trustees of the Charity you are responsible for the preparation of the consolidated accounts of the Group in accordance with the requirements of the Charities Act 2011 ('the Act') and you have chosen to prepare consolidated accounts for the Group. You are satisfied that the accounts of both the Charity and the Group are not required by charity law to be audited and have chosen instead to have an independent examination. I report in respect of my examination of the consolidated accounts.

I have carried out my examination under section 145 of 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.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the consolidated accounts present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

Emphasis of matter

I draw attention to note 1.3 in the financial statements which discusses the trustees' assessment of going concern given the uncertainties around future income generation.

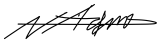
Independent examiner's statement

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 ICAEW, 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 that in any material respect:

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 applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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.

Signed:  Date: Sep 26, 2023

Nicola Adams ACA DChA
BHP LLP
2 Rutland Park
SHEFFIELD S10 2PD

THE CATHEDRAL ARCHER PROJECT LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2022

	Notes	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
Income from:		**£**	**£**	**£**	£
Donations and legacies	4	**528,860**	**192,780**	**721,640**	610,459
Charitable activities	5	**3,494**	**-**	**3,494**	54,936
Other trading activities	6	**148,893**	**-**	**148,893**	119,089
Investments	7	**187**	**-**	**187**	22
Other income	8	**9,240**	**-**	**9,240**	43,607
Total income		**690,674**	**192,780**	**883,454**	828,113
Expenditure on:					
Raising funds	9	**138,618**	**-**	**138,618**	118,704
Charitable activities	10	**390,298**	**163,985**	**554,283**	664,692
Other trading activities	12	**258,572**	**-**	**258,572**	162,426
Total expenditure		**787,488**	**163,985**	**951,473**	945,822
Net (expenditure)/income for the year		**(96,814)**	**28,795**	**(68,019)**	(117,709)
Transfers between funds	20	**-**	**-**	**-**	-
Net movement in funds		**(96,814)**	**28,795**	**(68,019)**	(117,709)
Reconciliation of funds:					
Funds brought forward at 1 January 2022		**309,666**	**78,978**	**388,644**	506,353
Net movement in funds		**(96,814)**	**28,795**	**(68,019)**	(117,709)
Funds carried forward at 31 December 2022		**212,852**	**107,773**	**320,625**	388,644

The statement of financial activities complies with the requirements of an income and expenditure account under Companies Act 2006 and includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEETS
AS AT 31 DECEMBER 2022

	Notes	GROUP 2022 £	GROUP 2021 £	CHARITY 2022 £	CHARITY 2021 £
Fixed assets					
Intangible assets	15	**4,706**	6,695	**2,400**	3,200
Tangible assets	16	**27,595**	23,355	**18,648**	22,313
Investments	17	**-**	-	**1**	1
		32,301	30,050	**21,049**	25,514
Current assets					
Stock		**52,596**	53,712	**-**	-
Debtors	18	**165,185**	48,594	**238,673**	289,100
Cash at bank and in hand		**218,548**	410,539	**178,666**	212,454
		436,329	512,845	**417,339**	501,554
Creditors: amounts falling due within one year	19	**(148,005)**	(111,027)	**(117,763)**	(95,200)
Net current assets		**288,324**	401,818	**299,576**	406,354
Total assets less current liabilities		**320,625**	431,868	**320,625**	431,868
Creditors: amounts falling due after one year	19	**-**	(43,224)	**-**	(43,224)
Net assets	21	**320,625**	388,644	**320,625**	388,644
Funds					
Unrestricted funds	20	**212,852**	309,666	**212,852**	309,666
Restricted funds	20	**107,773**	78,978	**107,773**	78,978
Total funds		**320,625**	388,644	**320,625**	388,644

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

The members have not required the company 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 special provisions in Part 15 of the Companies Act 2006 relating to small companies.

The financial statements on pages 14 to 35 were approved by the Board on Sep 26, 2023 and were signed on its behalf by:

Neil Riley
Neil Riley (Sep 26, 2023 15:22 GMT+1)

Neil Riley
Trustee

Company Registration Number: 3188162

THE CATHEDRAL ARCHER PROJECT LIMITED

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022

		2022	2021
		£	£
Net cash used in operating activities	*See below*	**(135,503)**	(111,564)
Cash flow from investing activities			
Interest income		**187**	22
Purchase of tangible fixed assets		**(11,550)**	(15,224)
Cash used in investing activities		**(11,363)**	(15,202)
Cash flow from financing activities			
Loan repayments		**(39,918)**	(36,858)
Loan interest payable		**(5,207)**	(8,266)
Cash from financing activities		**(45,125)**	(45,124)
(Decrease)/increase in cash and cash equivalents in the year		**(191,991)**	(171,890)
Cash and cash equivalents at the beginning of the year		**410,539**	582,429
Cash and cash equivalents at the end of the year		**218,548**	410,539

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

	2022	2021
	£	£
Net expenditure for the year	**(68,019)**	(117,709)
Add back depreciation charge	**7,310**	7,590
Add back amortisation charge	**1,989**	825
Deduct interest income shown in investing activities	**(187)**	(22)
Add interest payable shown in financing activities	**5,207**	8,266
Increase in stock	**1,116**	(23,333)
(Increase)/decrease in debtors	**(116,591)**	34,186
Increase/(decrease) in creditors	**33,672**	(21,367)
Net cash flow used in operating activities	**(135,503)**	(111,564)

Analysis of changes in net debt

	At 1 Jan 2022	Cashflows	Transfer	At 31 Dec 2022
	£	£	£	£
Cash at bank and in hand	410,539	(191,991)	-	218,548
Debt due within 1 year	(39,918)	39,918	(43,224)	(43,224)
Debt due after 1 year	(43,224)	-	43,224	-
	327,397	(152,073)	-	175,324

1 Accounting policies

1.1 General information and basis of preparation

The Cathedral Archer Project is a charitable company limited by guarantee in England and Wales. The address of the registered office is given in the legal and administrative information on page 1 of these financial statements. The nature of the charity's operations and principal activities are, the relief of poverty.

The financial statements have 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 issued on in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The Cathedral Archer Project Limited meets the definition for a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements are presented in £ sterling which is the functional currency of the charity and rounded to the nearest £.

1.2 Basis of consolidation

The consolidated accounts include the accounts of The Cathedral Archer Project Limited and its subsidiary undertakings on a line by line basis.

Under section 399 of the Companies Act 2006 and SORP 2019 the company is not required to present its own income and expenditure account.

The company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of financial activities. The company's net movement in funds for the year was £(68,019) (2021:£(91,665)).

1.3 Going concern

The charitable group has made a deficit in the year of £68,019. Free reserves at 31 December 2022 are £180,551 and above the target level of £100,000.

The trustees have prepared forecasts of income and expenditure for the period to 31 December 2024 and subjected them to sensitivity analysis. The forecasts show that the group has sufficient reserves and cash to be able to continue.

The forecasts are dependent on being able to raise sufficient income from donations and grants to support the costs of running the charitable group. The trustees recognise that in the current economic climate there are significant uncertainties in achieving this.

The trustees will continue to monitor performance against budget and put plans in place including the identification and implementation of cost savings, to safeguard the finances of the charitable group if necessary.

It is for these reasons that the trustees continue to adopt the going concern basis in preparing these financial statements.

1.4 Income recognition

Income from donations and grants is recognised in the period in which the charity is entitled to receipt, it is probable and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Legacies are included when the charity is legally entitled to the income, probate has been granted, its receipt is probable and the amount can be quantified with reasonable accuracy. Entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Intangible income (for example, assistance in the form of donated services) is included in the Statement of Financial Activities where another party is bearing the financial cost of the resources supplied and the benefit is quantifiable and measurable. Intangible income is included in the period in which the benefit of the resource is received.

CJRS income is recognised in the period to which the claim relates.

1.5 Expenditure recognition

Resources expended are included on an accruals basis inclusive of irrecoverable VAT and have been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Charitable costs are split between direct and support costs based on the use of resources. Governance costs comprise costs for the running of the charity itself as an organisation.

1.6 Intangible fixed assets

Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses. Amortisation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Website	25% straight line
Printing rights	33% straight line

Assets are not amortised in the year of purchase.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	25% straight line
Leasehold improvements	20% straight line
Fixtures & fittings	20% straight line
Motor vehicles	20% straight line

Assets are not depreciated in the year of purchase.

1.8 Leases

Operating lease rentals are charged to the income and expenditure account as incurred.

1.9 Employee benefits

When employees have rendered service to the charity short-term employee benefits to which the employees are entitled are recognised at the amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

1.10 Funds

Restricted funds are funds subject to specific conditions imposed by the donor.

Unrestricted funds are funds generated for general charitable purposes.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

1.12 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.

1.13 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party. Creditors and provisions are normally recognised at the settlement amount.

1.14 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualifies as basic financial instruments. These are initially recognised at transaction value and subsequently measured at settlement value.

1.15 Tax

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

1.16 Judgements and key sources of estimation uncertainty

Critical accounting estimates and areas of judgement

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2 Net income/(expenditure) for the year

This is stated after charging:

	2022	2021
	£	£
Auditor's remuneration	**-**	5,646
Independent examiner fee	**7,368**	-
Depreciation of tangible assets	**7,310**	7,590
Depreciation of intangible assets	**1,989**	825
Operating lease expenses	**18,157**	17,873
Cathedral Resources Centre rent	**37,500**	37,500

3 SOFA prior year comparatives

		Unrestricted Funds	Restricted Funds	Total 2021
Income from:		£	£	£
Donations and legacies	4	411,025	199,434	610,459
Charitable activities	5	54,936	-	54,936
Other trading activities	6	119,089	-	119,089
Investments	7	22	-	22
Other income	8	43,607	-	43,607
Total income		628,679	199,434	828,113
Expenditure on:				
Raising funds	9	118,704	-	118,704
Charitable activities	10	462,390	202,302	664,692
Other trading activities	12	162,426	-	162,426
Total expenditure		743,520	202,302	945,822
Net (expenditure)/income for the year		(114,841)	(2,868)	(117,709)
Transfers between funds	20	8,672	(8,672)	-
Net movement in funds		(106,169)	(11,540)	(117,709)
Reconciliation of funds:				
Funds brought forward at 1 January 2021		415,835	90,518	506,353
Net movement in funds		(106,169)	(11,540)	(117,709)
Funds carried forward at 31 December 2021		309,666	78,978	388,644

4 Donations and legacies

	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Total £
Abbeydale and Millhouses PCC	-	-	-	10,000
Albert Hunt Trust	-	-	-	5,000
Albion Valves UK Ltd	-	-	-	20,000
Austin & Hope Pilkington Trust	-	-	-	1,000
Avila Properties	-	-	-	1,083
B&Q Foundation	-	-	-	5,000
Liz & Terry Bramall Foundation	10,000	-	10,000	-
Church Urban Fund	-	38,700	38,700	35,590
Cutlers' Company Charitable Trust	1,000	-	1,000	-
DACT Help Us Help	-	7,298	7,298	2,800
Direct Charcoal Ltd	-	-	-	2,500
Dunn Family Charitable Trust	3,750	-	3,750	3,750
Dan McAllister Foundation	4,747	-	4,747	-
Facey Family Foundation	2,000	-	2,000	-
Forrester Family Trust	-	50,000	50,000	-
Freshgate Foundation	-	2,000	2,000	-
Grace Trust	-	-	-	2,000
J G Graves	-	3,000	3,000	-
GMB Asda South Branch	-	1,000	1,000	-
HARC	-	-	-	5,000
Homeless Link	-	-	-	16,967
Homes by Honey Limited	4,000	-	4,000	-
John Lewis Community Investment Fund	-	39,953	39,953	-
Leeds Building Society Foundation	-	-	-	1,000
Lloyds TSB Foundation	-	-	-	20,000
Metro Finance	4,800	-	4,800	5,315
NHS Sheffield CCG	-	2,500	2,500	2,500
North Eastern Circuit Charity Committee	-	-	-	2,000
O'Connor	-	8,000	8,000	-
Rise Construction Framework	-	2,000	2,000	-
Sheffield Chamber of Commerce	-	3,248	3,248	27,645
Sheffield Church Burgesses	8,000	-	8,000	8,000
Sheffield City Council	-	25,581	25,581	41,760
Sheffield Forgemasters	2,000	-	2,000	-
Sheffield General Benevolent	2,500	-	2,500	2,500
Sheffield PCT HCP	-	6,000	6,000	6,000
Sheffield Town Trust	9,000	-	9,000	-
South Yorkshire Violence Reduction Fund	-	-	-	(511)
Swann Morton Foundation	-	3,500	3,500	-
Talbot Trust	-	-	-	4,600
Tramlines	-	-	-	2,720
Tudor Trust	-	-	-	34,000
Utilita	-	-	-	3,437
Legacies	7,000	-	7,000	-
Other collections and other donations	470,063	-	470,063	338,803
	528,860	192,780	721,640	610,459

5 Charitable activities

	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Total £
Just Works activities	**2,034**	**-**	**2,034**	50,659
Big Issue rental	**1,322**	**-**	**1,322**	1,068
Other	**138**	**-**	**138**	3,209
	3,494	**-**	**3,494**	54,936

6 Other trading activities

	2022 Unrestricted £	2022 Restricted £	2022 Total £	2021 Total £
Cleaning services	**22,371**	**-**	**22,371**	30,979
Catering services	**-**	**-**	**-**	358
Printing operations	**88,933**	**-**	**88,933**	28,708
Goods sold	**1,012**	**-**	**1,012**	388
Other	**36,577**	**-**	**36,577**	58,656
	148,893	**-**	**148,893**	119,089

7 Investment income - unrestricted

	2022 £	2021 £
Interest receivable	**187**	22
	187	22

8 Other income - unrestricted

	2022 £	2021 £
Insurance claim	**9,240**	-
CJRS grants receivable	**-**	39,812
Kickstart grants receivable	**-**	3,795
	9,240	43,607

9 Raising funds

	Unrestricted Expenditure £	Restricted Expenditure £	2022 Total £	2021 Total £
Staff costs	**70,061**	**-**	**70,061**	65,066
Office costs	**48,275**	**-**	**48,275**	35,282
Direct raising funds	**118,336**	**-**	**118,336**	100,348
Support costs (note 11)	**20,282**	**-**	**20,282**	18,356
Total raising funds	**138,618**	**-**	**138,618**	118,704

10 Charitable activities

	Unrestricted Expenditure £	Restricted Expenditure £	2022 Total £	2021 Total £
Staff costs	**86,163**	**130,465**	**216,628**	290,909
Volunteer expenses	**12,900**	**287**	**13,187**	11,393
Accommodation costs	**67,632**	**5,700**	**73,332**	79,327
Office costs	**9,750**	**15,508**	**25,258**	55,247
Depreciation	**6,892**	**-**	**6,892**	7,590
Amortisation	**800**	**-**	**800**	825
Food provision	**10,528**	**9,079**	**19,607**	19,244
Client activities and welfare	**5,694**	**2,946**	**8,640**	11,532
Just Works activities	**-**	**-**	**-**	17,737
Governance costs	**27,687**	**-**	**27,687**	24,041
Direct charitable activities	**228,046**	**163,985**	**392,031**	517,845
Support costs (note 11)	**162,252**	**-**	**162,252**	146,847
Total charitable activities	**390,298**	**163,985**	**554,283**	664,692

11 Allocation of support costs

The charity allocates its support costs as shown in the table below. The support costs are allocated on the basis of employee time.

	Charitable activities	Raising funds	2022 Total	2021 Total
	£	£	£	£
Staff costs	**105,056**	**13,132**	**118,188**	98,059
Office costs	**43,868**	**5,483**	**49,351**	46,490
Professional fees	**11,765**	**1,471**	**13,236**	18,794
Bank charges	**1,563**	**196**	**1,759**	1,860
Total support costs	**162,252**	**20,282**	**182,534**	165,203
Total support costs 2021	146,847	18,356	165,203	

12 Other trading activities

Expenditure incurred through other trading activities is wholly unrestricted.

	2022 Total	2021 Total
	£	£
Cleaning services cost of sales	**2,089**	1,431
Printing operations costs	**53,110**	12,444
Staff costs	**170,217**	135,311
Office costs	**30,768**	8,791
Professional fees	**-**	3,348
Bank charges	**2,388**	885
Bad debts	**-**	216
	258,572	162,426

13 Directors

None of the directors (or any persons connected with them) received any remuneration, benefits or expenses from the company during either year.

14 Staff costs

Staff costs during the year were as follows:

	2022	2021
	£	£
Wages and salaries	**524,763**	545,932
Social security costs	**31,281**	31,655
Pension costs	**11,450**	11,034
	567,494	588,621

The average number of employees during the year was as follows:

	36	41

Pension contributions of £2,300 (2021: £nil) were outstanding at the year end for December 2022 and included within current liabilities.

No employee earned over £60,000 during either year.

Aggregate remuneration costs for the senior management team including salary, employer's NI and employer's pension cost was £182,623 (2021: £158,213). The charity considers its senior management team to be the Chief Executive Officer, Deputy Chief Executive, Centre Manager, Administration Manager and Head of Social Enterprise.

Pension contributions for employees are allocated to those activities and funds that the employees' salary is allocated to.

15 Intangible fixed assets

Charity	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2022	**3,200**	**-**	**3,200**
Additions	-	-	-
At 31 December 2022	**3,200**	**-**	**3,200**
Amortisation			
At 1 January 2022	**-**	**-**	**-**
Charge for the year	**800**	**-**	**800**
At 31 December 2022	**800**	**-**	**800**
Net book value			
At 31 December 2022	**2,400**	**-**	**2,400**
At 31 December 2021	3,200	-	3,200

Group	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2022	**5,020**	**2,500**	**7,520**
Additions	**-**	**-**	**-**
At 31 December 2022	**5,020**	**2,500**	**7,520**
Amortisation			
At 1 January 2022	**-**	**825**	**825**
Charge for the year	**1,164**	**825**	**1,989**
At 31 December 2022	**1,164**	**1,650**	**2,814**
Net book value			
At 31 December 2022	**3,856**	**850**	**4,706**
At 31 December 2021	5,020	1,675	6,695

On 1st October 2021, Printed by Us operations were transferred from the charity to the subsidiary Archer Project Enterprises Limited. This included printing rights relating to these operations.

16 Tangible fixed assets

Charity	Leasehold Improvements £	Motor Vehicles £	Computer Equipment £	Fixtures & Fittings £	Total £
Cost					
At 1 January 2022	**11,563**	**20,565**	**59,176**	**65,028**	**156,332**
Additions	**-**	**-**	**701**	**2,526**	**3,227**
Disposals	**-**	**(20,565)**	**-**	**-**	**(20,565)**
At 31 December 2022	**11,563**	**-**	**59,877**	**67,554**	**138,994**
Depreciation					
At 1 January 2022	**11,563**	**20,565**	**47,470**	**54,421**	**134,019**
Charge for the year	**-**	**-**	**4,249**	**2,643**	**6,892**
Disposals	**-**	**(20,565)**	**-**	**-**	**(20,565)**
At 31 December 2022	**11,563**	**-**	**51,719**	**57,064**	**120,346**
Net book value					
At 31 December 2022	**-**	**-**	**8,158**	**10,490**	**18,648**
At 31 December 2021	-	-	11,706	10,607	22,313

Group	Leasehold Improvements £	Motor Vehicles £	Computer Equipment £	Fixtures & Fittings £	Total £
Cost					
At 1 January 2022	**11,563**	**20,565**	**59,176**	**67,118**	**158,422**
Additions	**-**	**3,800**	**5,224**	**2,526**	**11,550**
Disposals	**-**	**(20,565)**	**-**	**-**	**(20,565)**
At 31 December 2022	**11,563**	**3,800**	**64,400**	**69,644**	**149,407**
Depreciation					
At 1 January 2022	**11,563**	**20,565**	**47,470**	**55,469**	**135,067**
Charge for the year	**-**	**-**	**4,249**	**3,061**	**7,310**
Disposals	**-**	**(20,565)**	**-**	**-**	**(20,565)**
At 31 December 2022	**11,563**	**-**	**51,719**	**58,530**	**121,812**
Net book value					
At 31 December 2022	**-**	**3,800**	**12,681**	**11,114**	**27,595**
At 31 December 2021	-	-	11,706	11,649	23,355

17 Fixed asset investments

	Group		Charity	
	2022	**2021**	**2022**	**2021**
	£	£	**£**	£
Unlisted investments				
Investment in subsidiary company	**-**	-	**1**	1
	-	-	**1**	1

Archer Project Enterprises Limited (Company number: 07431294) is a 100% owned subsidiary.

