

HOMELESS ACTION RESOURCE PROJECT

England & Wales · Charity number 1098126

Details

Other names HARP

Status Registered

Legal form Charitable company

Company number [04566985](#)

Registered 2003-06-20

Register [View on the Charity Commission register](#)

Contact

Address Ann Terry House
104-106 High Street
Southend-On-Sea
Essex
SS1 1JN

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Email info@harpssouthend.org.uk

Website www.harpssouthend.org.uk

Activities

Objects: TO RELIEVE POVERTY AND SICKNESS, IN PARTICULAR BUT NOT EXCLUSIVELY, AMONGST HOMELESS PEOPLE:BY THE PROVISION OF AN ADVICE, ASSISTANCE AND EMERGENCY ACCOMMODATION SERVICE INCLUDING THE PROVISION OF SOCIAL HOUSING AS DEFINED BY S.68 OF THE HOUSING AND REGENERATION ACT 2008 (HRA) AND ANY OTHER PURPOSES CONNECTED WITH OR INCIDENTAL TO THE PROVISION AND MANAGEMENT OF HOUSING, SOCIAL HOUSING AND ACCOMMODATION FOR SUCH PEOPLE.BY THE PROVISION OF FACILITIES FOR RECREATION AND OTHER LEISURE-TIME OCCUPATION IN THE INTERESTS OF SOCIAL WELFARE AND WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE OF SUCH PEOPLE. BY THE PROVISION OF TRAINING IN IT, SELF-HELP AND SOCIAL SKILLS TO ADVANCE THE EDUCATION OF SUCH PEOPLE.

Activities: HARP's mission is to end homelessness in Southend. We provide a range of emergency and longer term supported housing alongside training, support and motivational activities. Through our advocacy and advice we prevent homelessness for those at risk of becoming so, and we address the root causes for those who are already homeless, thereby helping local people overcome homelessness for good.

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, Accommodation/housing
- **Who:** Other Defined Groups

Geography

- Southend-on-sea

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,174,737	£9,452,584	£6,393,270	133
2024-03-31	£9,094,259	£7,600,787	£6,403,231	118
2023-03-31	£6,050,821	£5,818,641	£6,427,750	97
2022-03-31	£4,862,759	£4,900,458	£6,919,680	101
2021-03-31	£5,693,683	£4,455,659	£7,105,860	97

Trustees

Name	Role	Appointed
Michael Raffan	Chair	2021-12-13
Alexander Brown		2024-06-24
Ann Clark		2025-12-08
DR HAROON AQEEL SIDDIQUE		2017-08-07
Helen McDonald		2024-06-24
Iain Campbell		2016-04-04
Ian Martin		2025-03-31
Joanne Tierney		2025-12-08
LILIAS DAVIDSON FELTON		
Michael Eric Nevin		2020-12-14
PETER NIGEL THORN		

HOMELESS ACTION RESOURCE PROJECT

England & Wales - Charity number 1098126

Accounts

Annual Report

Homeless Action Resource Project

Charitable Company Limited by Guarantee
Financial Statements

Annual Report for the year ended 31st March 2025

Company registration No. 04566985

Charity registration No. 1098126

Social Housing Regulator No. 4742

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Reference and Administrative Details

The Trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31st March 2025

Registered Charity Name	Homeless Action Resource Project
Trading Name	HARP (Southend's Homelessness Charity)
Charity Registration Number	1098126
Company Registration Number	04566985
Social Housing Regulator No.	4742

Principal Office and Registered Office
104-106 High Street
Southend-on-Sea
Essex
SS1 1JN

Trustees	Alistair Barr (Honorary Treasurer) (resigned 29/09/25) Alex Brown (Appointed 24/06/24) Iain Campbell Lillias Felton Ian Martin (Appointed 31/03/25) Helen McDonald (Appointed 24/06/24) Michael Nevin (Honorary Treasurer from 10/09/25) Michael Raffan (Chair) Mark Rothman (Resigned 17/06/24) Debbie Stanton (Resigned 17/06/24) Haroon Siddique Peter Thorn Yvonne Vickers (Resigned 19/11/24)
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Key Management
Vanessa Hemmings (Chief Executive)
Nicolette Bowling (Director of Property Development)
Agata Elliott (Director of Fundraising and Communications)
Jacqueline Saxby (Director of Finance and HR)
Amanda Bristow (Director Operations) (resigned 15/08/25)
Samantha Cowie MBE (Director Operations) (appointed 11/08/25)

Auditor
Edmund Carr LLP
Chartered Accountants & Statutory Auditor
146 New London Road
Chelmsford
Essex
CM2 0AW

Chair of the Board of Trustees' introduction

I am pleased to present the Homeless Action Resource Project's (HARP's) Annual Report for 2024/25, which highlights the progress we've made over the past year against the objectives of our five-year strategic plan. Our overarching aim remains clear: to significantly reduce homelessness in Southend-on-Sea and empower people to build more stable, independent lives.

HARP's approach is rooted in a clear and consistent pathway, supporting people from the point they arrive straight from the street, all the way through to living independently in their own accommodation. By embedding this joined up approach, HARP ensures that the right support is in place at each step, with a focus on housing, but also on health, recovery, and long-term wellbeing.

Evolve, develop and deliver

Over the past year, this approach has continued to evolve, develop and deliver positive outcomes for our residents and service-users. We have expanded our specialist accommodation options, strengthened our community recovery services, invested in and established a prevention team, and helped more people to move on from homelessness for good. Our teams have supported individuals across Southend-on-Sea, to gain skills, rebuild relationships, and access opportunities such as employment.

These results reflect the ongoing commitment of our staff, volunteers, partners, funders, supporters and individuals using our services. On behalf of the Board of Trustees, I would like to thank everyone involved for their contribution.

Increasing housing options

Looking ahead, we are focused on deepening early prevention, increasing housing options, and ensuring our services continue to respond to local need. We remain committed to our mission and to working in partnership to make long-term change possible.

Michael Raffan

Chair of Trustees
HARP Southend

Trustees' report for the year ending 31st March 2025

1. Purpose

HARP (Homeless Action Resource Project) exists to reduce homelessness and support people in rebuilding their lives. HARP provides a comprehensive pathway of support that helps individuals move from street homelessness or a housing crisis into stable, independent accommodation. Our services aim not only to meet immediate housing needs but also to address the underlying causes of homelessness through tailored, trauma-informed support focused on recovery, health, skills development, and social inclusion.

Key Achievements in 2024/25

During the reporting period, HARP delivered a broad range of services aligned with our core purpose:

- Provided supported accommodation to over 400 individuals across a diverse portfolio of services.
- Achieved a 54% positive move-on rate to independent living, which is above the sector average.
- Supported over 300 individuals previously unknown to HARP through the Prevention and Move-On team, contributing to local efforts to reduce rough sleeping and prevent people falling into homelessness again.
- Delivered over 600 recovery group sessions to help people out of homelessness.
- We helped 423 people get access to health care services, from GP appointments to mental health support and dentistry, showing our commitment to holistic care.

- Expanded our specialist accommodation provision with the opening of Crowstone Manor (for people with long-term rough sleeping histories), to 23 new supported bed spaces across the city. Whitefriars (a dedicated service for women needing intensive support), and Ashburnham, a home just for women to step-down and into more independence.
- We increased the number of emergency beds by opening Bradbury Mansions, giving 23 more people a safe place to stay by offering 23 additional bedspaces.
- We achieved 100% tenancy retention in our Housing First Project, with all nine residents successfully maintaining their homes – a strong sign the model is working.
- We introduced Specialist Support Worker roles and expanded training for our teams in trauma-informed care – helping us better support people with complex needs in trauma informed practice.

“ supporting people from the point they arrive straight from the street, all the way through to living independently in their own accommodation.”

Our year in numbers

Thank you so much for your support. With your help we

400
People

now in accommodation
and recovering from
homelessness

300
People

supported through
homelessness
prevention service

423
Residents

supported in accessing
vital healthcare



952
People

supported in 2024/205

107,869
Nights

of rough sleeping
avoided thanks to
support provided
across all services



5,722

Hot Breakfasts

served to people who
have slept rough

Challenges and Future Priorities

The organisation continues to operate within a challenging external environment, including pressures on housing availability, increased service demand, and reduced statutory resources. HARP's key priorities for the coming year include:

- Reducing accommodation void times and arrears across services.
- Expanding early intervention and prevention capacity.
- Enhancing the use of assistive technology and data systems to improve efficiency and evidence impact.
- Growing independent move-on options and partnerships to support long-term housing outcomes.
- Strengthening workforce wellbeing, reflective practice, and trauma-informed delivery.

Despite the challenges, HARP remains committed to delivering high-quality, person-centred services that enable people to leave homelessness behind for good.

2. Context and Need

Operating Environment

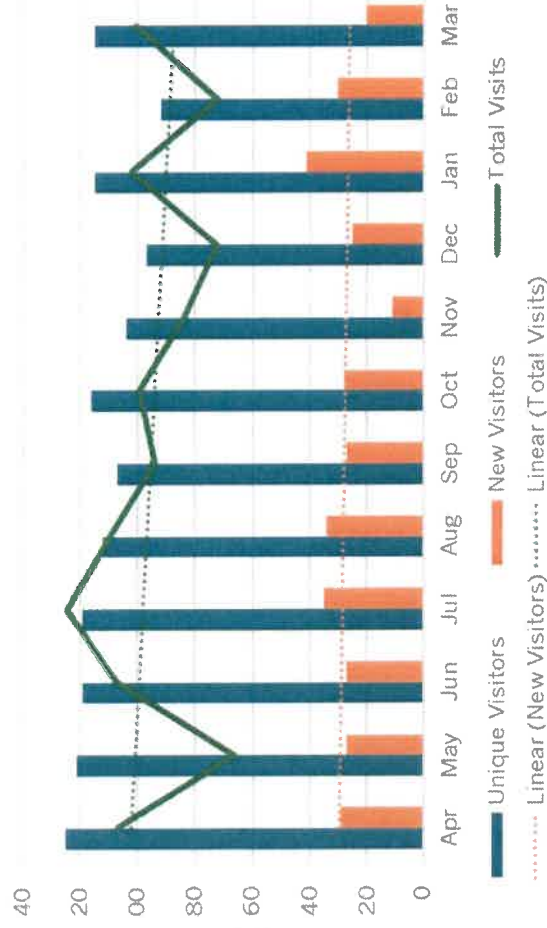
In 2024/25, Southend-on-Sea continued to experience significant economic and social pressures that affect housing stability. The national cost-of-living crisis has exacerbated financial hardship for many, while rental prices in the private sector have increased beyond Local Housing Allowance rates, limiting affordable housing access. Nationally, the number of households in temporary accommodation reached a record high of over 117,000 in early 2024 (Department for Levelling Up, Housing and Communities, 2024). At the same time, local authorities are operating under tighter financial constraints, reducing the availability of prevention resources and statutory housing support.