	Profit/(Loss)	**Capital and reserves**
	£	**£**
Archer Project Enterprises Limited	**(28,176)**	**(45,917)**

18 Debtors

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
Trade debtors	**29,903**	21,451	**6,671**	8,203
Amounts owed by subsidiary undertaking	**-**	-	**109,172**	253,795
Other debtors	**9,307**	1,807	**-**	2,151
Prepayment and accrued income	**125,975**	25,336	**122,830**	24,951
	165,185	48,594	**238,673**	289,100

19 Creditors

Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
Trade creditors	**53,533**	28,105	**48,022**	26,420
Other creditors	**36,349**	29,223	**19,766**	22,117
Other taxes and social security	**14,899**	13,781	**6,751**	6,745
Loan	**43,224**	39,918	**43,224**	39,918
	148,005	111,027	**117,763**	95,200

Creditors: amounts falling due after one year

	Group		Charity	
	2022	2021	**2022**	2021
	£	£	**£**	£
Loan	**-**	43,224	**-**	43,224
	-	43,224	**-**	43,224

An unsecured loan of £120,000 was received from HomelessLink in 2021.

The loan is repayable by instalments as follows:

	2022	2021
	£	£
Less than one year	**43,224**	39,918
Later than one and not later than five years	**-**	43,224
	43,224	83,142

20 Funds

Current year:
Unrestricted funds

Group	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfer Transfer between funds £	Balance at 31 Dec 2022 £
General funds (Charity)	327,407	460,279	(528,916)	-	258,770
Subsidiary - Archer Project Enterprises Ltd	(17,741)	230,395	(258,572)	-	(45,918)
Total unrestricted funds	309,666	690,674	(787,488)	-	212,852

Restricted funds

Group and Charity	Balance at 1 Jan 2022 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2022 £
Austin & Hope Pilkington Trust	1,000	-	-	-	1,000
Aviva Community Fund	554	-	-	-	554
Church Urban Fund	14,202	38,700	(33,651)	-	19,251
Co-op Local Community Fund	1,283	-	(1,283)	-	-
DACT Help Us Help	4,444	7,298	(7,302)	-	4,440
DACT Help Us Help – Covid support	1,200	-	-	-	1,200
Forrester Family Trust	-	50,000	(25,000)	-	25,000
Freshgate Foundation	-	2,000	(2,000)	-	-
GMB Asda South Branch	-	1,000	(1,000)	-	-
J G Graves	-	3,000	(3,000)	-	-
Homeless Link	9,261	-	(5,207)	-	4,054
John Lewis Community Investment Fund	-	39,953	(7,246)	-	32,707
LankellyChase Foundation	4,289	-	-	-	4,289
Lloyds TSB Foundation	13,333	-	(13,333)	-	-
NHS Sheffield CCG	-	2,500	(2,500)	-	-
O'Connor	-	8,000	(3,000)	-	5,000
Rise Construction Framework	-	2,000	(2,000)	-	-
Sheffield Chamber of Commerce	1,684	3,248	(4,932)	-	-
Sheffield City Council	11,336	25,581	(27,509)	-	9,408
Sheffield PCT HCP	-	6,000	(6,000)	-	-
Sheffield Town Trust	2,160	-	(2,160)	-	-
Swann Morton	-	3,500	(3,500)	-	-
Talbot Trust	2,120	-	(1,340)	-	780
Tudor Trust	12,112	-	(12,022)	-	90
Total restricted funds	78,978	192,780	(163,985)	-	107,773
Total funds - Group	388,644	883,454	(951,473)	-	320,625
Total funds - Charity	406,385	653,059	(692,901)	-	366,543

20 Funds – continued

Prior year:
Unrestricted funds

Group	Balance at 1 Jan 2021 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2021 £
General funds (Charity)	389,851	509,978	(581,094)	8,672	327,407
Subsidiary - Archer Project Enterprises Ltd	25,984	118,701	(162,426)	-	(17,741)
Total unrestricted funds	415,835	628,679	(743,520)	8,672	309,666

Restricted funds

Group and Charity	Balance at 1 Jan 2021 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2021 £
Austin & Hope Pilkington Trust	-	1,000	-	-	1,000
Avila Properties	-	1,083	(1,083)	-	-
Aviva Community Fund	2,064	-	(1,510)	-	554
B&Q Foundation	-	5,000	(5,000)	-	-
Beatrice Laing Trust	2,519	-	(2,519)	-	-
Big Lottery – Changing Lives	9,215	-	(9,215)	-	-
Church Urban Fund	9,377	35,590	(28,137)	(2,628)	14,202
Co-op Local Community Fund	3,546	-	(2,263)	-	1,283
DACT Help Us Help	4,036	2,300	(1,892)	-	4,444
DACT Help Us Help – Covid support	700	500	-	-	1,200
Evan Cornish Foundation	6,097	-	(6,097)	-	-
Homeless Link	17,527	-	(8,266)	-	9,261
Homeless Link – Cold Weather Fund	-	16,967	(16,967)	-	-
LankellyChase Foundation	4,289	-	-	-	4,289
Leeds Building Society Foundation	-	1,000	-	(1,000)	-
Lloyds TSB Foundation	13,333	20,000	(20,000)	-	13,333
Metro Finance	4,126	-	-	(4,126)	-
NHS Sheffield CCG	-	2,500	(2,500)	-	-
Sheffield Chamber of Commerce	-	27,645	(25,961)	-	1,684
Sheffield City Council	1,170	41,760	(31,594)	-	11,336
Sheffield PCT HCP	-	6,000	(6,000)	-	-
Sheffield Town Trust	2,160	-	-	-	2,160
SY Violence Reduction Fund	511	(511)	-	-	-
Talbot Trust	-	4,600	(2,480)	-	2,120
Tudor Trust	9,848	34,000	(30,818)	(918)	12,112
Total restricted funds	90,518	199,434	(202,302)	(8,672)	78,978
Total funds - Group	506,353	828,113	(945,822)	-	388,644
Total funds - Charity	480,309	709,412	(783,337)	-	406,384

20 Funds – continued

The purpose of restricted funds are:

- **Albert Gubay Foundation –** supporting engagement provision in 2023
- **Austin & Hope Pilkington Trust** – funding for translation services
- **Aviva Community Fund** – funding towards wellbeing of Just Works participants
- **Church Urban Fund** – grant for 3 year project providing personalized stability support
- **Co-op Local Community Fund** – funding towards wellbeing of Just Works participants
- **DACT Help Us Help** – support for Help Us Help project including Covid funding
- **Forrester Family Trust –** grant towards management of social enterprise activities
- **Freshgate Foundation –** grant towards food provision
- **GMB Asda South Branch –** grant towards food provision
- **JG Graves** – support for kitchen staff
- **Homeless Link** – funding for interest charged on Homeless Link loan
- **John Lewis Community Investment Fund** – to support the peer mentor scheme
- **LankellyChase Foundation** – a grant towards the Breakthrough Project.
- **Lloyds TSB Foundation –** a grant towards project costs
- **NHS Sheffield CCG** - to provide information on and the opportunity for people who are homeless to receive covid vaccinations
- **O'Connor -** to support the peer mentor scheme
- **Rise Construction Framework –** grant towards food provision
- **Sheffield Chamber of Commerce** – funding for Kickstart employment scheme
- **Sheffield City Council** – Covid support towards continued delivery during the pandemic
- **Sheffield PCT HCP** – a grant towards the cost of a project worker and activity incentives.
- **Sheffield Town Trust** – funding for CAP and partners to support individuals during Covid
- **Swann Morton Foundation –** a grant towards the operation of medical facilities
- **Talbot Trust** – grant towards counselling for Just Works participants
- **Tudor Trust** – funding towards women's support, and a further grant given to provide or improve welfare provision for the Archer Project staff team

Transfers between funds

In the prior year a transfer was made from restricted funds to unrestricted for the net book value of restricted tangible fixed assets where the conditions of the funding has been fulfilled, and the assets are used for the general objectives of the charity.

21 Analysis of assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Current year			
Intangible fixed assets	**4,706**	**-**	**4,706**
Tangible fixed assets	**27,595**	**-**	**27,595**
Current assets	**328,556**	**107,773**	**436,329**
Creditors: amounts falling due within one year	**(148,005)**	**-**	**(148,005)**
	212,852	**107,773**	**320,625**

	Unrestricted funds	Restricted funds	Total
	£	£	£
Prior year			
Intangible fixed assets	6,695	-	6,695
Tangible fixed assets	23,355	-	23,355
Current assets	433,867	78,978	512,845
Creditors: amounts falling due within one year	(111,027)	-	(111,027)
Creditors: amounts falling due after one year	(43,224)	-	(43,224)
	309,666	78,978	388,644

22 Commitments under operating leases

At 31 December 2022 the company had future minimum lease payments under non-cancellable operating leases as follows:

	2022	2021
	£	£
Land and buildings		
Less than one year	-	49,801
Later than one and not later than five years	-	4,539
Greater than five years	-	-
	-	54,340

23 Property commitment to Sheffield Cathedral

The CAP is housed in the Cathedral Resources Centre which is rented from Sheffield Cathedral. An operating lease was agreed in 2017, which expired in November 2022. The annual rent paid was £37,500 (2021: £37,500). A new lease was signed post year end in August 2023.

24 Related party transactions

During the year, trustees and key management personnel donations totalling £5,694 (2021: £7,278).

P Renshaw, son of Chief Executive Officer T Renshaw, was employed by the charity during the year. Remuneration paid in the year was £959 (2021: £18,802).

During the year The Cathedral Archer Project Limited made grants totalling £66,250 to its subsidiary Archer Project Enterprises Limited to support the work in line with the charitable objectives of the charity.

The Cathedral Archer Project Limited also made charges to its subsidiary Archer Project Enterprises Limited of £8,000 for rent and other costs (2021: £9,161). There were no charges for payroll (2021: £117,053).

Archer Project Enterprises Limited charged The Cathedral Archer Project Limited £15,427 for services (2021: nil).

£75,000 was paid from Archer Project Enterprises Limited to the Cathedral Archer Project Limited during the year for repayment of loan balances (2021: nil).

The loan balance at 31 December 2022 was £155,090 (2021: £271,535).

At the year end a provision has been made for £45,918 in the Cathedral Archer Project Limited company accounts relating to the net liabilities of Archer Project Enterprises (2021: £17,740).

Nicola Adams ACA DChA
BHP, Chartered Accountants
2 Rutland Park
SHEFFIELD
S10 2PD

Dear Ms Adams

The following representations are made on the basis of enquiries of management and staff with relevant knowledge and experience such as we consider necessary in connection with your independent examination of the charitable company's financial statements for the year ended 31 December 2022. These enquiries have included inspection of supporting documentation where appropriate. All representations are made to the best of our knowledge and belief.

General

1 We acknowledge that the work performed by you is substantially less in scope than an audit performed in accordance with International Standards on Auditing (UK) and that you do not express an audit opinion.

2 We confirm that the charitable company qualifies as small in accordance with the conditions set out in chapter 1 of part 15 of the Companies Act 2006.

3 We confirm that the charitable company was entitled to exemption under section 144 of the Charities Act 2011 the requirement to have its financial statements for the financial year ended 31 December 2022 audited. We also confirm that the members have not required the company to obtain an audit of its financial statements for the financial year in accordance with section 476 of the Companies Act 2006.

4 We have fulfilled our responsibilities as directors as set out in the terms of your engagement letter, under the Companies Act 2006 for preparing financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), for being satisfied that they give a true and fair view and for making accurate representations to you.

5 All the transactions undertaken by the charitable company have been properly reflected and recorded in the accounting records.

6 All the accounting records have been made available to you for the purpose of your independent examination. We have provided you with unrestricted access to all appropriate persons within the charitable company, and with all other records and related information requested, including minutes of all management and trustee meetings and correspondence with The Charity Commission.

7 The financial statements are free of material misstatements, including omissions.

Assets and liabilities

8 The charitable company has satisfactory title to all assets and there are no liens or encumbrances on the charitable company's assets, except for those that are disclosed in the notes to the financial statements.

9 All actual liabilities, contingent liabilities and guarantees given to third parties have been recorded or disclosed as appropriate.

10 We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.

Accounting estimates

11 Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.

Loans and arrangements

12 The charitable company has not granted any advances or credits to, or made guarantees on behalf of, directors other than those disclosed in the financial statements.

Legal claims

13 We have disclosed to you all claims in connection with litigation that have been, or are expected to be, received and such matters, as appropriate, have been properly accounted for, and disclosed in, the financial statements.

Laws and regulations

14 We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.

Related parties

15 Related party relationships and transactions have been appropriately accounted for and disclosed in the financial statements. We have disclosed to you all relevant information concerning such relationships and transactions and are not aware of any other matters which require disclosure in order to comply with legislative and accounting standards requirements.

Subsequent events

16 All events subsequent to the date of the financial statements which require adjustment or disclosure have been properly accounted for and disclosed.

Going concern

17 We believe that the charitable company's financial statements should be prepared on a going concern basis on the grounds that current and future sources of funding or support will be more than adequate for the charitable company's needs. We have considered a period of twelve months from the date of approval of the financial statements. We believe that no further disclosures relating to the charitable company's ability to continue as a going concern need to be made in the financial statements.

Grants and donations

18 All grants, donations and other income, the receipt of which is subject to specific terms or conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such income.

Yours faithfully

Neil Riley

Neil Riley (Sep 26, 2023 15:22 GMT+1)

.....

Signed on behalf of the board of directors

Date: Sep 26, 2023

CAP Accounts 2022 accounts for signing

Final Audit Report 2023-09-26

Created:	2023-09-25
By:	Michelle Gaze (michelle.gaze@bhp.co.uk)
Status:	Signed
Transaction ID:	CBJCHBCAABAAt3XbaVsnvim-HlghyrgFuNBOwZ9702En

"CAP Accounts 2022 accounts for signing" History

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Signer neilriley.16@gmail.com entered name at signing as Neil Riley
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THE CATHEDRAL ARCHER PROJECT LIMITED

England & Wales - Charity number 1064818

Accounts

Charity Registration Number: 1064818

Company Registration Number: 3188162 (England and Wales)

THE CATHEDRAL ARCHER PROJECT LIMITED

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

THE CATHEDRAL ARCHER PROJECT LIMITED

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LEGAL AND ADMINISTRATIVE INFORMATION

Directors / Trustees

Ian Brownlee	
Stephen Kober	
Neil Riley (Chair)	
Dorrien Peters	Resigned 30 September 2021
Surriya Falconer	
Karl Dalgleish	
Richard Taylor	
Julie Gill	Resigned 15 February 2021
Dan Brookman	Appointed 27 January 2022
Fran Joel	Appointed 27 January 2022
Kevin Rhone	Appointed 27 January 2022
John Roberts	Appointed 27 January 2022

Chief Executive Officer

Tim Renshaw

Registered Office

Cathedral of St Peter & St Paul
Church Street
Sheffield
S1 1HA

Auditors

BHP LLP
2 Rutland Park
Sheffield
S10 2PD

Bankers

Nat West Bank Plc	Co-operative Bank Plc	Barclays Bank Plc
42 High Street	60-62 Pinstone Street	10-12 Pinstone Street
Sheffield	Sheffield	Sheffield
S1 1QG	S1 2HN	S1 2HN

TRUSTEES' ANNUAL REPORT

The Trustees and Directors present their report and the audited financial statements of the charity for the year ended 31 December 2021. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

The Cathedral Archer Project Limited is governed by its Articles of Association and is incorporated as a company limited by guarantee. The term "Archer Project" is the working name of The Cathedral Archer Project Limited.

Introduction

The Archer Project is a team, a space and a hub designed to provide services for people who are homeless, have been homeless or are threatened with homelessness. We provide a number of services designed to help people move away from homelessness. We believe the end of homelessness should have new opportunities for a satisfying life, whatever that may mean to the individuals who are building a new life. We hope that includes good health and wellbeing, a home that is enjoyed and the chance to take part in the wider society whether that is through employment, belonging to groups and/or giving time as a volunteer. These are the things we look at to measure how successful we are at supporting people.

In the last year, like every other service and business, the way we work has been affected by the covid pandemic and the restrictions imposed or suggested by the Office of the Director of Public Health and national government. We have worked with other charities and the officers of the Director of Public Health in Sheffield to look at the risks our users and our staff have faced in order to mitigate them or promote safe practices.

We are not a stand-alone service. By that we mean that we are much more effective in achieving our aims by working with other similarly skilled services. Our centre is better described as a hub which is open to other organisations to come and use. In 2021 we worked alongside health professionals, mental health professionals, housing providers, probation officers, drug and alcohol treatment services and teams who, like us, work to bring all those specialisms together to help one person at a time to change their life.

Working with other professional services helps to improve our work. For example, learning from probation services to improve the management of risk and learning more about co-production systems from Flourish.

As with most homeless agencies, we follow a Trauma Informed methodology. In brief this means we assume that most people who become street homeless are survivors of childhood trauma or Post Traumatic Stress

Disorder (PTSD) and that their experience of trauma has had a profound impact on their lives. The multi-agency approach is touched on again later.

Being Trauma Informed means that we have designed the way we work and the spaces we use to avoid, as much as possible, adding to the trauma people have already experience. The really important thing about working in a Trauma Informed way is that it increases the chances of supporting people who are homeless to change their life patterns and realise their strengths and skills to lead a much richer and fuller life than most dared to dream about.

We achieved a lot in 2021. We supported people away from living on the street, we helped people who wanted to make big changes in their lives to do so and we kept people who are employed through our social enterprises gainfully employed in a difficult economic market. Behind the scenes we improved and strengthened the services we provide. That included establishing the governance arrangements needed to support our growing social enterprises which offer employment to people who are formerly homeless or were at risk of homelessness, and putting the funding in place to start a peer mentor service.

Structure and Governance of the Archer Project

All parts of the Archer Project are important; those people who are or have been homeless and who benefit from our service are also the people who help us run it and design in improvements to the way we work. Our staff team is made up of volunteers and employees, all of whom undertake training and many of whom give feedback in one way or another to help us deliver a better service. Our trustees are appointed because we believe they have particular skills, gifts and values that will bear fruit and improve the way we run the charity. Equally important are those who support us with gifts, donations and encouragement, without whom there would be no service to offer.

Trustees and Directors

Our trustees have the task of ensuring the charity operates within the bounds of the law to deliver its purpose which is set out in its Articles of Association. The Archer Project's governance structure is in line with the requirements of both the Charity Commission and Companies House. All of the trustees are members of the company and guarantee to contribute £20 in the event of a winding up.

The trustees meet as a full board six times per year. They delegate aspects of their overall responsibilities and interests to sub-committees and working groups. These are currently:

- Finance Committee
- Human Resources and Operational Policy Committee
- Fundraising Committee
- Re-building Task and Finish Group
- Accommodation Task and Finish Group

Trustees are asked to contribute to at least one of these committees or groups alongside regular attendance at full board meetings. In addition, most find ways in which they can take part in the work of the project, volunteering in our kitchen or supporting the development of skills in aspects of the project or working behind

the scenes to improve administrative or financial processes. We undertake skills gap analysis against perceived skills needs when appointing trustees. The skills trustees bring to their role include marketing and public relations, sales, economic research and evaluation, finance management, human resources management, legal, management within private enterprise, public sector and voluntary sector, knowledge of Sheffield's business and public sector systems.

In 2021 the trustees focused on strengthening the governance of its social enterprises. Archer Project Enterprises Ltd is a trading arm of the Archer Project and offers some different governance challenges to that of the charity. The Archer Project advertised for new Directors with specific skills related to social enterprises and the expected needs of growing existing social enterprises. The new Directors were in place early in 2022. The directors were recruited for their financial, marketing and other business skills.

Why we are here

The charity's objects are the relief of poverty within Sheffield City Centre and the sub-region, with particular focus on and concern for those people who are homeless or otherwise experiencing housing difficulties due to their poverty. We believe everybody has a right to a fulfilling and enjoyable life and that there are some important things we do to help people achieve this.

Public benefit

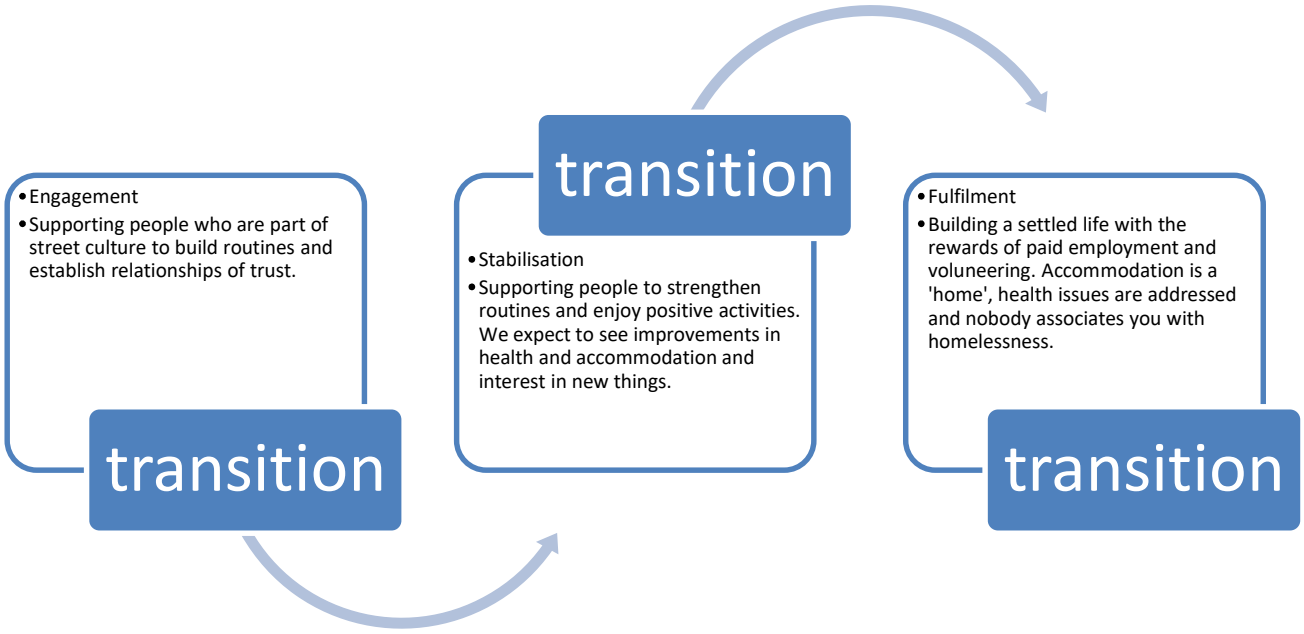
In setting the objectives and planning the activities the directors have given careful consideration to the Charity Commission's general guidance on public benefit. Public benefit is an essential part of what it is to be a charity. But it is more than a legal requirement. It provides us with a positive opportunity to demonstrate the benefits we bring to the public, in return for the financial and other benefits that come from us being a charity. These include:

- Having a positive effect on individuals as they take small steps towards a huge change and are supported to move away from street activity and instead experience a life that is much more satisfying.
- Making a positive contribution to 'place' and the city centre environment. We believe we have made a particular contribution to addressing the challenges faced by rough sleepers in the city centre. For example, by providing a centre which meets the immediate needs of people involved in street activity (food, medical, communications and hygiene) it enables agencies and individuals to work progressively to move away from street activity.
- Taking a leadership role in Sheffield to help develop its work to address homelessness. We have taken a leading voluntary sector role in helping to establish the Changing Futures Team, in reporting to Local Authority working groups on the impact of Covid, and we continue to support Sheffield's 'Help us Help' campaign and we are part of a city wide working group on Trauma Informed ways of working.
- We believe it is our responsibility to learn about homelessness from the latest investigation and research in order to deliver best practice within our service. For example, we introduced Trauma Informed approaches and have continued to research how it pertains to the homelessness sector.

The way we work

We provide a progressive pathway from street homelessness to a settled and stable life with paid employment. There is no end to the support we offer so that if someone who has made fantastic progress and is in a settled, productive life experiences a relapse, we remain available to them to support them. For example, if a person returns to drug use and it builds to an addiction, we will support them as they tackle the addiction, with the intention that we can prevent them losing all the good things they have gained, their home, their sense of pride and achievement, their hope of a stable life.

The pathway is three overlapping streams of support.



Throughout the whole journey we are looking for signs that people's lives are improving in a balanced way because this is most likely to be sustainable progress. So, we measure improvements in accommodation, changes in the way people think about their health and wellbeing and the way people think about their lives as a member of society. When a person's life is dominated by trying to survive on the street, basic accommodation is an improvement but as they progress the type of accommodation becomes more important, and where that accommodation and who their neighbours are and how comfortably and homely the accommodation feels. These changes evidence the progress made. We can follow similar journeys in the way people look at their health and the way they think about their life as a member of society.

Our three overlapping streams are:

Engagement: we work with people whose lives are marked by the need to survive day to day. The quote below illustrates the lack of self-worth and hopelessness some the people we work with can initially feel.

"You think that nothing is for you. I thought that being on the street was all I would I ever do because, well, nobody really wanted me anywhere else.... and there's always something in the way, stopping you from getting the stuff you need. 'You can't do that, you're guilty of this, you've failed at that.' Always a reason that life doesn't work for you in the way it does for others."

Engagement is about giving people space to get to know and trust us and the other services who use our centre. Listening, accepting, and trying to understand are the tools we use. This is the heart of Trauma Informed ways of working, building the relationship that allows someone to think that a different life could be possible.

Case Study

Background: Henry has used the Archer Project since 2019. He is a foreign national who has lived and worked in the UK for many years until mental illness affected his ability to work and his behaviour. He doesn't have residency status.

24 months ago: Henry found the lockdown very difficult. His presenting behaviour appeared aggressive and threatening because he ranted out loud. His ranting was usually at the world in general, but this was often misunderstood, and he was loud so it disturbed people. He wasn't very good at listening to others which made things worse for him. Consequently, he didn't stay long in lock down accommodation. On two occasions in the past two years his behaviour led to people who felt harassed and threatened calling for the police. Henry was found to be carrying a weapon and so the case was taken seriously. He hadn't used the weapon and it is not uncommon for people who sleep rough to carry something they intend to use in self-defence.

Our work in Engagement was to build a relationship which allowed progress to be made. Henry was too pre-occupied with his rants to take note of covid safe practices. We had to make working with him conditional on his wearing his mask and maintaining a safe distance. It took a lot of patience. We saw Henry every day. During the first lock down that was seven days per week.

Persistence paid dividends and we established a relationship which meant he felt valued in our centre with two or three of our team but with one person who worked with him most days. The relationship allowed us to support Henry to work with other organisations.

Progress Journey: We supported Henry to engage with mental health services. At first, he attended the appointments but would not accept the need for treatment. This led to a period when appointments were put on hold. The frequent contact with the Archer Project team involved us reminding him of the possibility of further appointments and the advantages of him dealing with life better if he accepted treatment. We also renewed his contact with immigration lawyers. His claim for settled status had stopped because his behaviour had made appointments and progress impossible. We supported Henry to work with ASSIST, a Sheffield charity specialising in supporting people who have been refused leave to remain in the UK. Henry had no right to benefits and was without any income. Assist were able to support him with a small weekly donation. Alongside a number of other professionals, we advocated for Henry to be reconsidered for accommodation. Finally, we attended court with Henry to support him when he faced trial.

Currently: Henry is working with mental health services and receiving treatment. He was placed in hostel accommodation and has remained there with no problems. He has been assigned a Changing Futures support worker to help address the multiple barriers he still faces getting long term accommodation and rebuilding the settled life he once enjoyed.

Henry comes to the project once or twice per week to check what appointments he has and to meet his Changing Futures worker. He isn't ranting and he isn't loud.

"Good team, good people, good place. Many thanks, first to God, second to the people who work here. Thank you for providing love, food, clothes, showers, laundry, and friendship. Wish the project continues and people remain healthy."

Stabilisation: When people have some basic routines and life patterns, we can build on them. This may be as simple as someone showing a desire to meet with a particular professional by always attending their meetings, or turning up at the project at the same time every day to use particular services like the shower or nursing clinic.

Case study

Background: Louise was born to parents who were addicted to alcohol and illegal substances. Her childhood involved being taken into care and being looked after by grandmother and aunt. Louise started using drugs and alcohol at a young age, and had her first child in her middle teenage years.

18 months ago: Louise was part of our Engagement stream. She had refused to stay at her accommodation because of negative experiences that had happened there. She was deemed to be intentionally homeless so the local authority didn't have a duty to house her. For a while Louise sofa surfed, using the accommodation of people she knew to avoid sleeping on the street. On occasions she had to sleep rough. Louise found her pre-teenage daughter mixing with the street community and became very worried at the life she was getting in to, a life Louise knew all too well. Her concern led to social services involvement and the daughter was taken into care.

At this point Louise's alcohol and drug use had increased and she frequently presented at the project under the influence of alcohol. She was self-harming and became more aggressive. Following an assault, she was imprisoned.

Progress Journey: Louise was released from prison with a condition to remain abstinent from alcohol and to support this she was tagged. She complied with this requirement and, apart from celebrating her birthday, she has remained abstinent. Louise encouraged her partner to seek help from mental health services to help address the problems he suffered from. She supported him to attend the appointments. Louise attended all of her probation appointments and built a positive relationship with a probation officer, she engaged with alcohol treatment services to support her abstinence and when she became pregnant, she engaged with social services to undertake courses that may help her keep her baby.

The Archer Project provided a place where she felt safe. She knew it and she knew the staff team. She became part of our Stabilisation stream, and we supported her to volunteer and to attend activities as a way of exploring things she likes to do and to fill empty time.

Currently: Louise is in contact with her children. She has completed on-line training courses on childcare. She remains alcohol free and shows that she is looking after herself in other ways too. She can't volunteer currently because she is near the end of her pregnancy, but she still takes part in activity groups. She "loves" her flat and "loves going home" to it but really values being able to get out during the day, meeting others and receiving the kind of support we all need, a chance to talk and do things that feel rewarding and fulfilling.

"It's (The Archer Project) helped me turn my life around because I can talk to the staff better than I used to and that's got me help I need."

Fulfilment: Our aim is to give people the opportunity to feel a sense of fulfilment and success. At the Archer Project this includes the opportunity of paid employment. Alongside healthy living activities and good accommodation, employment has the power to build esteem and new aspirations.

Case Study

Background: Peter, aged 28, grew up in a family where he witnessed domestic violence and abuse. As a young adult he was the victim of a sexual abuse trauma that caused him ongoing anxiety and depression and affected his ability to build trusting and loving relationships. Peter came to the Archer Project at Christmas in 2018 and soon became a volunteer and progressed to our employment programme. We noted that his progress wasn't consistent and included times of high absenteeism. The following timeline is part of the way we addressed that with Peter.

18 months ago: Peter described his home as depressing. He lived in a flat on the outskirts of Sheffield, away from people he knew and had poor relationships with neighbours, some who he felt threatened by. This started a downward spiral affecting his volunteering, paid employment and his relationship with a new partner and her family. Peter became depressed and spent days in bed. His use of alcohol increased, and he returned to using illegal substances, furthering his bouts of depression-led inactivity.

Peter was difficult to contact during this time which affected our ability to support him in a consistent way.

Progress Journey: We helped Peter to bid for new accommodation in an area that better suited his life. The Archer Project accessed counselling for Peter, and he completed a course of Schema Therapy. This helped Peter to think about his and other people's actions in relationships. Peter worked with his Archer Project support workers to plan how he could make his flat a home.

Currently: Peter loves his flat. He has decorated most of it and has enjoyed taking his time so that he could afford the decoration and furnishing he really wanted. He is immensely proud of his flat. Peter has built some new relationships in the community where he lives and says they are positive, filling the free time he wants filled. He has reduced his alcohol consumption. He is not abstinent, and he does not want or the feel the need to be. He is much more consistent with his volunteering and paid employment shifts. Occasionally, his anxiety affects him and ruins his day, but he feels that he can manage his anxiety rather than let it dominate him. He talks about his anxiety and often goes for walks when he starts to feel agitated.

"What would I give the Archer Project out of ten? Me, personally, I'd give it ten out of ten because it changed my life. I wouldn't be in the position I am now without it."

Multi-agency approach

We mentioned earlier the importance of the multi-agency approach and described the Archer Project as a hub. Alongside its team of volunteers and employees, professionals from other organisations of various disciplines use the project to meet and work with people. This reflects Sheffield's wider multi-agency approach working with homeless populations. It is a recognition of the complexity of homelessness, and that its victims frequently suffer from mental health issues, childhood trauma, PTSD, acquired brain injuries and, as a result, need support to tackle multiple barriers if they are to build a sustainable settled life.

The organisations who use the Archer Project include medical services, mental health services, accommodation support workers, probation staff and alcohol and drug treatment services.

The Archer Project and most other services who use the project work in a Trauma Informed way. The recognition that childhood trauma and PTSD are among the biggest causes of homeless lifestyles has led to a focus on training and development that understands how trauma affects a person's physical and mental development and the ways in which trauma can be addressed.

Archer Project Enterprises Ltd (APE)

Archer Project Enterprises Limited is a wholly owned trading company of the Cathedral Archer Project Limited. We created social enterprises to help people with a history of homelessness or the risk of homelessness into employment. Our enterprises are:

Printed By Us. We employ people to print, sell and manage the logistics of an environmentally friendly printing business www.printedbyus.org We buy designs from graphic designers and artists local to us in the Sheffield area. These designs are made into high-quality screen-printed posters as well as printed on to t-shirts, hoodies and other items of clothing and onto mugs.

We employ people who are formerly homeless in printing, selling, processing on-line orders, marketing and organisational planning.

Printed By Us was transferred from the Cathedral Archer Project Limited to Archer Project Enterprises Ltd in 2021.

Cleaning. We employ people to provide commercial cleaning services at various venues throughout Sheffield.

Catering. We work with the social enterprise Blend Kitchen (www.blendkitchen.co.uk) to give people access to employment in the catering industry.

All of our employees are paid at the National Living Wage Foundation minimum wage level or above.

The impact of Covid

Throughout 2021 the Archer Project continued to manage its response to the Covid virus. There were two broad elements to this:

1. Managing service delivery to keep the users of the project and the staff team of volunteers and employees safe. We consulted with other local agencies and were supported by the office of the Director of Public Health in Sheffield. Throughout 2021 we reviewed how many people were allowed into our project space and how the space could be used to prevent the spread of infection. The three aspects of social distance, use of PPE and regular cleaning of touch points were repeatedly reviewed. Our staff team continued to wear masks and were provided with Lateral Flow Tests and asked to complete a weekly PCR test.

2. Promoting Covid safe practices and vaccinations. We provided information and resources to the people who use our services including a supply of masks for people to wear at the project and to take away, information on vaccinations and where to access them (including vaccination clinics in our project), reminders about washing hands and keeping social distances.

We changed the criteria for entry to the project in order to maintain safe operations. This meant restricting access to our Engagement service to include only people who were without a secure place to live or established income stream. In addition, we worked with people who have particular vulnerabilities which

The Archer Project

ARCHER PROJECT'S YEAR IN NUMBERS

17
Archer Project employees
(full time equivalent)

10
Trustees

1000+
Catering volunteer slots per annum

7,273
Breakfasts served

6,318
Lunches served

Key services on offer

612
Individuals visited the centre

24
Partner Volunteers
(People worked with who became volunteers)

3,050
hours assisting the project

34
People on APE payroll in 2021
(excluding senior management)

Approximately
11,000
Annual hours between them

Covid Approach

Worked with a multi-agency team throughout to ensure service continuity

Social group activities introduced as restrictions eased

- Outdoor picnics & walks for groups of 6
- Indoor activities e.g., pool competitions, festive baking, arts & crafts

Living Wage Foundation

mean regular contact with a service like the Archer Project serves as health check to prevent a decline into serious ill health.

The limiting of numbers has significantly impacted our Stabilisation work. People who have recently been street homeless face many barriers when building a new life, not least the opportunities to join in activities that build momentum to their movement away from homeless groups and street activity. This important work is the area that has been most impeded by the conditions of lockdown and our need to restrict the number of people who can be in the project at any one time.

A.P.E was impacted by the economic downturn caused by the Covid virus. Cleaning contracts were cancelled or reduced. The largest contract with Sheffield BID operated on reduced hours. Work at Blend Kitchen fluctuated as the rules around eating out changed. By contrast Printed By Us benefitted from the down turned economy as the recipient of a free retail unit at Meadowhall. Online sales and Christmas Market sales also increased.

Furlough was used to provide incomes for employees when work had to be cancelled and provided a valuable income 'safety net'.

Future Plans

In 2022 the Archer Project will:

- Address a longer term need to increase the staffing resource within APE. The service looks to support individual's personal development alongside the provision of paid employment. This requires investment in the operational management of the social enterprises, the marketing of their products, investment in capital and the one-to-one support of individuals to grow and improve workplace skills and disciplines.

  We will focus on the work of Archer Project Enterprises Ltd, to develop the existing governance structure and the way it relates to the Archer Project board of Trustees. Following the challenges of the Covid pandemic, we aim to strengthen the marketing and increase sales of the social enterprises to the financial security of the enterprises, thereby improving its objective of providing entry level employment opportunities to people who have suffered from homelessness and related social and health issues. We have brought in new board members with specific expertise in this area.

- Develop an enhanced staff wellbeing programme. The Archer Project has championed the provision of quality services to meet the needs of homeless people. Through the pandemic period it realised a need to improve it welfare provision to its staff team or paid and voluntary workers. In 2022 it will build on past reflective practice sessions and training support to give more time to team reflective practice and development. The appointment of a new Administrator/HR manager has helped to improve HR processes and we anticipate further procedural improvements and benefits in 2022. Training and development this year will focus on team as well as individual skills development. The Archer Project employees are signed up to a private health insurer providing a basic package of services to help address physical and mental welfare.

- Start raising funds for the internal re-building of its centre on Campo Lane (detailed plans were produced in 2021). The project has developed plans in consultation with key stakeholders. The project's suitability to deliver a centre which will meet the needs of people who are or have been homeless will be continually tested. The working group tasked with overseeing the rebuilding scheme will produce a cost benefit analysis of the Archer Project to support its fund-raising work. It will help us demonstrate the potential social return on investment of the project to investors.

- Continue to review and adapt our fund-raising strategy following the Covid pandemic and other external factors impacting the financial state of the nation and cost of living. We will seek external expertise as well as using the experience and knowledge gained through our fund-raising activities to produce our funding strategy. This will include a review of our grant applications, community fund raising, work with corporates and digital fund-raising.

Financial Review

In 2020 the Archer Project had received an unprecedented level of financial support. Covid related funds and public support for frontline services that remained active delivering services to vulnerable groups during the lockdown periods provided a year when our funds increased. 2021 was a second year of covid with greater insecurities for both trust funds and the general public. Further, the change in work patterns and further periods of lockdown meant that corporate donations and their ability to support fundraising events was reduced.

2021 was a year of reduced income. At the same time, we used the surplus funds from 2020 to invest in the future of the project. IT equipment was updated, HR functions improved and our fundraising skill capacity increased.

Risk factors

1. Investment into homeless related services in Sheffield by central government has increased since 2020. This has increased the number of frontline workers addressing aspects of homelessness. The Housing First Team, Home at Last Team (HALT), and Changing Futures Team, all developed and/or commissioned from 2020 onwards, are targeted at people who face multiple barriers if they are to leave homelessness behind. This increase benefits the work of the Archer Project. The extra one-to-one capacity in the city has reduced the demand for Engagement service to a more manageable level. However, the government funded work is short term (2- and 3-year packages) and the risk of high demand remains as street homelessness increases in the context of the current financial crisis.

   The current reduced demand on our Engagement Service has, in turn, reduced the anti-social behaviour in the proximity of the project and, therefore, taken away some of the reputational risk to the Archer Project.

2. The economic crisis (2022) remains a threat to our ability to raise funds. Grant funding is subject to two pressures. The impact of high inflation and low interest rates on trusts providing funding may be a medium-term issue as investment returns are unlikely to meet the extra demand on running costs that charities like the Archer Project are experiencing. Grant making and funding bodies may not be able to

afford to make the impact they previously would have. Secondly, trust funds made many more grants in 2020 than they had predicted and, we believe, many will look to recoup capital, further reducing the impact of their funds in the coming years.

The cost-of-living crisis and the threat of recession will have an impact on household expendable income and, as a consequence, on levels of charitable giving. We believe this is already a factor in reduced regular giving and the return on funding events. The funding team will continually review its strategic approach to focus or re-focus its work on activities that help us achieve the income needed to meet the costs of delivering our services.

3. The Archer Project has invested in redesigning its centre to deliver better outcomes for people who have experienced homelessness following the arson attack in May 2020. This is a whole programme of work, including a major fundraising effort, over and above the work of the Archer Project. The trustees have delegated the work to a working group of trustees and the CEO to ensure the scheme is realistic, well-planned, accurately costed, and will not impede the fund-raising work to deliver the projects services.