Homelessness Trends in Southend

- **Rough Sleeping:** The official autumn 2024 snapshot identified 35 individuals sleeping rough in Southend-on-Sea (Southend-on-Sea City Council, 2024). This figure represents a persistent challenge despite multi-agency responses and reflects ongoing housing pressures in the region.
- **Day Centre Presentations:** HARP's Bradbury Day Centre continues to experience steady levels of attendance, reflecting sustained need. While overall visits have reduced slightly, the number of first-time visitors has remained consistent, suggesting a continued inflow of individuals experiencing crisis.
- **External Referrals:** Referrals into HARP services from statutory agencies -including probation, hospital discharge teams, and mental health services have increased over the year. This indicates growing complexity in the need of our service users and wider system reliance on voluntary sector intervention.
- **Complex Needs and Demographic Shifts:** A high proportion of HARP clients present with co-occurring mental health and substance misuse issues, histories of trauma, and social exclusion. Notably, there has been a rise in younger clients aged 25 and under (overrepresented compared to the general population) and an increase in women accessing our services (HARP, 2025). These shifts require responsive, tailored support offers, particularly in gender-informed and youth-specialist provision. 75% of those we helped had a connection local to Southend, with 17% holding a local connection to Essex and Greater London.

Monthly Day Centre Attendance Breakdown

Total visits to the Day Centre have trended downwards this year, but the rate of new visitors has remained steady.



Age

According to the 2021 Census of Southend, 25 & Under is the most overrepresented age group amongst HARP clients. The General population percentage being closer to 12%.

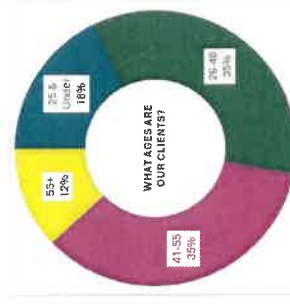


Figure 1 A pie chart showing the current ages of HARP's clients

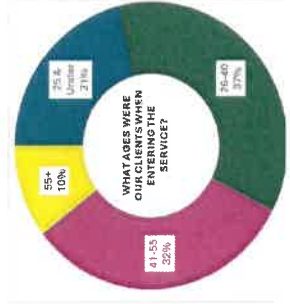
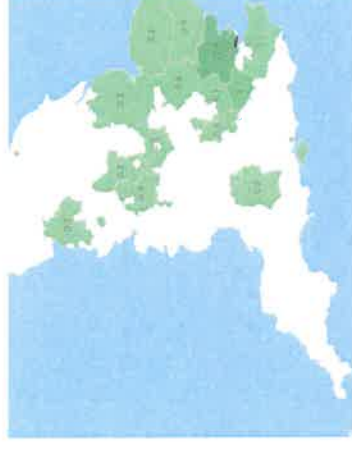


Figure 2 A Pie chart showing the size of the different age groups amongst HARP's clients

Where Are our Clients From?



Almost 75% of our clients were previously under Southend City Council, and a further 17% come from neighbouring authorities in Essex and London.

Assessment of Ongoing Unmet Demand

Despite the delivery of strong outcomes, demand for services continues to outpace provision in several key areas:

- **Affordable Housing Availability:** There remains a critical shortage of suitable, affordable housing for individuals ready to move on from our supported accommodation. This prolongs stays at HARP and restricts flow through the system.
- **Specialist Support Capacity:** While new services have been developed, the need for psychologically informed environments, complex needs support, and step-down accommodation remains high.
- **Prevention and Early Intervention:** Although HARP has expanded its prevention and resettlement services, capacity is limited in relation to the scale of need across the city. Further investment in upstream services is essential to reduce future homelessness.

Tackling these challenges will require sustained collaboration between the local authority, health and justice partners, housing providers, and the voluntary sector. HARP works closely with a range of external partners in the course of our work with the aim of collaborating to provide improved outcomes for individuals using our services.

3. Progress Against Strategic Aims

Strategic Aim 1: Reduce the Need for Rough Sleeping in Southend

This year, HARP significantly expanded its capacity to support individuals directly from the street with Single Homeless Accommodation Programme (SHAPS) funded services, our **Bradbury Mansions service** adding to existing units both in terms of number of bed spaces and quality of accommodation. A second SHAPS funded service was launched, with **Crowstone Manor service**, a purpose-designed eight bed service for entrenched rough sleepers, marking a key milestone in our commitment to accommodation with support rooted in trauma informed care.

Alongside this, our **overall bed space capacity** grew through the addition of three high-quality intensive support properties and the continued success of our Housing First programme. HARP now offers **321 bed spaces, with a roughly equal split between owned and leased stock**, improving flexibility and long-term sustainability. Building increased and stronger relationships with landlords, including private and housing associations, has been a priority for HARP this year. This work has enhanced both the volume and quality of available properties and reduced reliance on single-site provision. These changes have contributed to smoother move-on transitions and more housing choice for service users at different stages of recovery.

Strategic Aim 2: Develop and Deliver Services Supporting Long-Term Recovery

HARP's Pathway Model continues to evolve, providing consistent and coordinated support from first contact, through to independent living. Our model is now supported by a clearer internal structure and improved alignment between our teams in Direct Access, Supported Housing, and Floating Support Services.

To ensure we can measure our impact and plan, we have begun to introduce new data capture tools and are developing a more comprehensive evidence base. This includes enhanced KPI tracking, a move-on directory, and the piloting of AI tools to support case working and reduce admin time and enable more direct support. We have further invested in expanding our Data Team to enable the renewed focus on measuring our impact to be fully resourced.

Our Housing First service maintained 100% tenancy retention this year, with long-term residents progressing into volunteering, family reconnection, and employment. Our Floating Support service was fully staffed, embedding a more structured, empowering approach. The Prevention and Move-on Team supported over 300 individuals, achieving 18 positive move-ons within just six months.

We know that providing housing is not enough to break the cycle of homelessness, so this year we have increased our investment in our meaningful activity and employability programme. To reflect the wide range of holistic support and solutions we are offering in this area, this year we've renamed the area of work to the 'THRIVE' team. This stands for Therapeutic, Health, Recovery, Innovation, Vocation and Education. Across the organisation, we delivered 660 group sessions in total, with 210 group sessions in Q4 alone and with 145 unique residents attending 792 times.

Activities included music therapy, budgeting, cooking, digital literacy, and peer-led workshops, contributing to recovery and life readiness.

Stay Duration By Service

Direct Access has the shortest stays, whereas Floating Support & Bluebird Walk have the longest. Floating Support & Bluebird Walk is the service where external factors (housing prices, waitlists etc.) pose the largest impediment to move-on.

Stay Duration By Service

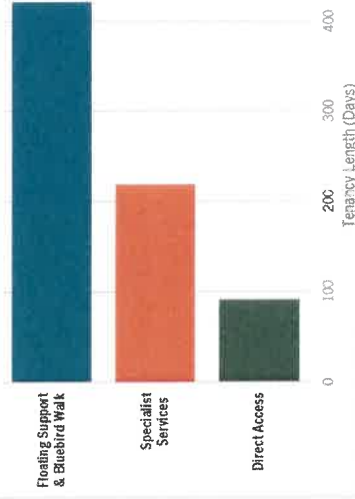


Figure 5 A bar chart displaying the average duration of stays within each of HARP's services (measured in days per tenancy)

Strategic Aim 3: Invest in and Strengthen Our Workforce

This year we prioritised workforce development and resilience. We introduced Specialist Support Worker roles across services to embed expertise in trauma, mental health, and substance misuse. This has strengthened frontline delivery and supported internal knowledge sharing. Staff retention and wellbeing remained a key focus. We delivered regular supervision and ensured new starters had structured inductions. We launched a new corporate access to clinical debriefs led by psychologists particularly within complex needs services.

Staff surveys and feedback reflected a strong sense of support and satisfaction. We consulted on the structure and launched a revived staff panel with representatives from the frontline across all areas of the organisation. of Trustees who can attend as invited guests.

The panel meet regularly and both, minutes from the meetings, and executive responses are shared space with all, including the board.

We began the process of being accredited by Investors in People, with a survey and discussion groups being independently hosted by our IIP assessor. Recommendations from that initial assessment are being taken forward into 25/26's action plan for roll out.

We also undertook initial benchmarking of pay and reward structures, laying the groundwork for a review of HARP's wider employment offer to support retention, equity, and progression opportunities. We continue to strive to improve pay on the front line and pay above the median rate for social care and support in the local area.

Strategic Aim 4: Enhance Community Connections

HARP continued to build strong partnerships across Southend and beyond. We have worked closely with Southend-on-Sea City Council, NHS partners, local colleges, and voluntary sector agencies to co-design better responses to homelessness and recovery.

Our THRIVE team played a key role in fostering local relationships, with visible, co-produced projects helping integrate residents into the community. Examples include art exhibitions, community gardening, and local fundraising events such as the Macmillan Coffee Morning at Whitefriars. We also saw growth in our corporate and community supporter base, with new relationships formed to support our recovery activity, group facilitation, and fundraising.

These partnerships have not only improved our reach but also enriched the lived experience of those using our services. Looking ahead, the development of an integrated hub model is in progress, aiming to bring together services, activity space, and community engagement under one roof. This model will support early intervention and sustained recovery while further embedding HARP within the wider fabric of the Southend community.

4. Organisational Strength and Resilience

We recognise that delivering consistent, high-quality services requires a robust and resilient organisational foundation. Throughout 2024/25, we have taken significant steps to improve financial sustainability, strengthen governance, and invest in the systems and infrastructure that underpin our frontline work.

Financial Sustainability and Fundraising

Improving cost recovery across our services remained a core priority this year. We continued to align our housing-related support services with eligible Housing Benefit (HB) funding, ensuring better tracking of chargeable costs and reducing our reliance on unrestricted funds for core service delivery. This included clearer separation of HB eligible and ineligible charges and more effective use of data to forecast income and recoverable expenditure.

Alongside improvements in cost recovery, we've made strong progress in diversifying our income streams. Our fundraising reach has grown significantly, generating over £1.4 million through a broad mix of activities, including substantial support from leading Trusts and Foundations. To build on this momentum, we've strengthened our Fundraising and Communications Team, bringing in specialist digital expertise that helped deliver a record-breaking Christmas campaign raising over £218,000. We've also expanded our capacity in Trusts and Foundations, enabling us to further capitalise on new funding opportunities.

Financial review

Our surplus for the year ended 31st March 2025 was £722,153. As part of the regular revaluation of HARP-owned properties, a write-down on revaluation of £732,114 was taken to the income and expenditure account, resulting in an overall deficit of £9,961 for the year. Total funds at the end of the year were £6,393,270. Of this, £10,447,249 represented the property value of accommodation which HARP provides for the homeless. Our principal funding source is from housing income (see note 6 in the financial statements), and this is used to run and maintain HARP's high standard of housing stock for people experiencing homelessness. This income allows us to provide the support our residents need to enable them to move towards independent living and a healthier lifestyle. We also receive grant funding (see note 6 in the financial statements) which allows us to provide additional specialist support for particularly vulnerable and at-risk homeless individuals.

Freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in June 2024 using the 'existing use' valuation method for the majority of the properties in the portfolio. The exception to this is the Bradbury Day Centre which has been valued on a market value basis to represent its true and fair value to the charity.

Reserves statement

As part of the Charity's overall management of risk, the Trustees' financial strategy is to ensure there is diversification in HARP's sources of income. The plan is to achieve this via a combination of public sector funded income from housing benefit and capital/revenue grants, funds from voluntary sources such as fundraised income from events and donations, an expansion of our charity shops, all topped up with income generated from HARP's charitable activities.

It is the aim of the Trustees to ensure that HARP has sufficient funds to:

- Enable the Charity to continue its operations in any short-term absence of income
- Allow it to continue to develop the services it can offer to the homeless
- Provide seed-corn funding when required for property redevelopment programmes.

HARP's financial position remains strong, with year-end reserves of £6.393m (2023/24: £6.403m). Of these, £2.058m are unrestricted (2023/24: £1.577m). Cash levels were £971k at the year end (2023/24: £650k). A large proportion of the Charity's income is guaranteed, subject to demand, and with the Charity being almost at full capacity, this income will continue to support the outgoings. The adequacy of free reserves has been reviewed by the Trustees and is monitored throughout the year through the Finance Sub-Committee.

The Trustees are confident in the organisation's underlying financial health. We estimate that the property portfolio holds approximately 20% more value than is currently reflected in these accounts, as our freehold property is currently valued on an economic use basis rather than open market value. In the meantime, the charity continues to operate on a sustainable footing with strong income streams and no impact on service delivery or commitments to beneficiaries.

Events after the reporting period

HARP exchanged on the purchase of Ann Terry House, 104-106 High Street, Southend-on-Sea SS1 2NJ. Completion of the purchase will take place 10 working days after completion of the works at the property as certified by SKArchitects. The purchase price is £1, and the anticipated completion date is October 2025. This represents a significant donation which will be recognised in the accounts in the year ended 31st March 2026.

HARP purchased Whitefriars for £750,000 from our existing landlord on 16th May 2025; a dedicated service for women needing intensive support.

On 9th September 2025 HARP exchanged contracts to sell its property at 117 York Road for £530,000.

Pay policy for senior staff

The Directors of the Company are also the Charity's Trustees. All Trustees give up their time freely, and no Trustees received remuneration in the year.

The Executive Management Team (EMT) comprises the key management personnel of the Charity in respect of managing and operating HARP on a day-to-day basis. The pay of the EMT is reviewed annually, as for other HARP staff, subject to the approval of the Trustees and following performance appraisal. In view of the nature of the Charity, the Trustees' policy is to seek to match HARP staff pay levels with those of competing employers within its sector.

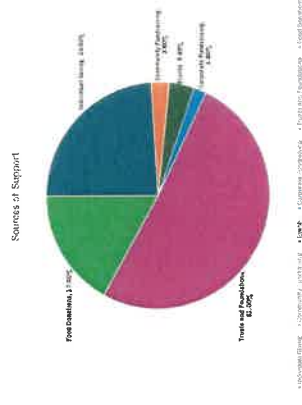
Fundraising

In 2024-2025, we focused on diversifying our income by investing in digital fundraising, Trusts and Foundations, and corporate engagement. As a result, we secured a total income of £1,411,023, representing a 68% increase compared to the previous financial year. Despite a challenging fundraising landscape, we exceeded our targets, generating more income than anticipated, particularly from individual donors and Trusts and Foundations.

We were also honoured to be selected as the Mayor of Southend's Charity of the Year, alongside the Jude Harvey Foundation. This opportunity raised HARP's public profile and deepened our engagement with the local community, giving us a platform to share the impact of our work.

Breakdown of Funds Secured in 2024-2025

- Individual giving 24%
- Community Fundraising 2.6%
- Events 3.6%
- Corporate Fundraising 1.8%
- Trusts and Foundations 51%
- Food donations 17%



Supporting Strategic Aim 1: To reduce the need for rough sleeping in Southend

Thanks to the generosity of donors and the local community, who contributed over £451,000 through various initiatives and events, we continued to deliver vital frontline support. A key highlight was our Christmas Appeal, which raised £218,000 in unrestricted funds, marking a 110% increase compared to the previous year (£103,812). Much of this income supported services for people sleeping rough, particularly through our Bradbury Day Centre.

Food donations

We continue to be incredibly grateful to the local community that donates food to HARP. We estimate that the value of food donated is approximately £234,000 for 2024/25 (2023/24: £275,000). We have included this amount in our donations and in the food expenditure costs for 2024/25.

Supporting our strategic Aim 2: To develop and deliver services supporting long-term recovery

Our focus on Trusts and Foundations enabled us to launch several key initiatives, including our first Employability Programme, now a core part of the THRIVE offer. We also secured capital funding for major projects such as HARP & Soul Hub, Bradbury Mansions, and Crowstone Manor, as well as for expanding Meaningful Activities, another component of THRIVE. These developments directly support our aim to deliver services that promote long-term recovery from homelessness.

Supporting Strategic Aim 3: To enhance community connections

Throughout the year, we deepened our community connections, particularly through work with local schools involved in campaigns like Harvest Festival, Have a Heart for HARP, and HARP24. We also shared the impact of our work at events, talks and our annual Fundraising Gala, which helped grow our supporter base and volunteer engagement.

Volunteering

Our volunteer programme expanded significantly. We now have over 100 regular volunteers, up from 74 the previous year. In addition to ad hoc volunteers, service users and community members actively contributed to service delivery and development. Initiatives like Take HARP, a community action day, laid the groundwork for further volunteer-led programmes.

Charity shops

We increased charity shops' income by 39% in 2024–2025. HARP's shops have shown strong improvement, driven by innovation and efficiency. The Leigh Broadway Media Shop led performance, while other locations benefited from strategic success as a result of trials, trialling platforms like Vinted, and improved stock management.

Partnerships with donors such as CAMA, The Pyramid Centre, and Gilbert & Rose were vital, with new clothing bins helping to improve donation flow. Volunteer training and engagement were key to sustaining shop operations.

Thank you to our funders

We are sincerely grateful to our generous supporters and funders:

All Terrain Mobility, B&Q Foundation, Basilidon Crematorium, CAMA, C2C, Charity Bank, Edmunds Construction, Essex Community Foundation, FPGulver & Sons Ltd, Finish Line Fund, Garfield Weston Foundation, Gilbert and Rose, IPECO, Lockton Charitable Association, Olympus Keymed, ROSCA, S. Stibbards & Sons, Sainsbury's Good Food for All of Us Community Grants, SAVS, Souther Charitable Trust, Sport England, Suez Recycling Ltd, The Fowler Smith and Jones Trust, The Pyramid Centre, The Screwfix Foundation, The Story of Christmas, The Wolfson Foundation, UK Shared Prosperity Fund.

Fundraising Regulator

HARP is registered with the Fundraising Regulator and is committed to best practice in all our fundraising activities. We follow the Code of Fundraising Practice, including its requirements for working with vulnerable individuals.

All members of the Fundraising Team have completed mandatory safeguarding training for adults and children. We ensure GDPR compliance by regularly reviewing our supporter consent options and privacy statements.

There were no identified breaches of the Code of Fundraising Practice in 2024–2025. Our adherence to the Code helps us safeguard the public from unreasonable or unwanted fundraising approaches, with a clear focus on protecting vulnerable people.

Governance and System Improvements

Following on from our 2023/24 strategic governance priorities, this year we introduced further enhancements to our internal systems and oversight processes.

These include:

- Strengthened risk management frameworks, with more regular reviews and clearer escalation procedures.
- Updated complaints, safeguarding policies and GDPR compliance mechanisms, aligned to best practice and renewed regulatory compliance.
- Progress in making improvements to data quality and monitoring systems to support better operational insight and accountability.

Board development has remained a focus, with the recruitment of two new Trustees. Trustees have also participated in training and strategic planning workshops to support ongoing leadership and scrutiny. This ensures HARP remains not only compliant with its statutory obligations but proactive in its governance responsibilities.

Infrastructure and Operational Investments

We have continued to invest in infrastructure to ensure that our systems and environments are fit for purpose. Highlights from this year include:

- Additional investment in our team and upgrades to our IT systems, including the piloting of AI tools to reduce administrative burden and increase time for direct client work. The roll out of laptops for clients, fast speed fibre Wi-Fi in services and refreshed equipment in services. Investing in our staff team and upgrading our IT systems directly strengthens the quality and accessibility of our services. By piloting AI tools to reduce administrative burden, staff can dedicate more time to direct client support, ensuring that people experiencing homelessness receive the personalised, timely care they need.

This shift enhances efficiency, reduces waiting times, and ensures that every pound of public and charitable investment achieves greater impact in the community.

- Alongside this, providing clients with laptops, installing fast-speed fibre Wi-Fi, and refreshing equipment across services will help bridge the digital divide for people who are often excluded from online opportunities. Access to reliable technology opens doors to employment, training, health services, and reconnection with family and community networks. In this way, the investment not only improves the effectiveness of frontline services but also promotes long-term independence and recovery, delivering a wider public benefit by reducing reliance on crisis services.
- Property investments that reflect our commitment to high-quality, trauma informed environments across our sites, including at Crowstone Manor, Queens Road, Elmer, Stromness and Ashburnham.
- Improvements to operational systems, including more streamlined HR, finance, and maintenance processes, to better support frontline staff.

Together, these actions have enhanced HARP's organisational resilience, ensuring we are well-positioned to respond to emerging challenges, sustain delivery, and scale our impact across the remaining life of the current five-year plan.

5. Impact and Outcomes

At HARP, we are committed to delivering services that not only respond to immediate crisis but also support long-term, sustainable change. Our impact is measured through a combination of key performance indicators, service-level outcomes, and feedback from those with lived experience of homelessness.

Public Benefit

The Trustees continue to pay due regard to the Charity Commission's guidance on Public Benefit when deciding what activities the Charity should undertake. HARP's work creates impact not only for individuals experiencing homelessness but also for the wider community by improving wellbeing, reducing pressure on public services, and helping Southend become a fairer and more inclusive place to live.