   The proposed plans will improve the way the centre can deliver outcomes by using space differently in line with trauma informed ways of working. It is estimated that the Archer Project will need to raise between £1.5 and £2 million to deliver the scheme. The working group has undertaken a cost benefit analysis which shows that for every one pound it spends on services for homeless adults there is a public sector cost impact of £3.20. In other words, a rebuilt, reconfigured project will provide an effective service in helping Sheffield tackle homelessness; it will add very valuable skills and resources to those services delivered by the local authority and health services.

4. Archer Project Enterprises Ltd has been established to deliver income generating work in line with the objectives of the Archer Project. It provides employment for people who are formerly homeless or have suffered related vulnerable lifestyles, e.g., have suffered debilitating mental health or addiction with the threat of becoming homeless. Indeed, its primary objective is to support personal progress into employment and the added stability this brings to a settled life. The sustainability of APE Ltd currently depends on support from the Archer Project. This, in turn, places demands on the ability of the Archer Project to raise sufficient income on a dependable basis. To mitigate this, we are strengthening the governance of APE by appointing new directors with skills relating to social enterprises and the growth of small businesses. Additionally, our funding team is reviewing how it can raise funds which focus on employability to support APE's development.

5. Key Personnel: The Archer project has improved its leadership structure reducing the risk of loss of knowledge and experience in the event of one of its leadership team leaving the project. However, this remains a risk, particularly in the area of social enterprise development and management. The strengthening of the APE governance will reduce this risk further. It will have a detailed understanding of the work involved in developing APE and provide targeted support to the Head of Social Enterprise.

Financial Position

During 2022 the Archer Project group reported a deficit of £117,709 (2020: surplus £318,889). Within this, restricted funds decreased by £11,540 (2020: decrease of £50,969) and unrestricted reserves decreased by £106,169 (2020: increase of £369,858). Total reserves at the end of 2021 are £388,644 (2020: £506,353) with unrestricted reserves of £309,666 (2020: £415,835) carried forward. In common with many other voluntary sector organisations the Archer Project recognises the inherent uncertainty of its funding streams. Our funding team regularly reviews its performance. Flexibility in fund raising work has been particularly important in the past two years to respond to a changing economy and its impact on grant making trusts, donations and government support schemes.

Policy on reserves

The Board has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity (free reserves) should be at a level sufficient to continue the current activities of the Charity in the event of a short-term significant fall in funding. The Board believes three months operating costs, currently amounting to £100,000, should be held. At £279,616 the level of free reserves at 31 December 2021 is above the target level. The trustees are aware that funding continues to be unpredictable. Both the Board and the Management continue to develop strategies to increase unrestricted reserves and aim to retain these at an acceptable level.

Going concern

As outlined above, free reserves at the end of the year are above target level. Trustees have undertaken detailed reviews of the areas listed below, and having done so consider that it is correct to prepare accounts on a going concern basis.

- The level of secured grant funding to December 2023;
- The identification and implementation of cost savings in 2023;
- Detailed forecasts of income and expenditure through to December 2023; and
- Cash flow forecasts to December 2023, taking into account a Homeless Link loan secured in July 2019, to better manage the period of service growth currently being experienced.

The forecasts are dependent on being able to raise sufficient income from donations and grants to support the costs of running the charitable group. The trustees recognise that in the current economic climate there are significant uncertainties in achieving this.

The trustees will continue to monitor performance against budget and will take steps to safeguard the finances of the charitable group if necessary.

Taking all these matters into account we consider that it is appropriate to hold reserves above the target level and it is appropriate to prepare accounts on a going concern basis.

TRUSTEES' ANNUAL REPORT

Trustees' responsibilities statement

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to the auditor

We, the directors of the charitable company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware of, that:

- there is no relevant audit information, of which the charitable company's auditor is unaware, and

- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the Trustees on Oct 6, 2022 ..... and signed on their behalf by:

Neil Riley
Neil Riley (Oct 6, 2022 16:20 GMT+1)

Neil Riley
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED

Opinion

We have audited the financial statements of the Cathedral Archer Project Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the group statement of financial activities, the group and the parent charitable company balance sheet, the group cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Material uncertainty related to going concern

We draw attention to 1.3 in the financial statements, which discusses that charitable group's assessment of going concern. These events or conditions, along with the other matters as set forth in note 1.3, indicate that a material uncertainty exists that may cast significant doubt on the charitable group's ability to continue as a going concern.

Our opinion is not modified in respect of this matter.

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

1. the information given in the trustees' annual report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

2. the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act and Charities Act 2011 requires us to report to you if, in our opinion:

1. adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
2. the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
3. certain disclosures of directors' remuneration specified by law are not made; or
4. we have not received all the information and explanations we require for our audit; or
5. the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

1. We gained an understanding of the legal and regulatory framework applicable to the entity and the sector in which it operates, and considered the risk of such regulations, including fraud. We designed audit procedures to respond to the risk.

2. We focused on laws and regulations relevant to the entity which could give rise to a material misstatement in the financial statements. Our testing included discussions with management, Trustees, and those staff with direct responsibility for the compliance of laws and regulations. We also reviewed legal expenses.

3. We addressed the risk of management override of internal controls, including the testing of journals and review of the nominal ledger. We evaluated whether there was evidence of bias by management or Trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

BHP LLP

Jane Marshall (Oct 7, 2022 12:59 GMT+1)

Jane Marshall (Senior Statutory Auditor)
For and on behalf of BHP LLP

Statutory Auditor

2 Rutland Park
SHEFFIELD
S10 2PD
Date: Oct 7, 2022

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	Unrestricted Funds	Restricted Funds	Total 2021	Total 2020
Income from:		**£**	**£**	**£**	£
Donations and legacies	4	**411,025**	**199,434**	**610,459**	879,753
Charitable activities	5	**54,936**	**-**	**54,936**	57,544
Other trading activities	6	**119,089**	**-**	**119,089**	143,854
Investments	7	**22**	**-**	**22**	48
Other income	8	**43,607**	**-**	**43,607**	75,965
Total income		**628,679**	**199,434**	**828,113**	1,157,164
Expenditure on:					
Raising funds	9	**118,704**	**-**	**118,704**	80,692
Charitable activities	10	**462,390**	**202,302**	**664,692**	643,805
Other trading activities	12	**162,426**	**-**	**162,426**	113,778
Total expenditure		**743,520**	**202,302**	**945,822**	838,275
Net (expenditure)/income for the year		**(114,841)**	**(2,868)**	**(117,709)**	318,889
Transfers between funds	20	**8,672**	**(8,672)**	**-**	-
Net movement in funds		**(106,169)**	**(11,540)**	**(117,709)**	318,889
Reconciliation of funds:					
Funds brought forward at 1 January 2021		**415,835**	**90,518**	**506,353**	187,464
Net movement in funds		**(106,169)**	**(11,540)**	**(117,709)**	318,889
Funds carried forward at 31 December 2021		**309,666**	**78,978**	**388,644**	506,353

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEETS
AS AT 31 DECEMBER 2021

	Notes	GROUP 2021 £	GROUP 2020 £	CHARITY 2021 £	CHARITY 2020 £
Fixed assets					
Intangible assets	15	**6,695**	2,500	**3,200**	2,500
Tangible assets	16	**23,355**	20,741	**22,313**	20,741
Investments	17	**-**	-	**1**	1
		30,050	23,241	**25,514**	23,242
Current assets					
Stock		**53,712**	30,379	**-**	30,379
Debtors	18	**48,594**	82,780	**289,100**	239,609
Cash at bank and in hand		**410,539**	582,429	**212,454**	389,290
		512,845	695,588	**501,554**	659,278
Creditors: amounts falling due within one year	19	**(111,027)**	(129,334)	**(95,200)**	(119,069)
Net current assets		**401,818**	566,254	**406,354**	540,209
Total assets less current liabilities		**431,868**	589,495	**431,868**	563,451
Creditors: amounts falling due after one year	19	**(43,224)**	(83,142)	**(43,224)**	(83,142)
Net assets	21	**388,644**	506,353	**388,644**	480,309
Funds					
Unrestricted funds	20	**309,666**	415,835	**309,666**	389,791
Restricted funds	20	**78,978**	90,518	**78,978**	90,518
Total funds		**388,644**	506,353	**388,644**	480,309

The financial statements have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 relating to small companies.

The financial statements on pages 21 to 42 were approved by the Board on Oct 6, 2022 and were signed on its behalf by:

Neil Riley
Neil Riley (Oct 6, 2022 16:20 GMT+1)

Neil Riley
Trustee

Company Registration Number: 3188162

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

		2021	2020
		£	£
Net cash (used in)/provided by operating activities	*See below*	**(111,564)**	336,982
Cash flow from investing activities			
Interest income		**22**	48
Purchase of intangible fixed assets		**-**	(2,500)
Purchase of tangible fixed assets		**(15,224)**	(11,121)
Cash used in investing activities		**(15,202)**	(13,573)
Cash flow from financing activities			
Loan repayments		**(36,868)**	-
Loan interest payable		**(8,266)**	(7,233)
Cash from financing activities		**(45,124)**	(7,233)
(Decrease)/increase in cash and cash equivalents in the year		**(171,890)**	316,176
Cash and cash equivalents at the beginning of the year		**582,429**	266,253
Cash and cash equivalents at the end of the year		**410,539**	582,429

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

	2021	2020
	£	£
Net (expenditure)/income for the year	**(117,709)**	318,889
Add back depreciation charge	**7,590**	6,026
Add back amortisation charge	**825**	-
Deduct interest income shown in investing activities	**(22)**	(48)
Add interest payable shown in financing activities	**8,266**	7,233
Increase in stock	**(23,333)**	(23,270)
(Increase)/decrease in debtors	**34,186**	(12,177)
Increase/(decrease) in creditors	**(21,367)**	40,329
Net cash flow (used in)/provided by operating activities	**(111,564)**	336,982

Analysis of changes in net debt

	At 1 Jan 2021	Cashflows	Transfer	At 31 Dec 2021
	£	£	£	£
Cash at bank and in hand	582,429	(171,890)	-	410,539
Debt due within 1 year	(36,858)	36,858	(39,918)	(39,918)
Debt due after 1 year	(83,142)	-	39,918	(43,224)
	462,429	(135,032)	-	327,397

1 Accounting policies

1.1 General information and basis of preparation

The Cathedral Archer Project is a charitable company limited by guarantee in England and Wales. The address of the registered office is given in the legal and administrative information on page 1 of these financial statements. The nature of the charity's operations and principal activities are, the relief of poverty.

The financial statements have 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 issued on in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The Cathedral Archer Project Limited meets the definition for a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements are presented in £ sterling which is the functional currency of the charity and rounded to the nearest £.

1.2 Basis of consolidation

The consolidated accounts include the accounts of The Cathedral Archer Project Limited and its subsidiary undertakings on a line by line basis.

Under section 399 of the Companies Act 2006 and SORP 2019 the company is not required to present its own income and expenditure account.

1.3 Going concern

The charitable group has made a deficit in the year of £117,709. Free reserves at 31 December 2021 are £279,616 and above the target level of £100,000.

The trustees have prepared forecasts of income and expenditure for the period to 31 December 2023 and subjected them to sensitivity analysis. The forecasts show that although a further deficit is forecast in the year ended 31 December 2022, the group has sufficient reserves and cash to be able to continue.

The forecasts are dependent on being able to raise sufficient income from donations and grants to support the costs of running the charitable group. The trustees recognise that in the current economic climate there are significant uncertainties in achieving this.

The trustees will continue to monitor performance against budget and put plans in place including the identification and implementation of cost savings, to safeguard the finances of the charitable group if necessary.

It is for these reasons that the trustees continue to adopt the going concern basis in preparing these financial statements.

1.4 Income recognition

Income from donations and grants is recognised in the period in which the charity is entitled to receipt, it is probable and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Legacies are included when the charity is legally entitled to the income, its receipt is probable and the amount can be quantified with reasonable accuracy. Entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Intangible income (for example, assistance in the form of donated services) is included in the Statement of Financial Activities where another party is bearing the financial cost of the resources supplied and the benefit is quantifiable and measurable. Intangible income is included in the period in which the benefit of the resource is received.

CJRS income is recognised in the period to which the claim relates.

1.5 Expenditure recognition

Resources expended are included on an accruals basis inclusive of irrecoverable VAT and have been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Charitable costs are split between direct and support costs based on the use of resources. Governance costs comprise costs for the running of the charity itself as an organisation.

1.6 Intangible fixed assets

Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	25% straight line
Leasehold improvements	20% straight line
Fixtures & fittings	20% straight line
Motor vehicles	20% straight line

Assets are not depreciated in the year of purchase.

1.8 Leases

Operating lease rentals are charged to the income and expenditure account as incurred.

1.9 Employee benefits

When employees have rendered service to the charity short-term employee benefits to which the employees are entitled are recognised at the amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

1.10 Funds

Restricted funds are funds subject to specific conditions imposed by the donor.

Unrestricted funds are funds generated for general charitable purposes.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

1.12 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.

1.13 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party. Creditors and provisions are normally recognised at the settlement amount.

1.14 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualifies as basic financial instruments. These are initially recognised at transaction value and subsequently measured at settlement value.

1.15 Tax

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

1.16 Judgements and key sources of estimation uncertainty

Critical accounting estimates and areas of judgement

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2 Net income/(expenditure) for the year

This is stated after charging:

	2021	2020
	£	£
Auditor's remuneration	**5,646**	4,486
Depreciation of tangible assets	**7,590**	6,026
Depreciation of tangible assets	**825**	-
Operating lease expenses	**17,873**	17,020
Cathedral Resources Centre rent	**37,500**	37,500

3 SOFA prior year comparatives

	Unrestricted Funds	Restricted Funds	Total 2020
Income from:	£	£	£
Donations and legacies	627,646	252,107	879,753
Charitable activities	57,544	-	57,544
Other trading activities	143,854	-	143,854
Investments	48	-	48
Other income - CJRS	75,965	-	75,965
Total income	905,057	252,107	1,157,164
Expenditure on:			
Raising funds	80,692	-	80,692
Charitable activities	350,269	293,536	643,805
Other trading activities	113,778	-	113,778
Total expenditure	544,739	293,536	838,275
Net income/(expenditure) for the year	360,318	(41,429)	318,889
Transfers between funds	9,540	(9,540)	-
Net movement in funds	369,858	(50,969)	318,889
Reconciliation of funds:			
Funds brought forward at 1 January 2020	45,977	141,487	187,464
Net movement in funds	369,858	(50,969)	318,889
Funds carried forward at 31 December 2020	415,835	90,518	506,353

4 Donations and legacies

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Total £
Abbeydale and Millhouses PCC	**10,000**	**-**	**10,000**	**-**
Albert Hunt Trust	**5,000**	**-**	**5,000**	-
Albion Valves UK Ltd	**20,000**	**-**	**20,000**	-
Austin & Hope Pilkington Trust	**-**	**1,000**	**1,000**	-
Avila Properties	**-**	**1,083**	**1,083**	3,250
Aviva Community Fund	**-**	**-**	**-**	2,064
B&Q Foundation	**-**	**5,000**	**5,000**	**-**
Beatrice Laing Trust	**-**	**-**	**-**	3,000
Big Lottery Changing Lives	**-**	**-**	**-**	74,497
Church Urban Fund	**-**	**35,590**	**35,590**	9,377
Co-op Local Community Fund	**-**	**-**	**-**	7,517
Cutlers' Company Charitable Trust	**-**	**-**	**-**	2,000
DACT Help Us Help	**-**	**2,800**	**2,800**	5,700
Direct Charcoal Ltd	**2,500**	**-**	**2,500**	**-**
Dunn Family Charitable Trust	**3,750**	**-**	**3,750**	2,500
Enterprise Grant	**-**	**-**	**-**	28,195
Evan Cornish Foundation	**-**	**-**	**-**	10,000
Garfield Weston	**-**	**-**	**-**	5,000
Grace Trust	**2,000**	**-**	**2,000**	-
Grail Society	**-**	**-**	**-**	5,000
J G Graves	**-**	**-**	**-**	3,000
HARC	**5,000**	**-**	**5,000**	1,500
Homeless Link	**-**	**16,967**	**16,967**	30,000
ITM Power Plc	**-**	**-**	**-**	2,000
Irwin Mitchell	**-**	**-**	**-**	2,000
James Neill Trust Fund	**-**	**-**	**-**	2,500
John Lewis Partnership	**-**	**-**	**-**	2,000
Kada Research	**-**	**-**	**-**	1,000
The Leatherseller's Company	**-**	**-**	**-**	2,000
Leeds Building Society Foundation	**-**	**1,000**	**1,000**	-
Lloyds TSB Foundation	**-**	**20,000**	**20,000**	27,298
Metro Finance	**5,315**	**-**	**5,315**	4,800
Morrisons Foundation	**-**	**-**	**-**	6,000
NHS Sheffield CCG	-	**2,500**	**2,500**	-
North Eastern Circuit Charity Committee	**2,000**	**-**	**2,000**	-
Numed Holdings plc	**-**	**-**	**-**	2,500
Sheffield Chamber of Commerce	**-**	**27,645**	**27,645**	-
Sheffield Church Burgesses	**8,000**	**-**	**8,000**	14,000
Sheffield City Council	**-**	**41,760**	**41,760**	10,669
Sheffield General Benevolent	**2,500**	**-**	**2,500**	-
Sheffield PCT HCP	**-**	**6,000**	**6,000**	6,000
Sheffield Town Trust	**-**	**-**	**-**	12,500
South Yorkshire Community Foundation	**-**	**-**	**-**	5,000
South Yorkshire Police	**-**	**-**	**-**	2,500
South Yorkshire Violence Reduction Fund	**-**	**(511)**	**(511)**	-
Swann Morton Foundation	**-**	**-**	**-**	3,500
Talbot Trust	**-**	**4,600**	**4,600**	-
Tramlines	**2,720**	**-**	**2,720**	-
Tudor Trust	**-**	**34,000**	**34,000**	-
Unison	**-**	**-**	**-**	3,500
Utilita	**3,437**	**-**	**3,437**	-
Vivedia Ltd	**-**	**-**	**-**	5,000
Legacies	**-**	**-**	**-**	74,620
Other collections and other donations	**338,803**	**-**	**338,803**	497,766
	411,025	**199,434**	**610,459**	879,753

5 Charitable activities

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Total £
Just Works activities	**50,659**	**-**	**50,659**	47,361
Café	**-**	**-**	**-**	1,054
Big Issue rental	**1,068**	**-**	**1,068**	849
Other	**3,209**	**-**	**3,209**	8,280
	54,936	**-**	**54,936**	57,544

6 Other trading activities

	2021 Unrestricted £	2021 Restricted £	2021 Total £	2020 Total £
Cleaning services	**30,979**	**-**	**30,979**	85,701
Catering services	**358**	**-**	**358**	798
Printing operations	**28,708**	**-**	**28,708**	958
Goods sold	**388**	**-**	**388**	-
Rental income	**-**	**-**	**-**	1,650
Other	**58,656**	**-**	**58,656**	54,747
	119,089	**-**	**119,089**	143,854

7 Investment income - unrestricted

	2021 £	2020 £
Interest receivable	**22**	48
	22	48

8 Other income - unrestricted

	2021 £	2020 £
CJRS grants receivable	**39,812**	75,965
Kickstart grants receivable	**3,795**	-
	43,607	75,965

9 Raising funds

	Unrestricted Expenditure £	Restricted Expenditure £	2021 Total £	2020 Total £
Staff costs	**65,066**	**-**	**65,066**	45,883
Volunteer expenses	**-**	**-**	**-**	24
Office costs	**35,282**	**-**	**35,282**	27,503
Direct raising funds	**100,348**	**-**	**100,348**	73,410
Support costs (note 11)	**18,356**	**-**	**18,356**	7,282
Total raising funds	**118,704**	**-**	**118,704**	80,692

10 Charitable activities

	Unrestricted Expenditure £	Restricted Expenditure £	2021 Total £	2020 Total £
Staff costs	**141,719**	**149,190**	**290,909**	372,357
Volunteer expenses	**10,641**	**752**	**11,393**	8,893
Accommodation costs	**70,048**	**9,279**	**79,327**	84,402
Office costs	**25,507**	**29,740**	**55,247**	70,521
Depreciation	**7,590**	**-**	**7,590**	6,026
Amortisation	**825**	**-**	**825**	-
Food provision	**15,149**	**4,095**	**19,244**	11,899
Client activities and welfare	**2,286**	**9,246**	**11,532**	3,937
Just Works activities	**17,737**	**-**	**17,737**	15,751
Governance costs	**24,041**	**-**	**24,041**	11,767
Direct charitable activities	**315,543**	**202,302**	**517,845**	585,553
Support costs (note 11)	**146,847**	**-**	**146,847**	58,252
Total charitable activities	**462,390**	**202,302**	**664,692**	643,805

11 Allocation of support costs

The charity allocates its support costs as shown in the table below. The support costs are allocated on the basis of employee time.