In 2025/26, our public benefit will be realised through:

- **Emergency provision** – food, warmth, and shelter for those in immediate crisis.
- **Stability and recovery** – short-term accommodation and tailored support to help people stabilise, recover, and to rebuild their lives.
- **Innovative housing solutions** – long-term homes, Housing First options, and creative approaches to self-contained housing, designed to meet diverse and complex needs.
- **Advice and advocacy** – practical tenancy rescue, welfare rights, and housing advice, preventing homelessness before it starts.
- **Skills, training, and employment support** – equipping people with the confidence, resilience, and opportunities they need to thrive independently.
- **Targeted outreach** – reaching people on the streets, building trust, and connecting them into the right support at the right time.

By embedding psychologically informed and strengths-based approaches, we are not only reducing rough sleeping but pioneering models of prevention and recovery that bring long-term benefit to the whole community.

Our ambition is to be at the forefront of tackling homelessness in the UK, demonstrating that with the right partnerships, investment, and vision, it is possible to create lasting change. Together, these commitments underline HARP's role as both a safety net and a springboard, we are aiming to protect those in crisis while innovating to make homelessness a thing of the past.

While levels of rough sleeping in Southend continue to grow, we have refocused how we manage the need with our beds providing a pathway. We have 68 (direct access) beds available straight from the street. We have directed considerable resources into the redevelopment of our Acorn properties, relaunching Bradbury Mansions at the start of the new financial year 2024/25. We have refined our plans for 2024/25 to focus on consolidating and evaluating our model / pathway approach. This was a high priority in our Corporate Business Plan for 2024/25.

Key Performance Indicators

In 2024/25, HARP tracked and reported against a range of operational and outcome-based KPIs. These include accommodation occupancy, positive move-on rates, engagement in recovery activities, and access to health, employment, and community resources. Our internal dashboards and new data systems have improved our ability to understand trends, identify gaps, and demonstrate the value of our work to partners and funders.

Headline Outcomes

Single Figures	
Total Number of Residents Housed	486
Nights of Rough Sleeping Prevented by Direct Access	23,816
Nights of Rough Sleeping Prevented by All Services	107,853
Total Clients 2024/2025	952
New Clients	335
Hot Breakfasts Served to people who have slept rough	6722

User Feedback and Lived Experience

We have begun to consult with service users through exit interviews, group feedback sessions, and co-produced activities. Clients report that feeling "listened to" and "treated with respect" are key factors in their engagement and sense of progress. Many describe HARP as "the first place where I felt safe," and "a space where I've started to believe in myself again."

One service user, who was previously sleeping rough for over a decade, moved into Crowstone Manor. After receiving support to access health services, he was fitted with a prosthetic arm and began attending creative workshops and gym sessions. He now volunteers in a local garden project and is actively working toward his own tenancy.

Another client, supported by the Prevention and Move On team, was successfully relocated from Southend to Hull with tailored support. He has remained in contact with the team, reflecting the continued trust and stability HARP built during his time in service.

These stories remind us that our work is not just about accommodation - but about creating opportunity, restoring confidence, and supporting people to rebuild their lives on their own terms.

• Over 300 individuals were supported through our Prevention and Move-On Team.

• 54% of clients who moved on from HARP accommodation progressed into independent housing (private rented, social housing, or personal ownership).

• 423 people were supported to engage with health services including GP access, mental health support, and dental care.

• Our **Housing First programme** maintained **100% tenancy retention**, with residents achieving personal milestones including volunteering, family reconnection, and re-entry into education.

• Our Employment, Training and Education Programme (part of THRIVE), which ran for nine months in its first year, exceeded nearly all of its targets, these included:

- » **100 career conversations** were delivered across services.
- » **42 participants** completed in-depth assessments and coproduced action plans.
- » **21 residents** attended inhouse training sessions; 10 entered volunteering or work placements, including education (13.6%), volunteering (50%), and employment (36.4%).

The programme offered digital skills courses, financial literacy training, creative engagement through art, and one-to-one employment support. Microgrants played a vital role in reducing practical barriers to work, funding essentials such as ID, workwear, travel, and digital access.

One resident, previously long-term unemployed, passed his driving theory test and entered parttime work with support from the ETE Coordinator. Another, facing digital exclusion, completed a smartphone training course and was provided with a device and a year's data enabling ongoing connection to services and job search tools.

7. Structure, governance and management

Governing document

The Charity is controlled by its governing document, the Memorandum and Articles of Association, and is a company limited by guarantee, under the Companies Act 2006. HARP is also a Registered Housing Provider, and consequently regulated by the Social Housing Regulator.

Organisational structure

The Charity is governed by its Trustees, who are selected to provide a broad base of expertise in social welfare, legal matters finance, human resources, homelessness and charity administration.

Trustees meet regularly and meetings are hybrid depending on availability of Trustees. The Trustees have chosen to exercise much of the Charity's governance and oversight via the following sub-committees:

- Premises Committee,
- Finance Committee,
- Fundraising and Communications Committee
- As well as the recently restructured Operations Committee and People Committee. The Operations Committee includes service-related H&S and oversight of the organisational risk register.

The day-to-day operating decisions of the Charity are delegated via a Scheme of Delegated Authority to the Chief Executive Officer, who reports directly to the Trustees via the Chair.

New Trustees are recruited according to their relevant skills, expertise and the sympathy they demonstrate towards the plight of people finding themselves homeless. Prospective Trustees attend one or more Trustee meetings (including a Sub-Committee) in addition to being interviewed by a panel of Trustees, prior to being appointed. Trustees attend an induction programme following their appointment, and all Trustees are offered suitable training opportunities according to their needs.

safeguarding, GDPR, and governance, with routine reviews at board level.

- In addition, we have a crisis communications and stakeholder plan in place to support the management of external reputational risk.

External Factors to Monitor

We will continue to track:

- Shifts in the national homelessness funding landscape and potential changes in local commissioning.
- Changes in local and central government, devolution Southend City's role in a new era of politics. We currently operate within an area that is a priority devolution area.
- The changing impact of economic pressures on housing affordability and cost of living.
- Local demographic, social and health trends that influence demand for trauma-informed and specialist services.

HARP remains focused on adapting to external change, protecting our capacity to support Southend's most vulnerable residents, and delivering sustainable term solutions to homelessness. We continue to be ambitious for the community and committed to enhancing our role within it.

Forward Priorities for 2025/26

In the next financial year, HARP will focus on several strategic priorities:

- **Digital Transformation:** Further rollout of assistive technologies improved internal systems, and better data capture to evidence outcomes and streamline operations.
- **Accommodation Growth:** Continuing to improve the quality and availability of supported and move-on accommodation, aligned with local need.
- **Funding Diversification:** Expanding unrestricted income, major donor cultivation, and grant development.
- **Integrated Hub Model:** Progressing plans for a centralised service and community hub, co-locating support, recovery and activity provision in a new High Street location.

- Building resilience and sustainability, through new partnerships, diversified income, and deeper community engagement.

Together, these plans will ensure that HARP continues to provide high quality services today while building the foundation for our vision for a future where homelessness in Southend is rare, brief and non-recurrent.

6. Risk and Future Focus Strategic Risks and Mitigation

Key risks currently include:

- **Housing Availability:** Limited access to affordable housing continues to affect move-on rates and increase service pressures. We are mitigating this through landlord diversification, investment in longer-term step-down provision, and developing stronger partnerships with local housing associations and landlords.
- **Financial Sustainability:** Rising operational costs and uncertainty in the public funding landscape present an ongoing risk. In response, we have strengthened cost recovery systems, improved financial forecasting, and are expanding income from corporate and community fundraising. We are carrying out a full review of HARP's treasury governance in 25/26.
- **Workforce Capacity and Retention:** Recruitment and retention in the social care sector remain challenging. We are responding through workforce investment, clearer career pathways, improved wellbeing support, and benchmarking of pay and reward structures. We are planning to continue investment in training and growing our workforce.
- **Data Quality and Compliance:** Inconsistent data capture impacts service planning and accountability especially in the tighter regulatory framework that we are working within. Mitigation includes improved system training, investment in new tools, and closer oversight through service audits and reporting dashboards.
- **Reputational and Regulatory Risk:** As a high-profile charity and registered provider of social housing delivering essential services, we maintain strong compliance frameworks around health and safety,

Plans for future periods

HARP's vision is to work together with our community to ensure that nobody is forced to sleep rough in Southend-on-Sea. Our mission remains clear: to end the need for rough sleeping by transforming the lives of those we support, providing people with the foundation for change. We offer emergency accommodation options and support tailored to people's needs. We build lasting, restorative relationships, shining a light on each individual's strengths. We empower people to move away from rough sleeping for good.

In 2025/26, we will continue to deliver on the ambitions of our five-year strategy, which is built around four pillars: reducing rough sleeping, supporting long-term recovery, investing in our workforce, and strengthening our connection with the community.

Our priorities for the year ahead include:

- Opening our new Homeless Prevention Hub, a bold step in shifting the focus from crisis response to early intervention, ensuring more people are supported before they reach the street.
- Implementing new data capture and analysis tools, enabling us to measure impact with greater precision, strengthen accountability, and use insight to drive service innovation.
- Evaluating our pathway approach and outcomes, testing the effectiveness of our model and making adjustments to meet the complex and changing needs of our community.
- Delivering the outcomes required by our grants and commissioned contracts, ensuring we meet our obligations while maximising flexibility to respond to new challenges.
- Expanding prevention and move-on options, from Housing First to self-contained and shared housing models, to create more personalised pathways out of homelessness.
- Investing in our workforce, equipping staff with the tools, training, and reflective practice they need to meet rising demand and increasing complexity with confidence.

Risk management

In accordance with Accounting and Reporting by Charities (Charities SORP FRS 102), the Charity carries out regular risk reviews.

As part of these, the Charity has (and will continue to):

- reviewed its financial control system to protect its assets and help to prevent fraud and other irregularities
- reviewed all relevant regulations with regards to the conduct of its principal activities
- ensured that regulations governing employment law and taxation are complied with
- continuously monitored Health and Safety risks for its staff, volunteers and clients, especially with regards to the inherently difficult nature of the work of frontline staff in particular, due to the sometimes-chaotic behaviours exhibited by the Charity's more complex clients
- reviewed its information management systems to ensure compliance with the data protection regulations known as GDPR
- implemented other risk management measures as appropriate, including insurances where available, to help mitigate those risks which cannot be eliminated entirely
- appointed expert health and safety consultants, human resources consultants, and other professional firms or individuals, to advise the Charity and the Trustees as and when required.