	Charitable activities £	Raising funds £	2021 Total £	2020 Total £
Staff costs	**87,163**	**10,896**	**98,059**	21,236
Office costs	**41,325**	**5,165**	**46,490**	32,960
Professional fees	**16,706**	**2,088**	**18,794**	9,389
Bank charges	**1,653**	**207**	**1,860**	1,949
Total support costs	**146,847**	**18,356**	**165,203**	65,534
Total support costs 2020	58,252	7,282	65,534	

12 Other trading activities

Expenditure incurred through other trading activities is wholly unrestricted.

	2021 Total £	2020 Total £
Cleaning services cost of sales	**1,431**	26,235
Catering services cost of sales	**-**	238
Printing operations costs	**12,444**	-
Staff costs	**135,311**	85,346
Office costs	**8,791**	2,694
Professional fees	**3,348**	426
Bank charges	**885**	347
Bad debts	**216**	(1,508)
	162,426	113,778

13 Directors

None of the directors (or any persons connected with them) received any remuneration, benefits or expenses from the company during either year.

14 Staff costs

Staff costs during the year were as follows:

	2021	2020
	£	£
Wages and salaries	**545,932**	484,553
Social security costs	**31,655**	26,252
Pension costs	**11,034**	14,642
	588,621	525,447

The average number of employees during the year was as follows:

	41	36

No pension contributions were outstanding at the year end (2020: £nil).

No employee earned over £60,000 during either year.

Aggregate remuneration costs for the senior management team including salary, employer's NI and employer's pension cost was £158,213 (2020: £141,321). The charity considers its senior management team to be the Chief Executive Officer, Deputy Chief Executive, Centre Manager, Administration Manager and Head of Social Enterprise.

Pension contributions for employees are allocated to those activities and funds that the employee salary is allocated to.

15 Intangible fixed assets

Charity	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2021	**-**	**2,500**	**2,500**
Additions	**3,200**	**-**	**3,200**
Group transfer	**-**	**(2,500)**	**(2,500)**
At 31 December 2021	**3,200**	**-**	**3,200**
Amortisation			
At 1 January 2021	**-**	**-**	**-**
Charge for the year	**-**	**825**	**825**
Group transfer	**-**	**(825)**	**(825)**
At 31 December 2021	**-**	**-**	**-**
Net book value			
At 31 December 2021	**3,200**	**-**	**3,200**
At 31 December 2020	-	2,500	2,500

Group	Website	Printing Rights	Total
	£	£	£
Cost			
At 1 January 2021	**-**	**2,500**	**2,500**
Additions	**5,020**	**-**	**5,020**
At 31 December 2021	**5,020**	**2,500**	**7,520**
Amortisation			
At 1 January 2021	**-**	**-**	**-**
Charge for the year	**-**	**825**	**825**
At 31 December 2021	**-**	**825**	**825**
Net book value			
At 31 December 2021	**5,020**	**1,675**	**6,695**
At 31 December 2020	-	2,500	2,500

On 1st October 2021, Printed by Us operations were transferred from the charity to the subsidiary Archer Project Enterprises Limited. This included printing rights relating to these operations.

16 Tangible fixed assets

Charity	Leasehold Improvements	Motor Vehicles	Computer Equipment	Fixtures & Fittings	Total
	£	£	£	£	£
Cost					
At 1 January 2021	**11,563**	**20,565**	**51,600**	**64,490**	**148,218**
Additions	**-**	**-**	**7,576**	**2,628**	**10,204**
Group transfer	**-**	**-**	**-**	**(2,090)**	**(2,090)**
At 31 December 2021	**11,563**	**20,565**	**59,176**	**65,028**	**156,332**
Depreciation					
At 1 January 2021	**9,250**	**20,565**	**44,832**	**52,830**	**127,477**
Charge for the year	**2,313**	**-**	**2,638**	**2,639**	**7,590**
Group transfer	**-**	**-**	**-**	**(1,048)**	**(1,048)**
At 31 December 2021	**11,563**	**20,565**	**47,470**	**54,421**	**134,019**
Net book value					
At 31 December 2021	**-**	**-**	**11,706**	**10,607**	**22,313**
At 31 December 2020	2,313	-	6,768	11,660	20,741

Group	Leasehold Improvements	Motor Vehicles	Computer Equipment	Fixtures & Fittings	Total
	£	£	£	£	£
Cost					
At 1 January 2021	**11,563**	**20,565**	**51,600**	**64,490**	**148,218**
Additions	**-**	**-**	**7,576**	**2,628**	**10,204**
At 31 December 2021	**11,563**	**20,565**	**59,176**	**67,118**	**158,422**
Depreciation					
At 1 January 2021	**9,250**	**20,565**	**44,832**	**52,830**	**127,477**
Charge for the year	**2,313**	**-**	**2,638**	**2,639**	**7,590**
At 31 December 2021	**11,563**	**20,565**	**47,470**	**55,469**	**135,067**
Net book value					
At 31 December 2021	**-**	**-**	**11,706**	**11,649**	**23,355**
At 31 December 2020	2,313	-	6,768	11,660	20,741

On 1st October 2021, Printed by Us operations were transferred from the charity to the subsidiary Archer Project Enterprises Limited. This included equipment relating to these operations.

17 Fixed asset investments

	Group		Charity	
	2021	**2020**	**2021**	**2020**
	£	£	**£**	£
Unlisted investments				
Investment in subsidiary company	**-**	-	**1**	1
	-	-	**1**	1

Archer Project Enterprises Limited (Company number: 07431294) is a 100% owned subsidiary.

	Profit/(Loss)	**Capital and reserves**
	£	**£**
Archer Project Enterprises Limited	**(43,725)**	**(17,741)**

18 Debtors

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade debtors	**21,451**	13,147	**8,203**	6,992
Amounts owed by subsidiary undertaking	**-**	-	**253,795**	162,985
Other debtors	**1,807**	6,296	**2,151**	6,296
Prepayment and accrued income	**25,336**	63,337	**24,951**	63,336
	48,594	82,780	**289,100**	239,609

19 Creditors

Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Trade creditors	**28,105**	37,175	**26,420**	37,175
Other creditors	**29,223**	39,299	**22,117**	36,523
Other taxes and social security	**13,781**	16,002	**6,745**	8,513
Loan	**39,918**	36,858	**39,918**	36,858
	111,027	129,334	**95,200**	119,069

Creditors: amounts falling due after one year

	Group		Charity	
	2021	2020	**2021**	2020
	£	£	**£**	£
Loan	**43,224**	83,142	**43,224**	83,142
	43,224	83,142	**43,224**	83,142

An unsecured loan of £120,000 was received from HomelessLink in 2020, with repayments deferred to January 2021 due to the coronavirus epidemic.

The loan is repayable by instalments as follows:

	2021	2020
	£	£
Less than one year	**39,918**	36,858
Later than one and not later than five years	**43,224**	83,142
	83,142	120,000

20 Funds

Current year:
Unrestricted funds

Group	Balance at 1 Jan 2021 £	Income £	Expenditure £	Transfer Transfer between funds £	Balance at 31 Dec 2021 £
General funds (Charity)	389,851	509,978	(581,094)	8,672	327,407
Subsidiary - Archer Project Enterprises Ltd	25,984	118,701	(162,426)	-	(17,741)
Total unrestricted funds	415,835	628,679	(743,520)	8,672	309,666

Restricted funds

Group and Charity	Balance at 1 Jan 2021 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2021 £
Austin & Hope Pilkington Trust	-	1,000	-	-	1,000
Avila Properties	-	1,083	(1,083)	-	-
Aviva Community Fund	2,064	-	(1,510)	-	554
B&Q Foundation	-	5,000	(5,000)	-	-
Beatrice Laing Trust	2,519	-	(2,519)	-	-
Big Lottery – Changing Lives	9,215	-	(9,215)	-	-
Church Urban Fund	9,377	35,590	(28,137)	(2,628)	14,202
Co-op Local Community Fund	3,546	-	(2,263)	-	1,283
DACT Help Us Help	4,036	2,300	(1,892)	-	4,444
DACT Help Us Help – Covid support	700	500	-	-	1,200
Evan Cornish Foundation	6,097	-	(6,097)	-	-
Homeless Link	17,527	-	(8,266)	-	9,261
Homeless Link – Cold Weather Fund	-	16,967	(16,967)	-	-
LankellyChase Foundation	4,289	-	-	-	4,289
Leeds Building Society Foundation	-	1,000	-	(1,000)	-
Lloyds TSB Foundation	13,333	20,000	(20,000)	-	13,333
Metro Finance	4,126	-	-	(4,126)	-
NHS Sheffield CCG	-	2,500	(2,500)	-	-
Sheffield Chamber of Commerce	-	27,645	(25,961)	-	1,684
Sheffield City Council	1,170	41,760	(31,594)	-	11,336
Sheffield PCT HCP	-	6,000	(6,000)	-	-
Sheffield Town Trust	2,160	-	-	-	2,160
SY Violence Reduction Fund	511	(511)	-	-	-
Talbot Trust	-	4,600	(2,480)	-	2,120
Tudor Trust	9,848	34,000	(30,818)	(918)	12,112
Total restricted funds	90,518	199,434	(202,302)	(8,672)	78,978
Total funds - Group	506,353	828,113	(945,822)	-	388,644
Total funds - Charity	480,309	709,412	(783,337)	-	406,384

20 Funds – continued

Prior year:

Unrestricted funds

Group	Balance at 1 Jan 2020 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2020 £
General funds (Charity)	45,663	763,993	(429,345)	9,540	389,851
Subsidiary - Archer Project Enterprises Ltd	314	141,064	(115,394)	-	25,984
Total unrestricted funds	45,977	905,057	(544,739)	9,540	415,835

Restricted funds

Group and Charity	Balance at 1 Jan 2020 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2020 £
Avila Properties	-	3,250	(3,250)	-	-
Aviva Community Fund	-	2,064	-	-	2,064
The Beatrice Laing Trust	1,458	3,000	(1,939)	-	2,519
Big Lottery – Changing Lives	17,308	74,497	(82,590)	-	9,215
Church Urban Fund	-	9,377	-	-	9,377
Co-op Local Community Fund	-	5,117	(1,571)	-	3,546
DACT Help Us Help	4,213	500	(677)	-	4,036
DACT Help Us Help – Covid support	-	5,200	(4,500)	-	700
Enterprise Grant	7,154	28,195	(31,809)	(3,540)	-
Evan Cornish Foundation	7,708	10,000	(11,611)	-	6,097
Garfield Weston	25,000	-	(25,000)	-	-
Grail Society	-	5,000	-	(5,000)	-
Homeless Link	24,759	-	(7,232)	-	17,527
Homeless Link – Covid	-	30,000	(30,000)	-	-
J G Graves	-	3,000	(3,000)	-	-
Kada Research Limited	-	1,000	-	(1,000)	-
LankellyChase Foundation	4,289	-	-	-	4,289
Lloyds TSB Foundation	13,333	20,000	(20,000)	-	13,333
Lloyds TSB Foundation – Covid	-	7,038	(7,038)	-	-
Metro Finance	-	4,800	(674)	-	4,126
Neighbourly Community	-	400	(400)	-	-
Sheffield Church Burgesses Trust	-	2,000	(2,000)	-	-
Sheffield City Council	-	10,669	(9,499)	-	1,170
Sheffield PCT HCP	-	6,000	(6,000)	-	-
Sheffield Town Trust	-	8,500	(6,340)	-	2,160
South Yorkshire Community Foundation	-	5,000	(5,000)	-	-
South Yorkshire Police	-	2,500	(2,500)	-	-
Swann Morton Foundation	-	3,500	(3,500)	-	-
SY Violence Reduction Fund	6,811	-	(6,300)	-	511
Tudor Trust	29,454	-	(19,606)	-	9,848
Unison	-	1,500	(1,500)	-	-
Total restricted funds	141,487	252,107	(293,536)	(9,540)	90,518
Total funds - Group	187,464	1,157,164	(838,275)	-	506,353
Total funds - Charity	187,150	1,016,100	(722,941)	-	480,309

20 Funds – continued

The purpose of restricted funds are:

- **Austin & Hope Pilkington Trust** – funding for translation services
- **Avila Properties** – funding to support both the laundry provision, and the Just Works programme
- **Aviva Community Fund** – funding towards wellbeing of Just Works participants
- **B&Q Foundation** – funding towards the rebuild project design stage
- **The Beatrice Laing Trust** – funding towards women's support
- **Big Lottery (Changing Lives)** – A grant providing funds to support people to make progress through activity and education.
- **Church Urban Fund** – grant for 3 year project providing personalized stability support
- **Co-op Local Community Fund** – funding towards wellbeing of Just Works participants
- **DACT Help Us Help** – support for Help Us Help project including Covid funding
- **Enterprise Grant** – support to develop our work through social enterprises,
- **Evan Cornish Foundation** – funding towards women's support
- **Garfield Weston** – a grant towards the project overheads
- **Grail Society** – grant towards a new oven
- **Homeless Link** – funding for interest charged on Homeless Link loan
- **Homeless Link - Covid** –to support Sheffield's Severe Weather Protocol Plan, employing a support worker to work in partnership with SCC
- **J G Graves** – support for kitchen staff
- **Kada Research Limited** - grant towards a new oven
- **LankellyChase Foundation** – a grant towards the Breakthrough Project.
- **Leeds Building Society Foundation** - capital grant towards the cost of a new convection oven
- **Lloyds TSB Foundation –** a grant towards project costs
- **Lloyds TSB Foundation - Covid** – additional funding to support work during the pandemic
- **Metro Finance** – funding for personalization costs
- **NHS Sheffield CCG** - to provide information on and the opportunity for people who are homeless to receive covid vaccinations
- **Neighbourly Community** – grant towards support provided during the Covid crisis
- **Sheffield Chamber of Commerce** – funding for Kickstart employment scheme
- **Sheffield Church Burgesses Trust** – a grant towards feasibility study for building development
- **Sheffield City Council** – Covid support towards continued delivery during the pandemic
- **Sheffield PCT HCP** – a grant towards the cost of a project worker and activity incentives.
- **Sheffield Town Trust** – funding for CAP and partners to support individuals during Covid
- **South Yorkshire Community Foundation** – funding towards wellbeing of Just Works participants
- **South Yorkshire Police** – support to address substance use in the area around the Cathedral
- **Swann Morton –** a grant towards the operation of medical facilities
- **South Yorkshire Violence Reduction Fund** – supporting people impacted by crime.
- **Talbot Trust** – grant towards counselling for Just Works participants
- **Tudor Trust** – funding towards women's support, and a further grant given to provide or improve welfare provision for the Archer Project staff team
- **Unison** – grant towards food provision during the Covid 19 pandemic

Transfers between funds

A transfer has been made from restricted funds to unrestricted for the net book value of restricted tangible fixed assets where the conditions of the funding has been fulfilled, and the assets are used for the general objectives of the charity.

21 Analysis of assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Current year			
Intangible fixed assets	**6,695**	**-**	**6,695**
Tangible fixed assets	**23,355**	**-**	**23,355**
Current assets	**433,867**	**78,978**	**512,845**
Creditors: amounts falling due within one year	**(111,027)**	**-**	**(111,027)**
Creditors: amounts falling due after one year	**(43,224)**	**-**	**(43,224)**
	309,666	**78,978**	**388,644**

	Unrestricted funds	Restricted funds	Total
	£	£	£
Prior year			
Intangible fixed assets	2,500	-	2,500
Tangible fixed assets	20,741	-	20,741
Current assets	605,070	90,518	695,588
Creditors: amounts falling due within one year	(129,334)	-	(129,334)
Creditors: amounts falling due after one year	(83,142)	-	(83,142)
	415,835	90,518	506,353

22 Commitments under operating leases

At 31 December 2021 the company had future minimum lease payments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Land and buildings		
Less than one year	**49,801**	54,520
Later than one and not later than five years	**4,539**	52,919
Greater than five years	**-**	-
	54,340	107,439

23 Property commitment to Sheffield Cathedral

The CAP is housed in the Cathedral Resources Centre which is rented from Sheffield Cathedral. A new operating lease was agreed in 2017, expiring 3 November 2022. The annual rent paid was £37,500 (2020: £37,500).

24 Related party transactions

During the year, trustees made donations totalling £7,278.

P Renshaw, son of Chief Executive T Renshaw, was employed by the charity during the year. Remuneration paid in the year was £18,802.

During the year The Cathedral Archer Project Limited made charges to its subsidiary Archer Project Enterprises Limited of £117,053 for payroll (2020: £85,574), and £9,161 for other costs (2020: £1,661). The Printed by Us operations were transferred into Archer Project Enterprises on 1st October 2022 at a value of £55,961. £77,729 was paid from Archer Project Enterprises Limited to the Cathedral Archer Project Limited during the year for repayment of prior year balances (2020: nil).

The loan balance at 31 March 2022 was £271,535 (2021: £162,984).

At the year end a provision has been made for £17,740 in the Cathedral Archer Project Limited company accounts relating to the net liabilities of Archer Project Enterprises.

THE CATHEDRAL ARCHER PROJECT LIMITED

England & Wales - Charity number 1064818

Accounts

Charity Registration Number: 1064818

Company Registration Number: 3188162 (England and Wales)

THE CATHEDRAL ARCHER PROJECT LIMITED

REPORTS AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2020

THE CATHEDRAL ARCHER PROJECT LIMITED

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THE CATHEDRAL ARCHER PROJECT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Directors/Trustees

Ian Brownlee	
Stephen Kober	
Neil Riley (Chair)	
Dorrien Peters	
Surriya Falconer	
Karl Dalgleish	Appointed 23 January 2020
Richard Taylor	Appointed 1 November 2020
Julie Gill	Resigned 15 February 2021

Chief Executive Officer

Tim Renshaw

Registered Office

Cathedral of St Peter & St Paul
Church Street
Sheffield
S1 1HA

Auditors

BHP LLP
2 Rutland Park
Sheffield
S10 2PD

Bankers

Nat West Bank Plc	Co-operative Bank Plc	Barclays Bank Plc
42 High Street	60-62 Pinstone Street	10-12 Pinstone Street
Sheffield	Sheffield	Sheffield
S1 1QG	S1 2HN	S1 2HN

TRUSTEES' ANNUAL REPORT

As trustees and directors of the Cathedral Archer Project Limited we are pleased to present our report and the audited financial statements of the charity for the year ended 31 December 2020. In preparing this report we have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published in October 2019.

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Our Governance and Management Structures

Directors and Trustees

The Cathedral Archer Project Limited ('CAP') is governed by its Articles of Association and is incorporated as a company limited by guarantee. The governance structure of the charity is in line with the requirements of both the Charity Commission and Companies House.

New Articles of Association were adopted on 26th July 2018 to take account of our new trading activity Just Works which, in the course of undertaking its trading activities, meets the aims of the charity by helping people to move away from homelessness.

All of the directors are members of the company and guarantee to contribute £20 in the event of a winding up. The term 'director' includes both trustees and directors. Full board meetings are held bi-monthly. Sub-committees to review and report on financial management and HR and policy development each meet three or more times during the year. Reports on finance, work to raise funds, human resources and project activity are received by the Board. The directors also use working groups to address particular short term concerns. An annual general meeting is held each September.

All directors give of their time freely and no remuneration or expenses were paid in the year.

Due to the Covid-19 pandemic, all meetings of the Trustees' Board or sub-committees took place using Zoom during 2020. Our trustees are regular visitors to our centre and, in addition to their duties as trustees, most volunteer in other ways such as reception work, serving food, supporting our fundraising team etc. The pandemic imposed a distance from the direct work of the project that was necessary if unwelcome and which goes against the values of the trustees and the reasons they opted to serve the Archer Project when becoming a trustee.

The Board's main duty is to manage the charity, ensuring good governance and practice, as defined by law.

Directors ensure processes are in place for the staff to be well looked after, that investment of charity funds complies with the terms of the CAP Articles of Association, and that the strategy and objectives of the CAP are developed. This is achieved through sub-committees of the full board. The sub-committees present written reports and bring any necessary issues to the attention of the full board for discussion and decision.

The Board must act exclusively in the best interests of the charity. Therefore, a Director must not allow a situation to arise where their duty as a Director conflicts with their own personal interest. They are required to govern the charity and to ensure that the objectives of the charity are met.

There are no anticipated changes to the way the Board of Directors and trustees operate.

Induction and training of Directors

Once appointed, Directors make themselves aware of the terms of the Articles of Association of the Cathedral Archer Project (CAP). The Board spend time inducting new directors by informing them about:

- The history of the organisation
- CAP's mission statement and organisational values
- The structure of the organisation, committees, sub-committees, working groups, user groups, staff and volunteers, and the partnership with the Cathedral's mission
- The Project's premises
- Newsletters and publicity
- The Strategic Plans of CAP

To assist, the Board presents all new directors with an induction pack. The Board ensure that new directors know enough to be able to carry out their role. The individual commitment to governance tasks is agreed with the Chair of Directors on an annual basis.

Management structure

The senior managers of the project meet as an Executive each month. The Executive Meeting is responsible for the daily operations of the project under the leadership of the Chief Executive Officer and reports to the Board of Directors. In addition, the staff team has weekly meetings to discuss operational issues.

Relations with Sheffield Cathedral

CAP is an independent charity but maintains a close working relationship with the Cathedral and occupies space within the Cathedral building. CAP is grateful for the good and transparent relations with the Cathedral which enables mutual benefit and goodwill.

CAP's location in the City Centre is vital to its being able to achieve its work with the city's homeless and vulnerable and this is made possible by the close relationship with Sheffield Cathedral. In December we held our annual carol service in the Cathedral which was streamed live via the internet as no-one could attend in person due to the pandemic. The arrangement between both organisations is covered in a Lease which includes a Memorandum of Understanding giving CAP a secure structure but also the flexibility to work with the people who use the project in the best way possible to meet their needs.

Our Mission and Working Practices

In our Articles of Association we state our general purpose as a charity to be 'the relief of poverty within Sheffield City Centre and the region, with particular focus on and concern for those people who are homeless or otherwise experiencing housing difficulties due to their poverty.'

Guided by these Objects:

- We help people to build a home. A home is a place where we feel safe and comfortable and is much more than a place of shelter or somewhere to sleep.

- We help to build people's confidence and esteem. This is important as low confidence and self-esteem prevent people from taking positive actions, as they believe that their lives cannot improve because 'that's the way life is'!

- We provide a safe place where people can use or get some of the basics for life.

We believe everybody has a right to a fulfilling and enjoyable life and that there are some important things we can do to help people achieve this.

Public benefit

In setting the objectives and planning the activities the directors have given careful consideration to the Charity Commission's general guidance on public benefit. Public benefit is an essential part of what it is to be a charity. But it is more than a legal requirement. It provides us with a positive opportunity to demonstrate some of the benefits we bring to the public, in return for the financial and other benefits that come from us being a charity. These include:

- Having a positive effect on individuals as they take small steps towards a huge change and are supported to move away from street activity and instead experience a life that is much more satisfying.

- Making a positive contribution to 'place' and the city centre environment. We believe we have made a particular contribution to addressing the challenges faced by rough sleepers in the city centre.

- Taking a leadership role on Sheffield's 'Help us Help' campaign and challenging public service provision nationally through, for instance, engaging with local politicians and taking the opportunity to lobby at a national level.

- We believe it is our responsibility to learn about homelessness from the latest investigation and research in order to deliver best practice within our service.

The way we work

Our aim is to work alongside and with people who are or have been homeless, creating an environment in which change and progress is possible. Putting the person at the centre of our work means we work collaboratively with other agencies to help people meet their expressed needs and wishes. We have invested

in trauma informed practices so our principal tool is building trusted relationships with people with the intention of helping people to take the actions they want to take to move away from homelessness. It follows that we see recovery from homelessness as a journey and we structure our service as a pathway for people to navigate. We believe individuals themselves hold the key to their own recovery and that our role is one of support and providing opportunities for people to change.

The delivery of our services is informed by our understanding of the body of research around the Psychologically Informed Environment (which includes Trauma Informed Care and Strengths Based Approaches). Our theory of change explains how our activities lead to outcomes and ultimately to our mission – that people lead stable and fulfilling lives. It enables us to understand more fully how our work makes an impact and in what ways.

Our Pathway

We divide the services we offer into three streams which we call 'engagement', 'stabilisation' and 'fulfilment'. They are consecutive in that they form a pathway from homelessness to a settled and more fulfilled life. The transition from one stream to the next is measured using a framework of outcome indicators such as engagement with offender managers. This indicates a willingness to work with the criminal justice service to prevent further criminal activity. However, there isn't a clear distinction between streams as a person may show indications of a more stable lifestyle in one way but not another. For example, a person may have gained their own tenancy but still meets with street homeless people as their main social activity. All three streams promote progress in health, accommodation and citizenship.

Equally, our belief in collaborative working and sharing our learning means we will look to involve other agencies as we change and develop. We look for opportunities to work with other day service providers to look at how engagement, stabilisation and fulfilment are delivered across the city area and whether collaboration will improve people's access and use of services.

- **Engagement**

  Engagement is an important part of the process of building the trusted relationships needed for personal development to happen. Trauma Informed learning includes the importance of 'connectedness' in life as a necessary stage before people understand and respond to regulation of behaviours. It is the connectedness that is the focus of engagement. Making people feel welcome, heard and valued is the heart of this work. Under this heading we include the following work flows:

  One-to-one support

  From its beginnings the Cathedral Archer Project has been a place where people who are homeless can find a welcoming space and a warm, sustaining meal. It involves listening and doing our best to meet the immediate expressed needs of the people who use the project. This includes helping people to make appointments with other agencies, to see health workers or to get food. It also includes completing initial assessments, making referrals to outside agencies and advising on in-house services available for example, food parcels, laundry, showers and use of the telephone.

  In this phase we help to contact people or other agencies or simply offer a listening ear in a time of crisis. As a result, we have helped people to get off the street and into their own accommodation, access hospital services and other healthcare when needed and even prevented some from returning to prison.

Health and Wellbeing

Pre-covid, CAP hosted medical surgeries four days per week in our specially equipped medical room. Clinics include GP, nursing and dental services. But our concern for health goes much further. People who are homeless are more likely to become ill and die than those who are in accommodation. Getting people off the street is vitally important for healthcare. Additionally, mental illness is almost universal amongst homeless groups. We provide a safe space where people who are homeless can meet with and benefit from the services of a range of health and welfare professionals.

A Hub of agencies

Accessing services easily is important for good engagement. It builds trust and provides evidence that systems can work for the individual. Advice and support with benefits applications, accommodation surgeries and appointments, probation service contact are all services led by outside agencies that aid engagement and help the journey away from homelessness.

Covid Impact

We worked with other agencies and the public authorities when responding to measures to combat the spread of Covid-19. Most services dealing with homelessness closed or moved away from face-to-face services. We decided to remain open until all homeless people had been provided with accommodation. This was never realised even after hotel provision was made available to street homeless populations through the government's 'Everyone In' scheme.

We were not able to run our normal service and the aim of our service provision was forced to change. We could not be a 'safe, warm and welcoming' space providing a pathway from rough sleeping to a settled and fulfilling life. Our purpose was to help preserve life within homeless populations and to achieve this we had to encourage social distancing and self-isolation when that was possible. We changed our criteria for presenting at our project. We worked primarily with people who remained without accommodation and/or income.

Further, during the first lockdown when risk assessments lacked the greater knowledge of later in the year, we could not allow people into our building unless it was to use the toilets, showers or telephone. This enabled safe working internally and moved the focus for imposing social distancing on a 'through the gates' food service outside the building. We employed security staff to help us address social distancing problems. After the end of the first lockdown and when risk assessments were more informed we opened our doors to a limited number of people. This helped us manage numbers and achieve better social distancing because it reduced congregating near the gates as people waited for food.

The closure of homeless agencies and city centre retail meant that the pre-covid provision of food at every mealtime plus donations from the general public to homeless people stopped. We took the decision to provide a cooked breakfast and lunch and a sandwich bag to take away on a seven day per week basis. To do this we worked with agencies that had been forced to close. We benefitted from their staff and volunteers working at our centre and from food donations from their stores and suppliers. This multi-agency effort under our leadership was symbolic of the way the sector responded to the pandemic and the restrictions imposed to help combat the spread of the virus. The seven day service changed gradually from the end of August as weekend agencies took decisions to provide services once again.

At the beginning of the pandemic we followed advice about which people would be most likely to suffer severe or deadly consequences if they caught the virus. By the end of February 2020 we had a reduced staff team. All volunteers over seventy years of age, people with underlying health conditions or who lived with people with underlying health conditions were informed of the need to shield and so to stay away from the project. Through this we lost five paid staff and most of our volunteers. Management staff turned to frontline duties and without the support of personnel from other agencies we would not have been able to respond in the way described above. The commissioned Rough Sleeper Service, run by Framework, remained active as an outreach service. We worked closely with them and the combination of outreach information and our base to work with people to access the 'Everyone In' provision and other emergency accommodation was vital.

Homeless related support agencies closed or moved to telephone and digital access only. This included health provision, accommodation services, criminal justice services, advice and guidance and the DWP. People who were street homeless were severely impacted by this in terms of access to benefits claims and receipt of money, access to drug treatment provision, mental health support, health appointments and health assessments. All of these services worked hard to provide services under new guidelines but the consequence was a period when previously normal activity was difficult to access. This affected treatment and medication provision, and access to known caseworkers. People who were street homeless spoke about being abandoned and forgotten but they were also appreciative of the work we did to maintain connection and provide a crisis service.

- **Stabilisation**

Many of our current services support people to make changes to the way they live, moving from surviving life to a place where there are genuine choices about the future. We want to increase these opportunities and give those involved the space and time needed.

A key feature of a homeless lifestyle is the lack of positive things to do with your time. This has several negative consequences such as encouraging negative and anti-social behaviours, fostering or reinforcing a sense of exclusion and fuelling depression and anxiety. People often use alcohol and drugs to cope with their depression, but this only exacerbates underlying traumas.

At CAP we offer a relationship-based approach which has stimulation and progression at its core. We aim to get people thinking about building a home, looking after their wellbeing and planning a future. Participation is a key tool so taking part in activities, volunteering, being part of our team and looking beyond what our centre has to offer is all part of the process. Through this programme people may learn new skills but the prime objective is to increase sense of personal growth and achievement.

The way we deliver our activities encourages participants to shape, change and develop the way our service works. Using time constructively builds confidence and self-esteem, it helps to motivate and inspire and improves mental wellbeing. There is also the opportunity to help run the project by becoming a volunteer in our Partner Programme. This is a structured programme of volunteering within the project. It is open to anyone using the project and helps them to build skills and confidence and use their time more positively. Our experience suggests that being part of a team and taking on responsibility stimulates further desire to change and achieve.

Promoting healthier lifestyles

Promoting healthier lifestyles and making people more aware of health concerns is central to our work. We do this through health awareness promotions on topics including diabetes, hepatitis and sexual health, encouraging people to eat well and exercise and by promoting recovery from addiction through participation in recovery groups from substance and alcohol addiction.

Covid Impact

Our stabilisation work largely ceased for most of 2020. Activities stopped immediately that lockdown restrictions were announced and had been reduced in previous weeks. The need to focus on people who were street homeless and dedicate the staff resource and space to crisis provision, coupled with our intention to encourage self-isolation, meant that people who had accommodation were asked to remain in their accommodation and avoid coming to the project. We knew this would have a detrimental impact but regulations, the need for safe practice and the lack of resource to do anything different left us with no other choice.

We continued contact with people who had the equipment and means. Phone calls and social media platforms have been used to contact some people. Within the stabilisation stream there is a wide range of use of phones and digital media. Some will have lost phones and changed contact details. For example, we are aware of a number of people whose use of drugs and alcohol increased at some point during the lockdown period. Selling phones or swapping sellable items to meet the demand of their addiction has left some without the means to contact us. For example, one person who had accommodation and was attending activities and working towards becoming a volunteer has reverted to greater drug use and dealing activity.

The restrictions within the centre meant we were not able to offer the 2019 number of volunteer opportunities to people who need activity as a means to combat mental health issues and as an alternative to being part of street homeless groups. Only four people who are formerly homeless have volunteered continuously throughout the lockdown period. Pre-covid we would have offered between 8 and 12 volunteer opportunities per day to people moving away from homelessness.

From September 2020 we increased our support to people in the stabilisation group who we were in contact with. We made space in the centre for face-to-face meetings, met people out of doors, and invited some volunteers to return. Whilst the numbers were low the outcomes were significant, reviewing personal finance management, increasing safe social interaction, addressing accommodation concerns and improving health. An example was the inclusion in digital media training for one person and their subsequent participation in a film about their history of becoming and surviving homelessness.

- **Fulfilment**

We believe life should be rich with opportunity and satisfaction whether that is through employment, having a secure lifestyle or a home. In 2016 we reviewed how we could support people back into employment. We created work streams as social enterprises to offer supported employment opportunities to those who had come through earlier phases of the CAP 'journey'. In 2017 we accepted some referrals for people who came through other routes. Employment was only one part of the Fulfilment stream. Improved health and wellbeing leading to new and different social groups was the other aspect we focused on. Since 2016 we have applied our outcomes framework to the Fulfilment

stream and look for indicators of high-level functioning in looking after accommodation, health and citizenship. In 2020 we worked with 27 people in our fulfilment stream, 23 took part in supported employment.

Employment

Through Fulfilment we delivered over 7,440 hours of paid work in 2020, a drop of only 19% compared to 2019. The reduction was a result of contracted work ending or being postponed due to the pandemic. We employed people in social enterprise activities of cleaning, cooking, printing and on-line sales.

Supported employment in social enterprises focuses on helping vulnerable adults achieve long term employment and professional development towards long term career goals. We deliver a range of paid-for service contracts, primarily cleaning and pay the 'real' living wage to all our employees. We are a Department of Works and Pensions approved 'supported permitted work' provider.

On average we delivered an average of 620 hours of paid work per month during 2020

Personal Wellbeing

All of the individuals we support have a history of long-term unemployment and have overcome challenging circumstance including homelessness, addiction, offending, human trafficking, domestic abuse and the vast majority also has associated mental and physical health conditions. The wellbeing activity programme is crucial in enabling our team to successfully manage the transition to happier and more fulfilling lives whilst taking on progressively more responsibility. Personal wellbeing extends beyond the working environment and it is an aim of the programme that improved physical and mental wellbeing, alongside the benefits of employment, help to improve a person's resilience to deal with those issues that once led to dependence on alcohol and drugs, disabling levels of anxiety and other symptoms of not coping well.

One-to-one support is at the centre of the programme which also includes counselling, managing emotions, yoga, meditation, mindfulness and physical exercise such as walking, running, tennis & boxing.

PrintedByus

Through PrintedByus we run screen printing workshops for homeless and vulnerable people in Sheffield who want to learn new skills & gain experience. We print artwork designed by some of Sheffield's finest creatives and sell our products via our online shop, at local events and also at a small number of Sheffield boutiques.

Our first social franchise for Printed By Us is run by St George's Crypt, Leeds, an organisation similar to the Cathedral Archer Project. We are aiming to develop our social franchising model further.

'*You don't think it (good change) will happen to you so you don't try. I thought I belonged there (on the street) so I just got on with it (drug and alcohol use).'* Lee, now a cleaner in our social enterprise.

Covid Impact

We were able to continue our support of the people in our Fulfilment stream. Covid was the cause of reduced work contracts but also increased the hours of some contracts. There was an overall reduction

in hours worked. This meant that we had to furlough some people but that others were able to continue working. Of the 23 employed in our social enterprises, 20 were furloughed at some point during 2020.

The level of progress people had made prior to Covid-19 meant that activities on social media were well attended and communication was not lost with any of the participants.

A feature of the pandemic was the increase in online retail sales. This helped to maintain PrintedByus' level of activity. A substantial printing contract and the gift of a shop unit in Meadowhall by British Land Limited, during December, meant that PrintedByus had its best sales year to date.

The relatively buoyant on-line market gave us the confidence to acquire a second brand of T-shirts and prints called The Yorkshire Collective. The designs focus on Yorkshire and fit with our current range and places of sale.

How we measure our performance and impact

The issues CAP addresses

Research into homelessness has improved our understanding of its causes and the work that can be effective in overcoming it. CAP is involved in evaluating services for homeless adults through active membership of national organisations, such as Homeless Link, and contributes to and benefits from research and national data.

Our experience as a charity working for many years in this sector teaches us that there are distinct groups of people who present as homeless:

- People who have multiple and complex needs. The term 'multiple and complex needs' has been used in studies and reports to describe those whose homelessness is complicated by a number of contributing factors which together have a negative impact on the options people have for improving their lives.

  These separate factors include:
  - Criminal activity
  - Addiction to illegal substances and alcohol
  - Mental illness
  - Family breakdown and abuse, including time spent in care during childhood. This group makes up the majority of the people who use CAP.

- People whose needs are simpler but who have been affected by a sudden loss of accommodation and support systems. This includes people who have lost employment, whose relationships have broken down and through these circumstances have lost their homes, their confidence and who feel lost in life.

- Migrant workers and other immigrants and those seeking asylum (usually Failed Asylum Seekers who are not eligible for any publicly funded support) who have basic needs of food, showers, laundry and a place to be.

Homelessness has been compounded in recent years by the economic downturn and the austerity policies adopted. As a result there has been an increase in national figures related to homelessness since 2009. The 2020 Covid-19 Pandemic brought about emergency measures to accommodate people who were rough sleeping. The number in emergency accommodation in England in January 2021 was 11,263. A further 26,167 had been moved into settled or supported accommodation having been recorded as homeless during the pandemic..(https://www.gov.uk/government/publications/coronavirus-covid-19-emergency-accommodation-survey-data-january-2021). The number of people rough sleeping on a single night in autumn 2019 (the methodology for calculating rough sleeper numbers) was 4,266. The pandemic helped to throw light on the real number of homeless in England. As well as a higher number of rough sleepers, those accommodated included the hidden homeless (people accommodated in other people's accommodation), and those becoming homeless as a direct result of the pandemic. In Sheffield we worked with some from the hospitality industry who lost jobs and accommodation before the furlough scheme became effective.

The longer impact of Covid is not known yet but it is feared. Homelessness rises when social conditions worsen. It must be expected that the increase in domestic abuse and violence, and the impact on mental health will result in some of those affected becoming homeless.

Those affected will include minors and as there is sufficient evidence to link early life trauma and living in circumstances which pose continual threats (such as communities with higher levels of personal crime e.g. violence and aggression) with homelessness later in life, it may be the case that Covid-19 will have a longer term impact on homelessness.

This link between early life trauma and homelessness is a key reason why CAP has explored Trauma Informed approaches to working with homeless communities.

What is the outcome of the work we do?

We have developed an Outcomes Framework to measure the impact of the work we do. The Framework shows indicators of the progress needed to move along our pathway in the areas of accommodation, wellbeing and citizenship. For example, a person who is still immersed in street life is unlikely to show compliance with probation services, is more likely to use A&E than GP services and is unlikely to maintain accommodation for more than 3 months. Our work is to change these patterns rather than just get someone into accommodation or to a single GP appointment. By the time a person is accepted into our Fulfilment stream of activities we expect they will have retained their accommodation and be looking to make where they live a home, that they will be managing any health conditions through appointments with known specialists and that criminal behaviour will have stopped and been replaced with an interest in their community. We can measure this progress so that individuals can see and monitor it for themselves.

Additionally, our systems measure outputs. For example, how many meals are we serving, or how many activities are we providing and who is using them. Pre-covid we would expect to work with between 1,000 and 1,200 people each year. In 2019 we reported that we provided 93 cooked meals per day and that over 300 people took part in our activities. Covid has impacted all of these statistics.

The responses to the pandemic meant that we did not measure in our usual way due to lack of experienced personnel and changes to the way we operated.

On average 32 people per day came to our centre. Each was offered a cooked breakfast, lunch and given a takeaway cold meal. In addition, we helped provide food to people who we wanted to remain in their accommodation. This is a significant reduction on our 2019 figure due to our reduced service offer during the pandemic.

We supported 112 people we had not worked with previously during 2020. Some of these were directly linked to Covid, for example, people who lost accommodation due to losing work.

There are other important services in a pandemic situation that we would never record such as the number of times our toilets or telephones were used. Lack of access to toilets has become a problem in Sheffield exacerbated by the pandemic. There are no public conveniences and those in public or retail spaces closed. Equally, the move away from face-to-face services, especially in the first six months of the pandemic, led to a high demand for telephones.

This increase in basic provision (food, toilets, laundry, and telephone) increased our running costs at a time when usage declined. Covid relief funds provided much needed support.

Arson Attack: 15th May 2020

In May 2020 we were in the middle of the first lockdown and had developed a 'through the gate' service as a first response to the pandemic and the restrictions we had to operate under. The centre was being used to provide meals for people who presented at the centre and for hot and cold meals taken to local accommodation settings.