The Trustees believe the greatest potential risks facing the Charity to be:

- Its ability to continue to provide high quality services with the need to balance the safety of staff and volunteers with achievement of HARP's core charitable objective of meeting the needs of Southend's homeless people.
- Access to longer term revenue funding beyond the lifetime of the three-year SHAPS revenue grant.
- Fundraising ROI.
- Move towards regulating supported living and hostel sector leading to increased costs for staff training.
- Rising sector wages impacting recruitment and retention levels.
- Rising interest rates impacting existing / future borrowing.
- Increased rates of homelessness due to rising poverty and the cost-of-living crisis, and reduced funding available to the government.
- The continued shortage of suitable affordable quality accommodation within the local vicinity.
- The relatively small size of the Charity's staffing, constraining opportunities for segregation of duties and resulting in over-reliance on individuals for key tasks such as preparing payroll.

Trustees' responsibilities statement

The Trustees (who are also Directors of HARP for the purposes of company law) are responsible for preparing the Trustees Annual Report (including the Strategic 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 Housing SORP 2018;
- 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.

Auditor

Each of the persons who is a Trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the Charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

The Trustees' annual report was approved on 29th September 2025 and signed on behalf of the board of Trustees by:

Michael Raffan

Trustee



Mike Nevin

Trustee



Independent Auditor's Report to the Members of the Homeless Action Resource Project

Year ended 31st March 2025

Independent Auditor's Report to the Members of Homeless Action Resource Project

Opinion

We have audited the financial statements of Homeless Action Resource Project (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of comprehensive income, the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows 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 charitable company's affairs as at 31 March 2025, and of 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, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2022.

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 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 board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the board 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 directors are responsible for the other information contained within the Trustees 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:

- the information given in the Report of the Board (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Board (incorporating the Strategic Report) has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Board (incorporating the Strategic 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of the board

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the association for the purposes of charity 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 board 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 board is responsible for assessing the association'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 board either intends to liquidate the charitable company or to cease operations, or has 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. 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 engagement partner 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 focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company'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.
- Considered the internal controls in place to mitigate the 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

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
- 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.
- Conclude on the appropriateness of the board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 section 137 of the Housing and Regeneration Act 2008. 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.

Sandra Morrell

S Morrell (Senior Statutory Auditor)

For and on behalf of Edmund Carr LLP
Chartered Accountants and Statutory Auditor

146 New London Road

Chelmsford

Essex

CM2 0AW

29/09/2025

Statement of Comprehensive Income (Including Income and Expenditure Account)
Year ended 31st March 2025

	2025 Total funds £	2024 Total funds £
Turnover	10,173,082	9,091,704
Operating expenditure	(9,117,026)	(7,317,256)
Operating surplus / (deficit)	1,056,056	1,774,448
Interest receivable	1,655	2,555
Interest and financing costs	(335,558)	(283,531)
Downward revaluation of housing properties	(732,114)	(1,517,991)
Total comprehensive income for the year	(9,961)	(24,519)

The statement of comprehensive income was approved by the Board of Trustees on 29 September 2025 and was signed on its behalf by:



Michael Raffan
Trustee



Mike Nevin
Trustee

Statement of Financial Activities (including income and expenditure account)
Year ended 31st March 2025

	Note	2025 Unrestricted funds £	2025 Restricted funds £	Total funds £	2024 Total funds £
Income and endowments					
Donations and legacies	5	679,633	731,390	1,411,023	838,801
Charitable activities	6	7,209,461	1,094,226	8,303,687	7,723,466
Other trading activities	7	453,805	-	453,805	326,461
Investment income	8	1,655	-	1,655	2,555
Other income	9	4,567	-	4,567	202,976
Total income		8,349,121	1,825,616	10,174,737	9,094,259
Expenditure					
Expenditure on raising funds:					
Fundraising costs	10	489,563	-	489,563	248,366
Expenditure on charitable activities	11/12	7,285,705	1,677,316	8,963,021	7,352,421
Total expenditure		7,775,268	1,677,316	9,452,584	7,600,787
Net income/expenditure		573,853	148,300	722,153	1,493,472
Transfers between funds					
Other recognised gains and losses		(32,624)	32,624	-	(1,517,991)
Revaluation of freehold property		(59,711)	(672,403)	(732,114)	
Net movement in funds		481,518	(491,479)	(9,961)	(24,519)
Reconciliation of funds					
Total funds brought forward		1,576,811	4,826,420	6,403,231	6,427,750
Total funds carried forward		2,058,329	4,334,941	6,393,270	6,403,231

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

The notes on pages 30 to 45 form part of these financial statements

	Note	£	2025	£	2024
Fixed assets					
Tangible fixed assets	18		11,728,466		11,335,683
Current assets					
Debtors	19	186,173			273,838
Cash at bank and in hand		971,182			650,050
		1,157,355			923,888
Creditors: amounts falling due within one year	20	716,259			887,847
Net current assets			441,096		36,041
Total assets less current liabilities			12,169,562		11,371,724
Creditors: amounts falling due after more than one year					
	21		5,776,292		4,968,493
Net assets			6,393,270		6,403,231
Funds of the Charity					
Restricted funds		4,334,941			4,826,420
Unrestricted funds		2,058,329			1,576,811
Total Charity funds	22		6,393,270		6,403,231

These financial statements were approved by the Board of Trustees and authorised for issue on 29th September 2025 and are signed on behalf of the Board by:



Michael Raffan
Trustee



Mike Nevin
Trustee

The notes on pages 30 to 45 form part of these financial statements

	2025	2024
	£	£
Cash flows from operating activities		
Net (expenditure) income	722,153	1,493,472
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	76,318	69,615
Other interest receivable and similar income	(1,655)	(2,555)
Interest payable and similar charges	335,556	283,531
Gain on disposal	3,478	7,480
Changes in:		
Trade and other debtors	87,665	(78,853)
Trade and other creditors due in one year	(171,588)	415,818
Cash generated from operations	1,051,929	2,188,508
Interest paid	(335,556)	(283,531)
Interest received	1,655	2,555
Net cash from operating activities	718,026	1,907,532
Cash flows from investing activities		
Purchase of tangible assets	(1,204,693)	(3,457,910)
Proceeds from sale of tangible assets	-	-
Long term loans for purchase of assets	807,799	1,716,660
Net cash used in investing activities	(396,894)	(1,741,250)
Net increase (decrease) in cash and cash equivalents		
	321,132	166,282
Cash and cash equivalents at beginning of year		
	650,050	483,768
Cash and cash equivalents at end of year		
	971,182	650,050

The notes on pages 30 to 45 form part of these financial statements

1. General information

The Charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered Charity in England and Wales. The address of the registered office is 104-106 High Street, Southend-on-Sea, Essex, SS1 1JN. The charitable company is registered under the Companies Act 2006 and is a registered provider of social housing.

2. Statement of compliance

The financial statements are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Directive for Private Registered Providers of Social Housing 2024.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charitable company.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

Income tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

3. Accounting policies *(continued)*

Fund accounting

Funds held by the Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objectives of the Charity. These are detailed in the financial statements.

Designated funds - these are funds set aside by the Trustees out of unrestricted funds for specific future purposes or projects. These are detailed in the financial statements.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the Charity; it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably
- legacy income is recognised when receipt is probable and entitlement is established
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Grants received

Items of income are recognised and included in the accounts when all the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the income have been fully met or are fully within the control of the charity;
- there is sufficient certainty that the receipt of the income is considered probable; and
- the amount can be reliably measured.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned (as the related goods or services are provided). Grant income included in this category is recognised on a receivable basis except where it is given specifically to fund expenditure in a future period when it is treated as deferred income.

3. Accounting policies (continued)

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, noncharitable trading activities, and the sale of donated goods
- expenditure on charitable activities includes all costs incurred by a Charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the Charity apportioned to charitable activities
- other expenditure includes all expenditure that is neither related to raising funds for the Charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

- | | | |
|----------------|---|---|
| Motor vehicles | - | 15% reducing balance |
| Equipment | - | 15% reducing balance to 33.3% straight line |

No depreciation is charged on the freehold property. The Charity's policy is to maintain the property in a continual state of sound repair and accordingly the Trustees are of the opinion that the life of the property is so long and the residual value so high that the depreciation is insignificant.

3. Accounting policies (continued)

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

4. Limited by guarantee

In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity whilst he or she is a member or within one year thereafter.

5. Donations and legacies

Donations and legacies	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	2025 £
	679,633	731,390	1,411,023
Donations and legacies	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	2024 £
	654,504	184,297	838,801

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Trustees' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Grants from charitable bodies	-	66,000	66,000
Statutory contracts	-	1,028,226	1,028,226
Housing benefit and service charges	7,209,461	-	7,209,461
	7,209,461	1,094,226	8,303,687

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Grants from charitable bodies	-	133,000	133,000
Statutory contracts	-	2,009,748	2,009,748
Housing benefit and service charges	5,580,718	-	5,580,718
	5,580,718	2,142,748	7,723,466

7. Other trading activities Shop Sales

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
	453,805	453,805	326,461	326,461
	453,805	453,805	326,461	326,461

8. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	1,655	1,655	2,555	2,555

9. Other income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Insurance claims	4,073	4,073	201,592	201,592
Other income	494	494	1,384	1,384
	4,567	4,567	202,976	202,976

10. Fundraising costs

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Wages and salaries	326,393	326,393	204,350	204,350
Bank charges	1,285	1,285	445	445
Training and welfare	923	923	3,513	3,513
Equipment and IT costs	252	252	617	617
Motor vehicle expenses	-	-	3,767	3,767
Telephone	2,559	2,559	2,643	2,643
Printing, postage and stationery	2,031	2,031	7,858	7,858
Subscription	-	-	368	368
Marketing	156,120	156,120	24,805	24,805
	489,563	489,563	248,366	248,366

11. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Services to the homeless	5,888,432	1,677,316	7,565,748
Support costs	1,397,273	-	1,397,273
	7,285,705	1,677,316	8,963,021

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Services to the homeless	5,580,094	703,457	6,283,551
Support costs	1,068,870	-	1,068,870
	6,648,964	703,457	7,352,421

12. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2025 £	Total fund 2024 £
Services to the homeless	7,565,748	1,131,280	8,697,028	7,189,987
Governance costs	-	265,993	265,993	162,434
	7,565,748	1,397,273	8,963,021	7,352,421

13. Analysis of support costs

	Total 2025 £	Total 2024 £
Loan interest	335,558	283,531
Premises	595,100	446,903
Communications and IT	63,233	68,130
General office	137,388	107,872
Governance costs	265,994	162,434
	1,397,273	1,068,870

14. Net income

Net income is stated after charging/(crediting):

	2025 £	2024 £
Depreciation of tangible fixed assets	76,318	68,615
Loss/(gains) on disposal of tangible fixed assets	3,101	(7,480)
Operating lease rentals	851,547	634,503
Auditors remuneration	15,500	15,500

15. Auditors' remuneration

	2025 £	2024 £
Fees payable for the audit of the financial statements	15,500	15,500

16. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025 £	2024 £
Wages and salaries	4,045,558	3,458,752
Social security costs	400,395	327,721
Pension contributions	89,267	74,165
Agency staff	1,067,569	448,517
Other benefits	43,507	48,396
	5,646,296	4,357,551

During the year, redundancy and settlement payments totalling £27,854 (2023/24: £48,396) were paid to 3 (2023/24:7) employees.