On the evening of 15th May at around 5.45pm the centre was broken into and a fire lit in our largest space. the damage was limited by the prompt attendance of the Fire Service but was still extensive. The room where the fire was located suffered fire damage to the floor, walls, ceiling and utility supplies. The smoke damage affected many more rooms. Fortunately, there was only light smoke damage to our kitchen, and our lounge, main toilet block, showers, laundry, education room and medical room were untouched by smoke.

The fire took office and activity space. Initially, due to homeworking and the reduction of services, the impact was minimal but even then it stretched our ability to provide safe office working for staff in the project. As the initial lockdown ended it meant that meetings with people in our stabilisation stream had to take place outside the project or in rooms kindly made available by the Cathedral. As we plan for the future we have to look outside the centre for office space and think creatively about how and where we do activities.

In 2017 a firm of local architects had undertaken a review of the space we use and reported that a reconfiguration would significantly improve our operations and help us improve outcomes. 2020 was not the ideal time to think about such a scheme of work. However, the fire, unwelcome as it was, gave us the opportunity to consider a different layout. The Church Burgesses Trust made a grant to help us explore the costs of a refurbishment programme. New layouts have been proposed and presented to people who use the project, agencies who collaborate with the project including health workers, the city centre policing team, and the staff and volunteers of the project. This scheme will be further evaluated in 2021 and the viability of funding the scheme assessed.

It is with great sadness that we learned that the perpetrator of the arson attack died in prison from the Covid-19 virus, having been convicted and sentenced for arson.

Developing our staff and volunteers

Staff development

We take staff development seriously and each year we ensure we are up to date in a number of disciplines, such as Safeguarding courses. Equally, we have invested in training to equip our team to deliver work that is psychologically informed, such as understanding trauma, its impact and ways we can work to lessen its impact. In 2020 training almost ceased. Our effort was on maintaining a frontline service with inexperienced staff, often volunteers. For staff new to us we provided support to learn aspects of trauma informed ways of working. In a few cases people benefitted from on-line training.

We will return to a fuller training programme in 2021.

Engaging with our Volunteers

The volunteers who work at the Cathedral Archer Project are central to the operation of the project and the services we offer. In 2020 we had to ask many of them to stay away from the project. We simply want to record our thanks to those who were not able to attend, many of whom continued to send messages of support. Equally, we are grateful to the many who were new to the project and turned up repeatedly or just on a few occasions to ensure we could deliver a basic service. Without our volunteers our service offer would be greatly reduced. Without the new volunteers in 2020, our service would have ceased.

Working with other Agencies

We value the work we do with other agencies. We repeatedly state that working together provides better options and outcomes for homeless adults. That collaboration includes shared case management, strategic priorities, sharing space, and supporting other agencies/being supported through difficult issues or incidents. Consequently, we have invested significant time to make key relationships work and to get to know agencies who do similar work to ourselves with some of the same people.

In 2020, the fruit of Sheffield agencies working closely together was borne out. The speed of communications and the willingness to provide whatever service could be mustered required only a few telephone calls. Credit should be given to Tracey Ford (Sheffield City Council) for using her time confined to working from home for coordinating meetings and linking the voluntary sector agencies with changing statutory priorities and the committees designed to lead the response.

It is within this context that the award of a British Empire Medal to our Chief Executive Officer for work with homeless adults by responding to the pandemic should be seen. The Archer Project was frequently the visible aspect of the collaboration to ensure a provision for homeless adults remained open for face-to-face service.

Fundraising and Marketing

2020 needed to be a successful financial year as we started the year with a low level of unrestricted reserves. The initial months' income exceeded budget. The threat of a national lockdown made us change our approach to fundraising. Events were cancelled and an on-line appeal launched with video updates on our work to support homeless people as the city closed down.

The appeal was successful and returned our best income figures for the month of April. The arson attack in May 2020 featured on all local news outlets and prompted further donations. The period of April to June put our fundraising ahead of forecast.

Grant making trusts also responded to frontline services working with minority groups impacted by the pandemic. We were successful with a number of applications enabling us to cover unexpected costs such as security to help us promote safe working outside our centre, costs of moving people to homeworking, and increased utilities costs of the extra daily kitchen output and working seven days per week.

The government's furlough scheme also helped reduce costs. Most of our frontline staff team were required to shield. It caused severe staffing issues but the scheme reduced costs and contributed to the healthy unrestricted reserves at the year end.

The end of 2020 left us with a healthy bank balance but also considerable uncertainties in 2021. Lockdown conditions persisted and at the time no vaccines had been through trials. Fundraising events wouldn't be possible for the foreseeable future and the likelihood of Covid-19 response funding continuing at its 2020 level was low. Economic forecasts were not encouraging so a drop in donations was a possibility. Most importantly, the fire damaged centre needed to be addressed. A full refurbishment would be costly and require far greater funds than the 2020 level of success.

Managing Risk

In line with their statutory responsibilities the trustees continuously monitor and review the activities of the charity to ensure that all risks are identified and that procedures have been put in place to mitigate those risks. To assist with this duty the Senior Management Team maintains a register of known and anticipated risks. This risk register is updated and presented to each finance sub-committee meeting and to meetings of the board.

Several significant risks were identified and monitored throughout the year:

- **Covid-19.** The risk of operating during the covid-19 pandemic was constantly reviewed and updated in line with national and local guidance. Magda Boo, (Health Improvement Principal, Office of the Director of Public Health, Sheffield City Council) offered support and guidance on detail of changes and how these might restrict or open up our service provision. Steve Clarke, Chair of the Sunday Centre and retired health and safety officer at Sheffield City Council, advised all homeless agencies on their use of space and the measures needed to mitigate the spread of the virus.

- **Waverley House**. The project has used space at Waverley House since 2017. An independent fire inspection found a number of areas for improvement to prevent the risk of fire. The project worked with the landlord to improve detection and warning systems, replace doors that no longer met fire standards and improve the project's management of the space. All work was planned before the 2020 year end but some structural work wasn't completed until April 2021.

- **Loss of key personnel**. The relatively small size of the project's staff team means some skills would be lost with the loss of a single staff member. Succession planning and sharing responsibilities around key posts mitigates the risk.

- **External influences**. There are a number of issues CAP has less control over but remains aware of the impact on its income, reputation and ability to deliver a quality service:

    - **The political and economic environment**. The Covid-19 Pandemic has increased uncertainty in a number of areas:
        - Future income. Economic forecasts vary as to the length and impact of a recession linked to the pandemic. The additional uncertainty of new trading relationships due to Brexit is also a factor in predicting future levels of wealth and debt. The availability of trust funds and the level of donations may be impacted longer term.
        - The project was unable to deliver its three streamed pathway away from homelessness. The lack of clarity over the length of the pandemic and questions about the 'new normal' suggest we may not be able to deliver the streams as we did previously. This has an impact on funding applications and how we foresee staffing requirement and use of space. The Executive Team worked on future delivery plans from September 2020.
        - The pandemic has had a social and mental health impact as well as a financial one. Increased incidents of domestic abuse and violence, reduced observation of children in at risk homes, increased anxiety and depression as a result of isolation will all have longer term impacts. It is expected that homelessness will increase. Will this have an impact on use of our services and our ability to support progress?

    - **Relations with neighbours**. The delivery of service outside our centre has made a difference to the impact on our neighbours. Using security staff we have reduced disorderly behaviour and the use of local shop window ledges or steps as places people used as outdoor seating when around the project or for eating food. Takeaway food cartons, cups and utensils, and the food itself increased littering in the area around the project. To address this the project undertook an end of day litter collection and cleaning round. Bins were located near the takeaway food point for convenience.

Financial review

During 2020 the CAP group achieved a surplus of £318,889 (2019: £8,728). Within this restricted funds decreased by £50,969 (2019: increase of £55,976) and unrestricted reserves increased by £369,858 (2019: decrease of £47,248). Total reserves at the end of 2020 are £506,353 (2019: £187,464) with unrestricted reserves of £415,835 (2019: £45,977) carried forward. In common with many other voluntary sector organisations CAP recognises the inherent uncertainty of its funding streams, particularly with regards to services which will be subject to procurement and commissioning practices, and has this in mind as it plans for the future.

Policy on reserves

The board has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity (free reserves) should be at a level sufficient to continue the current activities of the

Charity in the event of a short-term significant fall in funding. The board believes three months operating costs, currently amounting to £100,000, should be held. At £392,594, the level of free reserves at 31 December 2020 is comfortably above the target level. We are aware that funding continues to be unpredictable. Both the board and the Senior Management Team continue to develop strategies, detailed in the section on funding below, to increase unrestricted reserves and aim to retain these at an acceptable level.

Going concern

As outlined above, free reserves at the end of the year are above target level. Trustees have undertaken detailed reviews of:

- The level of secured grant funding to December 2022;
- The identification and implementation of cost savings in 2022;
- Detailed forecasts of income and expenditure through to December 2022; and
- Cash flow forecasts to December 2022, taking into account a Homeless Link loan secured in July 2019, to better manage the period of service growth currently being experienced.

Taking all these matters into account we consider that it is appropriate to hold reserves above the target level and it is appropriate to prepare accounts on a going concern basis.

Future aims and goals

Service Delivery and Development

In 2021 we will continue to review plans to fully open our centre as restrictions and guidance linked to the Covid-19 pandemic change. We aim to use resources differently to create dedicated times and usage of space linked to our Engagement and Stabilisation activities. We aim to further our knowledge on applying trauma informed approaches to homeless groups including an increase in therapeutic interventions.

Our Fulfilment stream of activity has the potential to grow. We will work with the private sector to evaluate more supported employment routes. This area of activity is relatively new but sufficiently established for us to review how our governance might change to better enable and support sustainable growth. Within the Fulfilment stream we will review how the two goals of progress to permanent employment and resilient wellbeing are achieved.

Funding and Marketing

During 2021 the key goals will be:

- To develop further our presence on social media as a means of raising our profile and increasing our donation income. This work will include people who use the project or have previously benefitted from the project's services. By including voices with experience of homelessness we aim to reflect ways homelessness has affected particular individuals or groups, for example, Homeless Women.
- To continue to grow the number of regular givers.
- To work in partnership with the other local homeless agencies to bring in grants to support partnership working that will deliver better outcomes for those we serve.
- To develop a programme of events achievable under lockdown and post lockdown circumstances.

Finances

The project will review its unrestricted reserves policy. It will end 2021 with unrestricted reserves in excess of £150,000.

Remuneration Policy

We are committed to the following principles in determining pay for all our employees:

- Be consistent, equitable and open in how employees are rewarded and recognised
- Apply the same approach to pay and reward for all employees, except where there is a clear case for differentiation
- Take account of internal relativities as well as the external market
- Provide an overall package of rewards and recognition that is good within the charitable sector and sufficient to attract high calibre staff and which incorporates the minimum hourly rates recommended by the Living Wage Foundation.

The Board's remuneration committee will review the remuneration of the Chief Executive at least once in each 12 month period in line with these principles. At each review trustees will satisfy themselves that the total remuneration package fairly and adequately reflects the level of responsibility and performance of the Chief Executive and is reasonably commensurate with salaries being paid elsewhere in charities of similar size. The trustees' discretion to increase the level of remuneration at any such review is subject to their overriding duty to ensure the financial wellbeing of the charity and to safeguard its assets.
The remuneration of other employees will be determined by the Chief Executive in line with the principles above and following discussion with the finance committee as to affordability.

TRUSTEES' ANNUAL REPORT

Trustees' responsibilities statement

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

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to the auditor

We, the directors of the charitable company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware of, that:

- there is no relevant audit information, of which the charitable company's auditor is unaware, and

- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the Trustees on Aug 17, 2021 and signed on their behalf by:

Ian Brownlee (Aug 17, 2021 16:19 GMT+1)

Ian Brownlee
Trustee

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED

Opinion

We have audited the financial statements of the Cathedral Archer Project Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the group statement of financial activities, the group and the parent charitable company balance sheet, the group cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any

form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

1. the information given in the trustees' annual report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and

2. the directors' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act and Charities Act 2011 requires us to report to you if, in our opinion:

1. adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

2. the parent charitable company's financial statements are not in agreement with the accounting records and returns; or

3. certain disclosures of directors' remuneration specified by law are not made; or

4. we have not received all the information and explanations we require for our audit; or

5. the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

1. We gained an understanding of the legal and regulatory framework applicable to the entity and the sector in which it operates, and considered the risk of such regulations, including fraud. We designed audit procedures to respond to the risk.

2. We focused on laws and regulations relevant to the entity which could give rise to a material misstatement in the financial statements. Our testing included discussions with management, Trustees, and those staff with direct responsibility for the compliance of laws and regulations. We also reviewed legal expenses.

3. We addressed the risk of management override of internal controls, including the testing of journals and review of the nominal ledger. We evaluated whether there was evidence of bias by management or Trustees that represented a risk of material misstatement due to fraud.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

BHP LLP

Jane Marshall (Aug 17, 2021 17:34 GMT+1)

Jane Marshall (Senior Statutory Auditor)
For and on behalf of BHP LLP

Statutory Auditor

2 Rutland Park
SHEFFIELD
S10 2PD
Date: Aug 17, 2021

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating an Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2020

	Notes	Unrestricted Funds	Restricted Funds	Total 2020	Total 2019
Income from:		**£**	**£**	**£**	£
Donations and legacies	4	**627,646**	**252,107**	**879,753**	685,131
Charitable activities	5	**57,544**	**-**	**57,544**	63,478
Other trading activities	6	**143,854**	**-**	**143,854**	133,505
Investments	7	**48**	**-**	**48**	92
Other income - CJRS		**75,965**	**-**	**75,965**	-
Total income		**905,057**	**252,107**	**1,157,164**	882,206
Expenditure on:					
Raising funds	8	**80,692**	**-**	**80,692**	139,642
Charitable activities	9	**350,269**	**293,536**	**643,805**	610,180
Other trading activities	11	**113,778**	**-**	**113,778**	123,656
Total expenditure		**544,739**	**293,536**	**838,275**	873,478
Net income/(expenditure) for the year		**360,318**	**(41,429)**	**318,889**	8,728
Transfers between funds	19	**9,540**	**(9,540)**	**-**	-
Net movement in funds		**369,858**	**(50,969)**	**318,889**	8,728
Reconciliation of funds:					
Funds brought forward at 1 January 2020		**45,977**	**141,487**	**187,464**	178,736
Net movement in funds		**369,858**	**(50,969)**	**318,889**	8,728
Funds carried forward at 31 December 2020		**415,835**	**90,518**	**506,353**	187,464

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

BALANCE SHEETS
AS AT 31 DECEMBER 2020

	Notes	GROUP 2020 £	GROUP 2019 £	CHARITY 2020 £	CHARITY 2019 £
Fixed assets					
Intangible assets	14	**2,500**	-	**2,500**	-
Tangible assets	15	**20,741**	15,646	**20,741**	15,646
Investments	16	**-**	-	**1**	1
		23,241	15,646	**23,242**	15,647
Current assets					
Stock		**30,379**	7,109	**30,379**	7,109
Debtors	17	**82,780**	70,603	**239,609**	124,456
Cash at bank and in hand		**582,429**	266,253	**389,290**	203,105
		695,588	343,965	**659,278**	334,670
Creditors: amounts falling due within one year	18	**(129,334)**	(61,094)	**(119,069)**	(52,114)
Net current assets		**566,254**	282,871	**540,209**	282,556
Total assets less current liabilities		**589,495**	298,517	**563,451**	298,203
Creditors: amounts falling due after one year	18	**(83,142)**	(111,053)	**(83,142)**	(111,053)
Net assets	20	**506,353**	187,464	**480,309**	187,150
Funds					
Unrestricted funds	19	**415,835**	45,977	**389,791**	45,663
Restricted funds	19	**90,518**	141,487	**90,518**	141,487
Total funds		**506,353**	187,464	**480,309**	187,150

The financial statements have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 relating to small companies.

The financial statements on pages 23 to 39 were approved by the Board on Aug 17, 2021 and were signed on its behalf by:

Ian Brownlee (Aug 17, 2021 16:19 GMT+1)

Ian Brownlee
Trustee

Company Registration Number: 3188162

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

		2020	2019
		£	£
Net cash provided by operating activities	*See below*	**336,982**	15,430
Cash flow from investing activities			
Interest income		**48**	92
Purchase of intangible fixed assets		**(2,500)**	-
Purchase of tangible fixed assets		**(11,121)**	(5,661)
Cash used in investing activities		**(13,573)**	(5,569)
Cash flow from financing activities			
New loan		**-**	120,000
Loan interest payable		**(7,233)**	(3,641)
Cash from financing activities		**(7,233)**	116,359
Increase in cash and cash equivalents in the year		**316,176**	126,220
Cash and cash equivalents at the beginning of the year		**266,253**	140,033
Cash and cash equivalents at the end of the year		**582,429**	266,253

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

Net income for the year	**318,889**	8,728
Add back depreciation charge	**6,026**	5,155
Deduct interest income shown in investing activities	**(48)**	(92)
Add interest payable shown in financing activities	**7,233**	3,641
Increase in stock	**(23,270)**	(527)
(Increase)/decrease in debtors	**(12,177)**	14,478
Increase/(decrease) in creditors	**40,329**	(15,953)
Net cash flow provided by operating activities	**336,982**	15,430

Analysis of changes in net debt

	At 1 Jan 2020	Cashflows	Transfer	At 31 Dec 2020
			£	£
Cash at bank and in hand	266,253	316,176	-	**582,429**
Debt due within 1 year	(8,947)	-	(27,911)	**(36,858)**
Debt due after 1 year	(111,053)	-	27,911	**(83,142)**
	146,253	316,176	-	**462,429**

1 Accounting policies

1.1 General information and basis of preparation

The Cathedral Archer Project is a charitable company limited by guarantee in England and Wales. The address of the registered office is given in the legal and administrative information on page 1 of these financial statements. The nature of the charity's operations and principal activities are, the relief of poverty.

The financial statements have 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 issued on in October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The Cathedral Archer Project Limited meets the definition for a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements are presented in £ sterling which is the functional currency of the charity and rounded to the nearest £.

1.2 Basis of consolidation

The consolidated accounts include the accounts of The Cathedral Archer Project Limited and its subsidiary undertakings on a line by line basis.

Under section 399 of the Companies Act 2006 and SORP 2019 the company is not required to present its own income and expenditure account.

1.3 Going concern

The charity has continued to follow a fundraising strategy to attract new funding from grants and trusts to enable the activities of the project to be delivered. The trustees will continue to monitor the impact of Covid-19 on this fundraising strategy and take appropriate action to safeguard the finances of the charity as necessary.

The Trustees have prepared forecasts of income and expenditure for the period to 31 December 2022 and subjected them to sensitivity analysis which show that the charity has sufficient reserves and cash to be able to continue for the foreseeable future. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

1.4 Income recognition

Income from donations and grants is recognised in the period in which the charity is entitled to receipt, it is probable and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Legacies are included when the charity is legally entitled to the income, its receipt is probable and the amount can be quantified with reasonable accuracy. Entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Intangible income (for example, assistance in the form of donated services) is included in the Statement of Financial Activities where another party is bearing the financial cost of the resources supplied and the benefit is quantifiable and measurable. Intangible income is included in the period in which the benefit of the resource is received.

1.5 Expenditure recognition

Resources expended are included on an accruals basis inclusive of irrecoverable VAT and have been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Charitable costs are split between direct and support costs based on the use of resources. Governance costs comprise costs for the running of the charity itself as an organisation.

1.6 Intangible fixed assets

Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses.

1.7 Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	25% straight line
Leasehold improvements	20% straight line
Fixtures & fittings	20% straight line
Motor vehicles	20% straight line

Assets are not depreciated in the year of purchase.

1.8 Leases

Operating lease rentals are charged to the income and expenditure account as incurred.

1.9 Employee benefits

When employees have rendered service to the charity short-term employee benefits to which the employees are entitled are recognised at the amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

1.10 Funds

Restricted funds are funds subject to specific conditions imposed by the donor.

Unrestricted funds are funds generated for general charitable purposes.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

1.12 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.

1.13 Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party. Creditors and provisions are normally recognised at the settlement amount.

1.14 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualifies as basic financial instruments. These are initially recognised at transaction value and subsequently measured at settlement value.