The average head count of employees during the year was 133 (2023/24: 118). The average number of full-time equivalent employees during the year is analysed as follows:

	2025 No.	2024 No.
Charitable purposes	117	89
Management and administration	12	12
	129	101

The number of employees whose remuneration for the year fell within the following bands, were:

	2025 No.	2024 No.
£60,000 to £69,999	0	1
£70,000 to £79,999	3	2
£80,000 to £89,999	2	1

Key management personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the Charity. The total remuneration benefits paid to key management personnel for services provided to the Charity was £452,882 which includes employer's national insurance contributions of £47,535 (2023/24: £366,662 including employer's national insurance of £38,730).

17. Trustee remuneration and expenses

The Trustees neither received nor waived any remuneration during the year (2023/24: £Nil) and no Trustee received payment for expenses during the year (2023/24: £Nil).

18. Tangible fixed assets

	Leasehold property improvements £	Freehold property £	Motor vehicles £	Equipment £	Total £
Cost					
At 1 st April 2024	-	10,874,095	80,466	852,375	11,806,936
Additions	825,931	305,268	-	73,494	1,204,693
Disposals	-	-	(12,450)	-	(12,450)
Revaluations	-	(732,114)	-	-	(732,114)
At 31st March 2025	825,931	10,447,249	68,016	925,869	12,267,065
Depreciation					
At 1 st April 2024	-	-	34,341	436,912	471,253
Charge for the year	-	-	7,003	69,315	76,318
Disposals	-	-	(8,972)	-	(8,972)
At 31st March 2025	-	-	32,372	506,227	538,599
Carrying amount					
At 31st March 2025	825,931	10,447,249	35,644	419,642	11,728,466
At 31st March 2024	-	10,874,095	46,125	415,463	11,335,683

The freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in March 2024 using the 'existing use' valuation method for the majority of the properties in the portfolio. The exception to this is the Bradbury Day Centre which has been valued on a market value basis to represent it's true and fair value to the Charity.

Leasehold property improvements relates to building works at 104-106 High Street, Southend-On-Sea. As this is ongoing, the works are being carried at cost. Once the building work is completed, a calculation will be carried out to determine the true and fair value to the Charity.

Included within bank loans and overdrafts is an amount of £4,964,318 (2023/24: £4,223,088) which is secured by The Charity Bank Limited by a fixed charge over certain properties owned by Homeless Action Resource Project.

Also included within bank loans and overdrafts is an amount of £600,000 (2023/24: £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

Tangible fixed assets held at valuation

In respect of tangible fixed assets held at valuation, the aggregate cost, depreciation and comparable carrying amount that would have been recognised if the assets had been carried under the historical cost model are as follows:

	At 31 March 2025	At 31 March 2024	Freehold property £
Aggregate cost			16,154,652
Aggregate depreciation			-
Carrying value			16,154,652
Aggregate cost			15,849,384
Aggregate depreciation			-
Carrying value			15,849,384

19. Debtors

	2025 £	2024 £
Prepayments and accrued income	128,613	98,999
Other debtors	57,560	174,839
	186,173	273,838

20. Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	280,839	114,046
Accruals and deferred income	129,734	532,321
Social security and other taxes	135,765	95,093
Bank and third party loans	169,921	146,387
	716,259	887,847

21. Creditors: amounts falling due after one year

	2025	2024
	£	£
Bank and third party loans	5,776,292	4,968,493
	5,776,292	4,968,493

Of this amount, capital of £4,744,661 (2023/24: £4,171,546) is due to be repaid after more than five years.

Included within bank loans and overdrafts is an amount of £ 4,964,318 (2023/24; £4,223,088) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road, 117 York Road, 49a Southchurch Avenue, 49b Southchurch Avenue, 49c Southchurch Avenue, 158 York Road, 160 York Road, 162 York Road, 45 Southchurch Road and 47 Southchurch Road (incorporating Bluebird Walk) . There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge. Also included within bank loans and overdrafts is an amount of £600,000 (2023/24; £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

22. Analysis of charitable funds

Unrestricted funds

General funds	At 1 st April 2024 £	Income £	Expenditure/ Revaluation £	Transfers £	At 31 st March 2025 £
	1,576,811	8,349,121	(7,834,979)	(32,624)	2,058,329
General funds	At 1 st April 2024 £	Income £	Expenditure/ Revaluation £	Transfers £	At 31 st March 2024 £
	1,219,975	6,767,214	(7,128,536)	718,158	1,576,811

Restricted funds	Balance at 1st April	Income	Expenditure/ revaluation	Transfer between funds	Balance at 31st March
	£	£	£	£	£
SHAPS revenue grants	-	577,016	(577,016)	-	-
Henry Smith Foundation	-	66,000	(66,000)	-	-
Southeast CC Rough Sleeper	-	352,710	(352,710)	-	-
Southeast CC Sit up service	30,134	70,000	(100,134)	-	-
Charity Bank	-	132,143	(132,143)	-	-
Garfield Weston Foundation	-	100,000	(100,000)	-	-
Energy Grant	-	3,396	(3,396)	-	-
Essex Community Foundation	-	5,000	(5,000)	-	-
Sport England	-	3,927	(1,170)	-	2,757
One Stop Shop	2,500	-	(2,500)	-	-
Fowler and Smith	-	3,000	-	-	3,000
Screwfix Foundation	-	5,245	(5,245)	-	-
Anon Donor	-	163,650	(163,650)	-	-
ROSCA	-	735	(65)	-	670
Soulier Charitable Foundation	-	2,000	(2,000)	-	-
Southeast Emergency Fund	-	2,880	(2,880)	-	-
The B&Q Foundation	-	10,500	(10,415)	-	85
The Story of Christmas	-	51,000	(51,000)	-	-
Wolfson Foundation	-	60,000	(60,000)	-	-
UKSPF Levelling Up	-	102,993	(32,071)	-	70,922
Other	-	9,921	(9,921)	-	-
Funds Available to Spend	32,634	1,722,116	(1,677,316)	-	77,434
Capital Fund (Fixed Assets)	4,793,786	103,500	(672,403)	32,624	4,257,507
	4,826,420	1,825,616	(2,349,719)	32,624	4,334,941

Southeast City Council Rough Sleeper

This is a 3 year contract to provide outreach services in Southeast

Southeast City Council Sit up Service

Funding to provide a winter night shelter and ongoing support

SHAPS grants

During the year, HARP received a total of £577,016 (2024: £1,502,002) as part of 3 years funding through Southeast Borough Council as part of the Department for Levelling Up, Housing & Communities (DLUHC) initiative to tackle rough sleeping.

Henry Smith Foundation

Funding is for a four year Housing First pilot project.

Charity Bank

Revenue funding towards HARP's Recovery and Prevention work.

Garfield Weston Foundation

Capital grant towards the development of the HARP and Soul building.

Energy Grant

Revenue grant covering the cost of the energy efficiency audit for the HARP and Soul building

Essex Community Foundation

Grant covering the cost of running the Meaningful Activities programme

Sport England

Grant towards HARP's football activities within the Meaningful Activities programme

Fowler and Smith

Funding towards HARP's Creative Recovery Hub

Screwfix Foundation

Capital grant towards the development of the Crowstone Manor Project

Anon Donor

Anonymous donation towards the HARP and Soul building project

ROSCA

Funding towards HARP's participation in the City Day

Souter Charitable Trust

Funding towards the support we provide at Bradbury Day Centre

Southeast Emergency Fund

Funding towards food parcels distributed to the people HARP supports

The B&Q Foundation

Capital grant towards the development of the Crowstone Manor Project

The Story of Christmas

Capital grant towards the development of the HARP and Soul building.

The Wolfson Foundation

Capital grant towards the development of the Crowstone Manor Project

UKSPF Levelling Up

Funding towards HARP's ETE programme

All costs covered by loans taken out to fund property purchases and development should be shown in the restricted fund, along with the corresponding loan balance. Each year, as the loans are repaid, the equivalent amount is transferred to the unrestricted capital fund to reflect the reducing restriction against this property.

Restricted funds

	Balance at 1 Apr 2023 £	Income £	Expenditure/ Revaluation £	Transfer between funds £	Balance at 31 Mar 2024 £
SHAPS revenue grants	-	229,260	(229,260)	-	-
Henry Smith Foundation	-	33,000	(33,000)	-	-
Southeast CC Rough Sleeper	-	343,067	(343,067)	-	-
Southeast CC Sit up service	-	164,679	(134,545)	-	30,134
Albert Hunt Trust	-	7,000	(7,000)	-	-
Serving The Homeless	-	6,200	(6,200)	-	-
Essex Community Foundation	-	5,730	(5,730)	-	-
One Stop Shop	-	2,500	-	-	2,500
Lions Club	-	250	(250)	-	-
Groundwork UK	-	250	(250)	-	-
Asda	-	-	-	-	-
Bluebird Capital appeal	-	485	(485)	-	-
Gardening project	-	2,396	(2,396)	-	-
Others	-	9,486	(9,486)	-	-
Funds Available to Spend	-	804,303	(771,669)	-	32,634
Capital Fund (Fixed Assets)	5,207,775	1,522,742	(1,218,573)	(718,158)	4,793,786
	5,207,775	2,327,045	(1,990,242)	(718,158)	4,826,420

23. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year £	Total 2025 £
Restricted Income Funds:				
Services to the homeless	9,673,027	(26,855)	(5,311,231)	4,334,941
Unrestricted Income Funds	2,055,439	467,951	(465,061)	2,058,329
Total Funds	11,728,466	441,096	(5,776,292)	6,393,270

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year £	Total 2024 £
Restricted Income Funds:				
Services to the homeless	9,488,844	77,370	(4,739,794)	4,826,420
Unrestricted Income Funds	1,846,839	(41,329)	(228,699)	1,576,811
Total Funds	11,335,683	36,041	(4,968,493)	6,403,231

24. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £	2024 £
Not later than 1 year	629,889	475,377
Later than 1 year and not later than 5 years	1,348,565	858,307
Due in more than 5 years	327,566	119,100
	2,306,020	1,452,784

25. Contingencies

During 2024/25, the Charity received donations of £ nil (2023/24: £3,720) in respect of unclaimed client account balances from various solicitors. The Charity has provided an indemnity to reimburse the funds should the relevant parties ever come forward and raise a claim on the balance.

A grant of £150,000 was received in 2017 for property development at the Bradbury Centre and White Heather House respectively. The grant terms stipulate that in the event either property is sold within ten years of receiving the donation, the donor Foundation reserves the right to claim back the relevant donation in part or in full, depending on the proceeds received by the Charity.

26. Related parties

During the year, donations of £20,759 (2023/24: £40,029) were received from related parties. The amounts shown for 2023/24 have been re-stated to include amounts previously treated as being received anonymously and to include gift-aid on all relevant donations. The corrected figure for 2022/23 should have been shown in the 2023/24 financial statements as £7,249. J Saxby, who is a related party of HARP under the definitions of the Charities' SORP, received a total of 11 (2024: 6) salary advances amounting to a combined total of £28,500 (2024: £12,330) and made multiple repayments during the year totalling £11,950 (2024: £12,330) such that £16,794 (2024: £nil) remained outstanding at 31 March 2025, including accrued interest. A Elliott, who is a related party of HARP under the definitions of the Charities' SORP, received 1 (2024: 0) salary advance of £500 (2024: £0) which has been repaid since 31st March 2025. The salary advances were granted to meet unforeseeable emergency expenditures; interest is payable at Bank of England Base Rate +1.8% on balances not fully repaid within 6 months. Past repayments were met by a combination of salary deductions and one-off payments and future repayments are being met mostly by monthly salary deductions. Trustees identified that the 2024 financial statements omitted disclosure of salary advances made to a key member of personnel which were fully repaid within the year and are disclosed above. No such advances or repayments were made in 2022/23.

27. Events after the reporting period

Events after the reporting period are detailed in the Trustee Annual Report on page 13.

28. Capital commitment

At the year end, HARP were committed to paying £284,655.40 (VAT Inclusive) towards the refurbishment of 104-106 The High Street, Southend on Sea, a property that HARP will purchase post year end for £1. For further details please see note 27.



HARP Head Office
104 - 106 High Street, Southend-on-Sea, Essex SS1 1JN
www.harpsouthend.org.uk
Company Registration Number: 04566985
Charity Registration Number: 1096126
Social Housing Regulator No. 4742

HOMELESS ACTION RESOURCE PROJECT

England & Wales - Charity number 1098126

Accounts

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Financial Statements
31st March 2024



Homeless Action Resource Project

Charitable Company Limited by Guarantee

Report of the Board (incorporating the Strategic Report)

Year ended 31st March 2024

The Trustees, who are also the Directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31st March 2024.

Reference and administrative details

Registered Charity name	Homeless Action Resource Project
Trading name	HARP (Southend's Homelessness Charity)
Charity registration number	1098126
Company registration number	04566985
Social Housing Regulator number	4742
Principal office and registered office	104-106 High Street Southend-on-Sea Essex SS1 1JN
The Trustees	Alistair Barr (Honorary Treasurer) Alex Brown (appointed 24 June 2024) Iain Campbell Lilias Felton Helen McDonald (appointed 24 June 2024) Michael Nevin Joanne Prestidge (resigned 4 April 2023) Michael Raffan (Chair) Mark Rothman (resigned 17 June 2024) Haroon Siddique Debbie Stanton (resigned 17 June 2024) Peter Thorn Yvonne Vickers
Key management	Vanessa Hemmings (Chief Executive) Nicolette Bowling (Director of Property Development) Agata Elliott (Director of Fundraising and Communications) (Appointed 4 December 2023) Stephen Mansfield (Director of Fundraising and Communications) (Left 15 August 2023) Jacqueline Saxby (Director of Finance and HR) Amanda Bristow (Director of Operations) (Appointed 8 January 2024)
Auditor	Edmund Carr LLP Chartered Accountants & Statutory Auditor 146 New London Road Chelmsford Essex CM2 0AW

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Report of the Board (incorporating the Strategic Report)

Year ended 31st March 2024

Our Vision, Mission and Values

VISION

Working together with our community to ensure that nobody is forced to sleep rough in Southend-on-Sea.

MISSION

To end the need for rough sleeping by transforming the lives of those we support, providing people with the foundation for change. We offer emergency accommodation options and support tailored to people's needs. We build lasting, restorative relationships, shining a light on each individual's strengths. We empower people to move away from rough sleeping for good.

VALUES

1) KINDNESS

Honouring and empowering those we support. We offer choice and value differences.

2) HONESTY

We are accountable and work with integrity.

3) RELATIONSHIPS

We value partnerships and know we are stronger as a community working together.

4) EQUITY

We walk alongside those we support and share high aspirations for social justice.

Objectives and activities

HARP offers a critical lifeline to the most vulnerable experiencing homelessness in Southend-on-Sea. Our vision includes us working together with our community to ensure that nobody is forced to rough sleep in Southend on Sea. We aim to end the need for rough sleeping by transforming the lives of those we support; providing people with the foundation for change. We offer emergency accommodation options and support tailored to their needs; we build lasting, restorative relationships. We empower people to move away from rough sleeping for good. We have set up bedspaces specifically to accommodate rough sleepers 'straight from the street' our outreach teams are out daily working to identify people they find bedded down and offering opportunities for them to come directly into our accommodation. As well as making sure individuals primary needs are met, through building supportive relationships we work to identify the root causes of each individuals' homelessness and any factors that may interfere with them being able to live independently. We enable people to work with us to address those things as well as the inevitable side-effects of rough sleeping. Our ultimate aim is to move people on from HARP and into independent living.

There are many reasons why people become homeless, including dependence on substances and unmet mental health or physical needs. It is our hope that people using our services are able to rebuild their support networks and tackle those issues so that when they are able to move on, they do so positively and into greater independence.

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Year ended 31st March 2024

STRATEGIC REPORT

Achievements and performance

The need:

Across 2023/24 891 people were supported via the Bradbury Day Centre. This figure reflects a drop from last year but (1,039), but we understand that this is due to the remodelling of our day centre offer to focus solely on verified rough sleepers (over 50% of those accessing our services in previous years was for preventative support.) The official rough sleeper count in November 2023 detailed 35 people rough sleeping, this represented the highest number in the whole East of England and more than double the previous year. Based on the work of our outreach team we also know that figure to be significantly higher, our resources have been focused on those people sleeping rough with the aim of bringing as many as possible in for triage, assessment and eventual move on into a longer-term accommodation option. Our official count numbers whilst spiked are consistent with the sharp increases seen across the wider UK.

a. Age and gender

Age and gender breakdown for all service users 2023/24					
Age	Male	Female	Non binary	Totals	%
18 - 25	91	64	2	157	17.6%
26 - 29	58	14	1	73	8.2%
30 - 59	439	152	0	591	66.3%
60 +	54	16	0	70	7.9%
Totals	642	246	3	891	100.0%
	72.1%	27.6%	0.3%	100.0%	

We saw a spike in the numbers of older people seeking support across the year with several being new to rough sleeping and presenting with multiple and overlapping needs including serious physical health and mental health needs.

b. Rough Sleepers

Long Term Rough Sleepers (LTRS) are defined as those who have spent the equivalent of three months or more sleeping on the streets in their lifetime, and Short-Term Rough Sleepers (STRS) are those who have spent time on the streets, but not yet the equivalent of three months of nights in total. 72% of rough sleepers we helped during 2023/24 were LTRS and the remaining were new to the street or STRS.

c. Mental illness

57% of total clients reported having a history of or were currently experiencing mental health issues, this has remained consistent with last years figures.

d. Substance misuse

56% reported having drug and/or alcohol misuse issues in 2023/24, which again is broadly consistent with last years numbers.

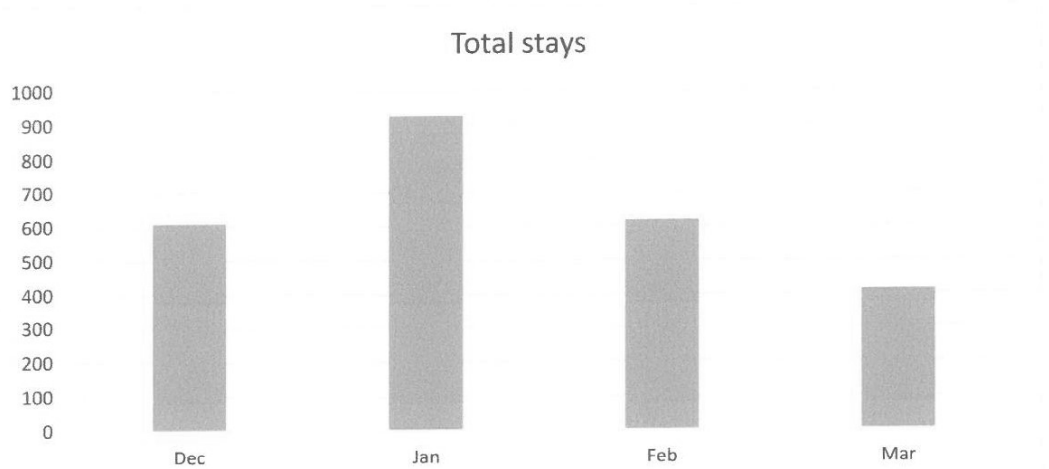
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e. Women
28% of our service users in 2023/24 present as female. This compared with 27% in the previous year. Of clients who were **resident** with HARP this year, 31% were female, taking into account the number of females only bedspaces increasing. Of the women we supported 68.3% reported mental health issues which is higher than our total average. 39.8% presented with a history of substance misuse and 23.6% reported alcohol dependency issues.

Resources
Emergency day services

Bradbury Day Centre continues to be a “one-stop-shop”, in order to focus the work onto those most in need, with verified rough sleepers being able to access breakfasts, lunch, showers, training and access to medical attention. The Bradbury also offers a touch point for our Navigators to support people into accommodation. We provide advice and support, clean clothes, laundry, and various meaningful activities aimed at helping to motivate people to get back on their feet.

Emergency Night Shelter (Cold Weather Provision)
In response to the high numbers of people sleeping rough, in partnership with Southend Council and funded by DLUHC we opened an emergency cold weather shelter in December 23 which stayed open until 31st March 24. We stopped taking new referrals at the end of February 24. The shelter was staffed by a mixture of paid staff 4pm – 8.30am, who were supported by volunteers up until midnight each night. The shelter offered 2,567 unique stays across the 4 months it was open. The chart below details capacity / use breakdown across those four months. 16% were moved on outside of HARP and either into other temporary accommodation or returned to a place they had a local connection to.



37% of those who used the night shelter were resettled into HARP accommodation (46 people). 3% (4 people) were moved on into extra care or sheltered accommodation outside of HARP. 4% had no recourse, we were successfully able to find accommodation options for all at the point the shelter closed its doors.