1.15 Tax

As a charity, The Cathedral Archer Project Limited is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

1.16 Judgements and key sources of estimation uncertainty

Critical accounting estimates and areas of judgement

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

2 Net income/(expenditure) for the year

This is stated after charging:

	2020	2019
	£	£
Auditor's remuneration	**4,486**	3,040
Depreciation of tangible assets	**6,026**	5,155
Operating lease expenses	**17,020**	17,020
Cathedral Resources Centre rent	**37,500**	37,500

3 SOFA prior year comparatives

	Unrestricted Funds	Restricted Funds	Total 2019
Income from:	£	£	£
Donations and legacies	350,607	334,524	685,131
Charitable activities	37,270	26,208	63,478
Other trading activities	133,505	-	133,505
Investments	92	-	92
Total income	521,474	360,732	882,206
Expenditure on:			
Raising funds	139,642	-	139,642
Charitable activities	306,852	303,328	610,180
Other trading activities	123,656	-	123,656
Total expenditure	570,150	303,328	873,478
Net income/(expenditure) for the year	(48,676)	57,404	8,728
Transfers between funds	1,428	(1,428)	-
Net movement in funds	(47,248)	55,976	8,728
Reconciliation of funds:			
Funds brought forward at 1 January 2019	93,225	85,511	178,736
Net movement in funds	(47,248)	55,976	8,728
Funds carried forward at 31 December 2019	45,977	141,487	187,464

4 Donations and legacies

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Abbeydale and Millhouses PCC	**1,000**	**-**	**1,000**	-
Avila Properties	**-**	**3,250**	**3,250**	3,500
Aviva Community Fund	**-**	**2,064**	**2,064**	-
The Beatrice Laing Trust	**-**	**3,000**	**3,000**	3,000
Beaverbrooks Charitable Trust	**1,200**	**-**	**1,200**	-
Big Lottery Changing Lives	**-**	**74,497**	**74,497**	100,418
Church Urban Fund	**-**	**9,377**	**9,377**	-
Co-op Local Community Fund	**2,400**	**5,117**	**7,517**	-
Cutlers' Company Charitable Trust	**2,000**	**-**	**2,000**	2,000
DLA Piper LLP	**-**	**-**	**-**	3,000
Dunn Family Charitable Trust	**2,500**	**-**	**2,500**	2,500
Enterprise Grant	**-**	**28,195**	**28,195**	21,000
Evan Cornish Foundation	**-**	**10,000**	**10,000**	10,000
Eyam Parish Church	**1,000**	**-**	**1,000**	-
Facey Family Foundation	**1,000**	**-**	**1,000**	1,000
Feoffes of Ecclesfield	**1,000**	**-**	**1,000**	-
Garfield Weston	**5,000**	**-**	**5,000**	50,000
Grail Society	**-**	**5,000**	**5,000**	-
J G Graves	**-**	**3,000**	**3,000**	-
HARC	**1,500**	**-**	**1,500**	-
Help Us Help	**-**	**5,700**	**5,700**	9,347
Homeless Link	**-**	**30,000**	**30,000**	30,000
The Hyman Winstone	**1,090**	**-**	**1,090**	-
ITM Power Plc	**2,000**	**-**	**2,000**	-
Irwin Mitchell	**2,000**	**-**	**2,000**	-
James Neill Trust Fund	**2,500**	**-**	**2,500**	2,500
John Lewis Partnership	**2,000**	**-**	**2,000**	-
Kada Research	**-**	**1,000**	**1,000**	-
The Leatherseller's Company	**2,000**	**-**	**2,000**	-
Lloyds Foundation	**260**	**27,038**	**27,298**	33,333
Metro Finance	**-**	**4,800**	**4,800**	4,800
Morrisons Foundation	**6,000**	**-**	**6,000**	-
Neighbourly Community	**-**	**400**	**400**	-
Numed Holdings plc	**2,500**	**-**	**2,500**	-
Santander Bank	**-**	**-**	**-**	1,225
Sheffield Cathedral	**-**	**-**	**-**	5,000
Sheffield Church Burgesses	**12,000**	**2,000**	**14,000**	4,000
Sheffield City Council	**-**	**10,669**	**10,669**	100
Sheffield Hospital Sunday Fund	**1,000**	**-**	**1,000**	-
Sheffield PCT HCP	**-**	**6,000**	**6,000**	6,750
Sheffield Town Trust	**4,000**	**8,500**	**12,500**	4,000
Sheffield Wednesday F.C.	**-**	**-**	**-**	4,000
Social Entrepreneur	**-**	**-**	**-**	10,000
South Yorkshire Community Foundation	**-**	**5,000**	**5,000**	-
South Yorkshire Police	**-**	**2,500**	**2,500**	2,500
South Yorkshire Violence Reduction Fund	**-**	**-**	**-**	11,841
Swann Morton Foundation	**-**	**3,500**	**3,500**	3,500
Tudor Trust	**-**	**-**	**-**	32,000
Unison	**2,000**	**1,500**	**3,500**	-
Vivedia Ltd	**5,000**	**-**	**5,000**	-
Westfield Health	-	-	-	30,000
West Riding Masonic Charities	**1,000**	**-**	**1,000**	-
Legacies	**74,620**	**-**	**74,620**	-
Other collections and other donations	**489,076**	**-**	**489,076**	293,817
	627,646	**252,107**	**879,753**	685,131

5 Charitable activities

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Housing First	-	-	-	26,208
Just Works activities	**47,361**	-	**47,361**	22,911
Café	**1,054**	-	**1,054**	3,951
Big Issue rental	**849**	-	**849**	1,398
Other	**8,280**	-	**8,280**	9,010
	57,544	-	**57,544**	63,478

6 Other trading activities

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Cleaning services	**85,701**	-	**85,701**	111,084
Catering services	**798**	-	**798**	12,635
Goods sold	**958**	-	**958**	3,419
Rental income	**1,650**	-	**1,650**	5,889
Other	**54,747**	-	**54,747**	478
	143,854	-	**143,854**	133,505

7 Investment income - unrestricted

	2020 £	2019 £
Interest receivable	**48**	92
	48	92

8 Raising funds

	Unrestricted Expenditure £	Restricted Expenditure £	2020 Total £	2019 Total £
Staff costs	**45,883**	-	**45,883**	81,495
Volunteer expenses	**24**	-	**24**	15
Office costs	**27,503**	-	**27,503**	47,084
Direct raising funds	**73,410**	-	**73,410**	128,594
Support costs	**7,282**	-	**7,282**	11,048
Total raising funds	**80,692**	-	**80,692**	139,642

9 Charitable activities

	Unrestricted Expenditure £	Restricted Expenditure £	2020 Total £	2019 Total £
Staff costs	**186,078**	**186,279**	**372,357**	290,789
Volunteer expenses	**-**	**8,893**	**8,893**	20,013
Accommodation costs	**46,570**	**37,832**	**84,402**	91,398
Office costs	**22,733**	**47,788**	**70,521**	47,473
Depreciation	**6,026**	**-**	**6,026**	5,155
Food provision	**2,316**	**9,583**	**11,899**	20,303
Client activities and welfare	**776**	**3,161**	**3,937**	11,715
Just Works activities	**15,751**	**-**	**15,751**	9,115
Management fee - Housing First	**-**	**-**	**-**	11,796
Governance costs	**11,767**	**-**	**11,767**	14,040
Direct charitable activities	**292,017**	**293,536**	**585,553**	521,797
Support costs	**58,252**	**-**	**58,252**	88,383
Total charitable activities	**350,269**	**293,536**	**643,805**	610,180

10 Allocation of support costs

The charity allocates its support costs as shown in the table below. The support costs are allocated on the basis of employee time.

	Charitable activities £	Raising funds £	2020 Total £	2019 Total £
Staff costs	**18,876**	**2,360**	**21,236**	60,999
Office costs	**29,208**	**3,651**	**32,859**	29,986
Travel	**90**	**11**	**101**	692
Professional fees	**8,346**	**1,043**	**9,389**	5,636
Bank charges	**1,732**	**217**	**1,949**	2,118
Total support costs	**58,252**	**7,282**	**65,534**	99,431
Prior year comparative:				
Total support costs 2019	88,383	11,148	99,431	

11 Other trading activities

Expenditure incurred through other trading activities is wholly unrestricted.

	2020 Total £	2019 Total £
Cleaning services cost of sales	**26,235**	47,463
Catering services cost of sales	**238**	6,362
Staff costs	**85,346**	61,742
Office costs	**2,694**	6,185
Professional fees	**426**	703
Bank charges	**347**	330
Bad debts	**(1,508)**	871
Total support costs	**113,778**	123,656

12 Directors

None of the directors (or any persons connected with them) received any remuneration, benefits or expenses from the company during either year.

13 Staff costs

Staff costs during the year were as follows:

	2020 £	2019 £
Wages and salaries	**484,553**	461,275
Social security costs	**26,252**	26,188
Pension costs	**14,642**	10,594
	525,447	498,057

The average number of employees during the year was as follows:

	36	33

No pension contributions were outstanding at the year end (2019: £nil).

No employee earned over £60,000 during either year.

Aggregate remuneration costs for the senior management team including salary, employer's NI and employer's pension cost was £141,321 (2019: £163,531). The charity considers its senior management team to be the Chief Executive Officer, Deputy Chief Executive, Centre Manager, Head of Social Enterprise and Marketing and Development Manager (to June 2019).

Pension contributions for employees are allocated to those activities and funds that the employee salary is allocated to.

14 Intangible fixed assets

Charity and Group	Printing Rights £
Cost	
Additions	**2,500**
At 31 December 2020	**2,500**
Net book value	
At 31 December 2020	**2,500**

15 Tangible fixed assets

Charity and Group	Leasehold Improvements £	Motor Vehicles £	Computer Equipment £	Fixtures & Fittings £	Total £
Cost					
At 1 January 2020	**11,563**	**20,565**	**50,879**	**54,090**	**137,097**
Additions	**-**	**-**	**721**	**10,400**	**11,121**
At 31 December 2020	**11,563**	**20,565**	**51,600**	**64,490**	**148,218**
Depreciation					
At 1 January 2020	**6,938**	**20,565**	**42,035**	**51,913**	**121,451**
Charge for the year	**2,313**	**-**	**2,796**	**917**	**6,026**
At 31 December 2020	**9,251**	**20,565**	**44,831**	**52,830**	**127,477**
Net book value					
At 31 December 2020	**2,312**	**-**	**6,769**	**11,660**	**20,741**
At 31 December 2019	4,625	-	8,844	2,177	15,646

16 Fixed asset investments

	Group		Charity	
	2020	**2019**	**2020**	**2019**
	£	£	**£**	£
Unlisted investments				
Investment in subsidiary company	**-**	-	**1**	1
	-	-	**1**	1

Archer Project Enterprises Limited (Company number: 07431294) is a 100% owned subsidiary.

	Profit/(Loss)	Capital and reserves
	£	**£**
Archer Project Enterprises Limited	**25,670**	**25,984**

17 Debtors

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Trade debtors	**13,147**	34,748	**6,992**	17,936
Amounts owed by subsidiary undertaking	**-**	-	**162,985**	70,737
Other debtors	**6,296**	406	**6,296**	406
Prepayment and accrued income	**63,337**	35,449	**63,336**	35,377
	82,780	70,603	**239,609**	124,456

18 Creditors

Creditors: amounts falling due within one year

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Trade creditors	**37,175**	27,605	**37,175**	23,280
Other creditors	**39,299**	15,413	**36,523**	13,967
Other taxes and social security	**16,002**	9,129	**8,513**	5,920
Loan	**36,858**	8,947	**36,858**	8,947
	129,334	61,094	**119,069**	52,114

Creditors: amounts falling due after one year

	Group		Charity	
	2020	2019	**2020**	2019
	£	£	**£**	£
Loan	**83,142**	111,053	**83,142**	111,053
	83,142	111,053	**83,142**	111,053

An unsecured loan of £120,000 was received from HomelessLink in 2019, with repayments deferred due to the coronavirus epidemic and now commencing in January 2021.

The loan is repayable by instalments as follows:

	2020	**2019**
	£	**£**
Less than one year	**36,858**	8,947
Later than one and not later than five years	**83,142**	111,053
	120,000	120,000

19 Funds

Unrestricted funds

Group	Balance at 1 Jan 2020 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2020 £
General funds (Charity)	45,663	763,993	(429,345)	9,540	389,851
Subsidiary - Archer Project Enterprises Ltd	314	141,064	(115,394)	-	25,984
Total unrestricted funds	45,977	905,057	(544,739)	9,540	415,835

Restricted funds

Group and Charity	Balance at 1 Jan 2020 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2020 £
Avila Properties	-	3,250	(3,250)	-	-
Aviva Community Fund	-	2,064	-	-	2,064
The Beatrice Laing Trust	1,458	3,000	(1,939)	-	2,519
Big Lottery – Changing Lives	17,308	74,497	(82,590)	-	9,215
Church Urban Fund	-	9,377	-	-	9,377
Co-op Local Community Fund	-	5,117	(1,571)	-	3,546
DACT Help Us Help	4,213	500	(677)	-	4,036
DACT Help Us Help – Covid support	-	5,200	(4,500)	-	700
Enterprise Grant	7,154	28,195	(31,809)	(3,540)	-
Evan Cornish Foundation	7,708	10,000	(11,611)	-	6,097
Garfield Weston	25,000	-	(25,000)	-	-
Grail Society	-	5,000	-	(5,000)	-
Homeless Link	24,759	-	(7,232)	-	17,527
Homeless Link – Covid	-	30,000	(30,000)	-	-
J G Graves	-	3,000	(3,000)	-	-
Kada Research Limited	-	1,000	-	(1,000)	-
LankellyChase Foundation	4,289	-	-	-	4,289
Lloyds TSB Foundation	13,333	20,000	(20,000)	-	13,333
Lloyds TSB Foundation – Covid	-	7,038	(7,038)	-	-
Metro Finance	-	4,800	(674)	-	4,126
Neighbourly Community	-	400	(400)	-	-
Sheffield Church Burgesses Trust	-	2,000	(2,000)	-	-
Sheffield City Council	-	10,669	(9,499)	-	1,170
Sheffield PCT HCP	-	6,000	(6,000)	-	-
Sheffield Town Trust	-	8,500	(6,340)	-	2,160
South Yorkshire Community Foundation	-	5,000	(5,000)	-	-
South Yorkshire Police	-	2,500	(2,500)	-	-
Swann Morton Foundation	-	3,500	(3,500)	-	-
SY Violence Reduction Fund	6,811	-	(6,300)	-	511
Tudor Trust	29,454	-	(19,606)	-	9,848
Unison	-	1,500	(1,500)	-	-
Total restricted funds	141,487	252,107	(293,536)	(9,540)	90,518
Total funds - Group	187,464	1,157,164	(838,275)	-	506,353
Total funds - Charity	187,150	1,016,100	(722,941)	-	480,309

19 Funds – continued

Prior year funds

Unrestricted funds

Group	Balance at 1 Jan 2019 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2019 £
Unrestricted funds					
General funds **(Charity)**	90,424	397,504	(443,693)	1,428	45,663
Subsidiary - Archer Project Enterprises Ltd	2,801	123,970	(126,457)	-	314
Total unrestricted funds	93,225	521,474	(570,150)	1,428	45,977

Restricted funds

Group and Charity	Balance at 1 Jan 2019 £	Income £	Expenditure £	Transfer between funds £	Balance at 31 Dec 2019 £
Sheffield PCT HCP	-	6,750	(6,750)	-	-
Sheffield Church Burgesses Trust	-	4,000	(4,000)	-	-
Big Lottery – Changing Lives	14,622	100,418	(96,304)	(1,428)	17,308
Lloyds TSB Foundation	-	33,333	(20,000)	-	13,333
LankellyChase Foundation	4,289	-	-	-	4,289
Swann Morton Foundation	-	3,500	(3,500)	-	-
Housing First	17,748	26,208	(43,956)	-	-
Cutlers Company Charitable Trust	74	2,000	(2,074)	-	-
Enterprise Grant	-	21,000	(13,846)	-	7,154
Talbot Trust	5,000	-	(5,000)	-	-
Help Us Help	4,305	9,347	(9,439)	-	4,213
Sheffield Cathedral	-	5,000	(5,000)	-	-
Vicars' Relief Fund	-	210	(210)	-	-
Evan Cornish Foundation	9,533	10,000	(11,825)	-	7,708
Avila Properties	-	3,500	(3,500)	-	-
Metro Finance	424	4,800	(5,224)	-	-
Tudor Trust	27,558	32,000	(30,104)	-	29,454
The Beatrice Laing Trust	1,958	3,000	(3,500)	-	1,458
Garfield Weston	-	50,000	(25,000)	-	25,000
Homeless Link	-	30,000	(5,241)	-	24,759
Santander Bank	-	1,225	(1,225)	-	-
South Yorkshire Police	-	2,500	(2,500)	-	-
SY Violence Reduction Fund	-	11,841	(5,030)	-	6,811
Sheffield City Council	-	100	(100)	-	-
Total restricted funds	85,511	360,732	(303,328)	(1,428)	141,487
Total funds - Group	178,736	882,206	(873,478)	-	187,464
Total funds - Charity	175,935	758,236	(747,021)	-	187,150

19 Funds – continued

The purpose of restricted funds are:

- **Avila Properties** – funding to support both the laundry provision, and the Just Works programme
- **The Beatrice Laing Trust** – funding towards women's support
- **Big Lottery (Changing Lives) –** A grant providing funds to support people to make progress through activity and education.
- **Church Urban Fund** – grant for 3 year project providing personalized stability support
- **Co-op Local Community Fund** – funding towards wellbeing of Just Works participants
- **DACT Help Us Help** – support for Help Us Help project including Covid funding
- **Enterprise Grant** – support to develop our work through social enterprises, especially Printed By Us.
- **Evan Cornish Foundation** – funding towards women's support
- **Garfield Weston** – a grant towards the project overheads
- **Grail Society** – grant towards a new oven
- **Homeless Link** – funding for interest charged on Homeless Link loan
- **Homeless Link - Covid** – additional funding to support work during the pandemic
- **J G Graves** – support for kitchen staff
- **Kada Research Limited** - grant towards a new oven
- **LankellyChase Foundation** – a grant towards the Breakthrough Project.
- **Lloyds TSB Foundation –** a grant towards project costs
- **Lloyds TSB Foundation - Covid** – additional funding to support work during the pandemic
- **Metro Finance** – funding for personalization costs
- **Neighbourly Community** – grant towards support provided during the Covid crisis
- **Sheffield Church Burgesses Trust** – a grant towards feasibility study for building development
- **Sheffield City Council** – Covid support towards continued delivery during the pandemic
- **Sheffield PCT HCP** – a grant towards the cost of a project worker and activity incentives.
- **Sheffield Town Trust** – funding for CAP and partners to support individuals during Covid
- **South Yorkshire Community Foundation** – funding towards wellbeing of Just Works participants
- **South Yorkshire Police** – support to address substance use in the area around the Cathedral
- **Swann Morton –** a grant towards the operation of medical facilities
- **South Yorkshire Violence Reduction Fund** – supporting people who have been impacted by crime.
- **Tudor Trust** – funding towards women's support
- **Unison** – grant towards food provision during the Covid 19 pandemic

Transfers between funds

A transfer has been made from restricted funds to unrestricted for the net book value of restricted tangible fixed assets where the conditions of the funding has been fulfilled.

20 Analysis of assets between funds

	Unrestricted funds	Restricted funds	Total
	£	£	£
Current year			
Intangible fixed assets	**2,500**	**-**	**2,500**
Tangible fixed assets	**20,741**	**-**	**20,741**
Current assets	**605,070**	**90,518**	**695,588**
Creditors: amounts falling due within one year	**(129,334)**	**-**	**(129,334)**
Creditors: amounts falling due after one year	**(83,142)**	**-**	**(83,142)**
	415,835	**90,518**	**506,353**

	Unrestricted funds	Restricted funds	Total
	£	£	£
Prior year			
Tangible fixed assets	15,646	-	15,646
Current assets	202,478	141,487	343,965
Creditors: amounts falling due within one year	(61,094)	-	(61,094)
Creditors: amounts falling due after one year	(111,053)	-	(111,053)
	45,977	141,487	187,464

21 Commitments under operating leases

At 31 December 2020 the company had future minimum lease payments under non-cancellable operating leases as follows:

	2020	2019
	£	£
Land and buildings		
Less than one year	**54,520**	54,520
Later than one and not later than five years	**52,919**	107,439
Greater than five years	**-**	-
	107,439	161,959

22 Property commitment to Sheffield Cathedral

The CAP is housed in the Cathedral Resources Centre which is rented from Sheffield Cathedral. A new operating lease was agreed in 2017, expiring 3 November 2022. The annual rent paid was £37,500 (2019: £37,500).

23 Related party transactions

Karl Dalgleish is a director of Kada Research Limited, which made a donation of £1,000 during the year.