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Accommodation

By 31st March 2024, HARP had a total of 305 available beds across a service pathway. Access into those bedspaces being gatekept to focus resources on moving people straight from the street quicker from the point of being verification. Our direct access beds can accommodate people under assessment for up to 14 days, during which their route into longer term housing can be mapped out. This might mean in some cases people 'stay put' whilst an offer external to HARP is being sourced such as PRS. Or it might mean a move into longer term supported accommodation or suitable offers both within and beyond HARP from other providers such as MIND, Peabody or Richmond Fellowship. We know from our data that support needs range amongst the rough sleeping community and we have adapted to that diversity by working more flexibly with our admission criteria and processes. We continue to operate within a harm minimisation approach which enables us to house people with substance misuse needs (in essence a 'wet hostel' offer). The route out of HARP for some may be via a longer-term placement with us in our floating support accommodation, this is accommodation which in essence has no staff on site and allows for residents to take more responsibility to manage more independently. It gives people a vital opportunity to learn or relearn the skills they will need to manage successfully beyond HARP.

Recovery Group Work, Training, Employment and Volunteering

Traditionally HARP's service model has based on the three key elements of Support, Accommodation and Meaningful Activity ('SAM'). Meaningful Activity being an essential part of our programmes. We know from our evidence and external research that people taking part in such activities have purpose and motivation to address their underlying issues, and are consequently more likely to succeed in rebuilding their lives and moving on to independent living. Across 2023/24 we have invested in expanding our offer to include a series of activities and group work programmes which have been developed around the cycle of change. We are aiming to target those who are pre contemplative about their recovery journeys and move them further towards being ready to take those next steps. The programmes are being run in part by staff and part by a broader team. We are looking forward to expanding this initiative across the coming year.

Housing outcomes

Of those we supported with preventative work during 2023/24 we helped 46% to either find or keep their accommodation (406 people). In 2023/24 20% of those we supported were determined to have no local connection to Southend, this was a drop compared to last year. We successfully moved 118 people on out of HARP accommodation into independence over the year.

Public benefit

The Trustees pay due regard to the Charity Commission's guidance on Public Benefit when deciding what activities the Charity should undertake, and this is demonstrated in a variety of ways. Across HARP we have reframed our approach to the service model and established a clear pathway into and throughout our services. In 2023/24 we continued to embed a psychologically informed and strength-based approach throughout. We continued to deliver and expand on Housing First as an option for those entrenched rough sleepers where shared or hostel type accommodation is not an option. We adapted to the challenge of securing self-contained housing by leasing properties for this provision. This has enabled us to provide the service and support / subsidise the existing grant funding. We have prioritised training and upskilling our staff to be able to better work with the needs the clients present with.

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HARP's services include:

- emergency support (food, warmth and shelter)
- short term accommodation.
- Longer term accommodation for people with ongoing complex needs.
- advice and support, e.g.: tenancy rescue & advocacy
- education, training and assistance in finding and sustaining employment.

We continue to deliver DLUHC's funded & council commissioned outreach service in Southend. This has enabled us to adapt to the steady rise in the numbers needing our support. While levels of rough sleeping in Southend continues to grow, we have refocused how we manage the need with our beds providing a pathway. We have 68 (direct access) or beds available straight from the street, (up from 12 in 2021/22 / 2022/23). We have directed considerable resources into the redevelopment of our Acorn properties, launching Bradbury Mansions at the start of the new financial year 2024/25. We have refined our plans for 2023/24 into a focus on consolidating and evaluating our model / pathway approach. This was a high priority in our Corporate Business Plan for 2024/25.

Volunteers

We have continued to grow and invest in volunteers; we recruited a new full time volunteer coordinator in 2022/23 and that additional resource has enabled us to grow our numbers to 60 regular volunteers plus additional 70 people who give up their time for us on a more adhoc basis. We have actively been developing the role played by corporate volunteers with several large firms including Lloyd's bank offering staff time to support projects.

Food donations

We continue to be incredibly grateful to local business and members of the public who donate food to HARP. We estimate that the value of food donated is approximately £275,000 for 2023/24 (2022/23: £225,000) We have included this amount in our donations and in the food expenditure costs for 2023/24.

Financial review

Our surplus for the year ended 31st March 2024 was £1,493,472. As part of the regular revaluation of HARP owned properties, a write down on revaluation of £1,517,991 was taken to the income and expenditure account resulting in an overall deficit of £24,519 for the year. Total funds at the end of the year were £6,403,231. Of this, £10,874,095 represented the property value of accommodation which HARP provides for the homeless. Our principal funding source is from housing income (see note 6) and this is used to run and maintain HARP's high standard of housing stock for homeless people. This income allows us to provide the support our residents need to enable them to move towards independent living and a healthier lifestyle. We also receive grant funding (see note 6) which allows us to provide additional specialist support for particularly vulnerable and at-risk homeless individuals.

Freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in June 2024 using the 'existing use' valuation method for the majority of the properties in the portfolio. The exception to this is the Bradbury Day Centre which has been valued on a market value basis to represent its true and fair value to the Charity.

As part of the Charity's overall management of risk, the Trustees' financial strategy is to ensure there is diversification in HARP's sources of income. The plan is to achieve this via a combination of public sector funded income from housing benefit and capital/revenue grants, funds from voluntary sources such as fundraised income from events and donations, an expansion of our charity shops, all topped up with income generated from HARP's charitable activities.

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Reserves statement

It is the aim of the Trustees to ensure that HARP has sufficient funds to:

- enable the Charity to continue its operations in any short term absence of income
- allow it to continue to develop the services it is able to offer the homeless
- provide seed-corn funding when required for property redevelopment programmes.

HARP's financial position remains strong, with year-end reserves of £6.403m (2022/23: £6.427m). Of these, £1.577m are unrestricted (2022/23: £1.219m). Cash levels were £650k at the year end (2022/23: £483k). A large proportion of the Charity's income is guaranteed, subject to demand, and with the Charity being almost at full capacity, this income will continue to support the outgoings. The charity occasionally finds that development projects overrun on time and/or cost, which can have a short-term impact on free reserves which was the case at the end of 2023/24. The adequacy of free reserves has been reviewed by the Trustees and are monitored throughout the year through the Finance Sub-Committee

Plans for future periods

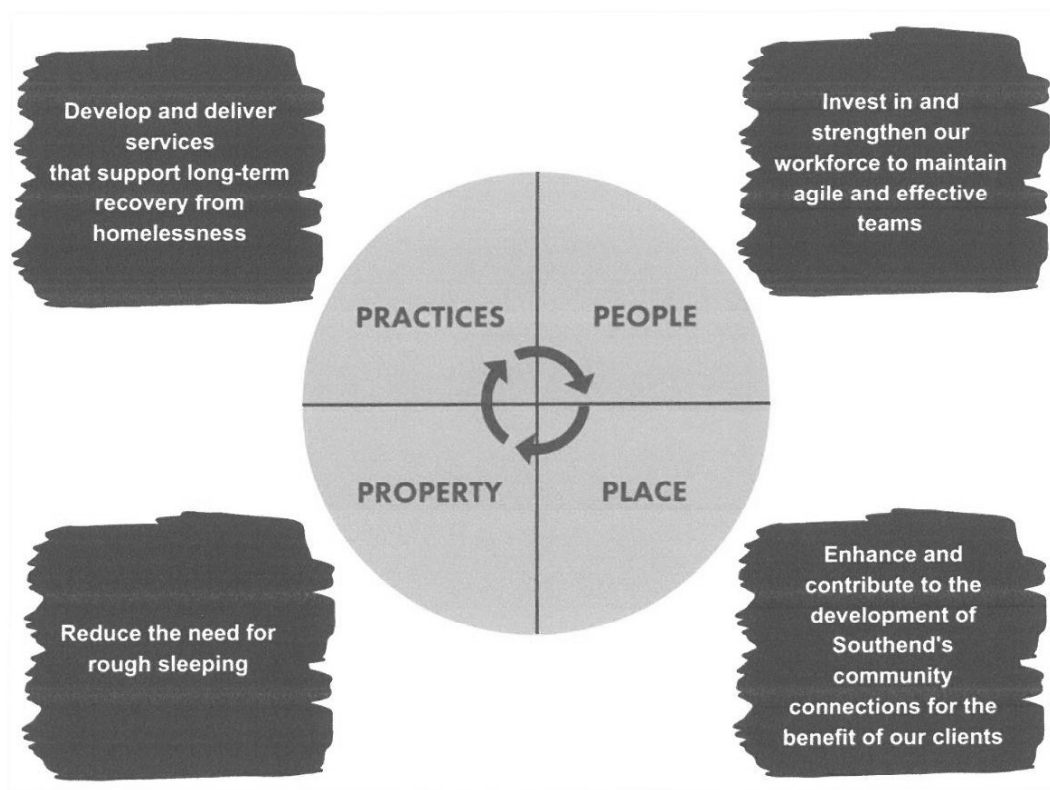
HARP's refreshed vision includes working together with our community to ensure that nobody is forced to sleep rough in Southend-on-Sea. In order to achieve that vision and our mission "To end the need for rough sleeping by transforming the lives of those we support, providing people with the foundation for change. We offer emergency accommodation options and support tailored to people's needs. We build lasting, restorative relationships, shining a light on each individual's strengths. We empower people to move away from rough sleeping for good." In 2023/24 we launched our new five-year strategy which is based around four pillars:

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We have made strides towards achieving our aims with SHAP's grant funding being awarded enabling us to refurbish some existing sites and procure others in keeping with our property plans. We have attracted revenue grant funding which is enabling us to invest in our staff. We have secured a major donation which will enable HARP to have a long-term interest in a central Southend site which will provide us a base to offer expand and relaunch our preventive services, enabling us to reach a wider cohort who may not yet have been forced to sleep on Southend's streets. We have begun to identify and address the factors that destabilise our client's recovery and stop them moving forwards. In 2024/25 we will be growing our recovery offer and working closely with other Southend providers to ensure we join up our approach to maximise the benefits for each individual who may move through our services.

Pay policy for senior staff

The Directors of the Company are also the Charity's Trustees. All Trustees give up their time freely, and no Trustees received remuneration in the year.

The Executive Management Team (EMT) comprises the key management personnel of the Charity in respect of managing and operating HARP on a day-to-day basis. The pay of the EMT is reviewed annually, as for other HARP staff, subject to the approval of the Trustees and following performance appraisal. In view of the nature of the Charity, the Trustees' policy is to seek to match HARP staff pay levels with those of competing employers within its sector.

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Events after the end of the reporting period

SHAP funded projects

Bradbury Mansions

This project increased in its scope over the contract period, and this resulted in an overrun of both time and costs, which were met from HARP reserves. However, we now have a fabulous basement space across 160 and 162, where residents are enjoying music workshops, and an extensive storage area under 158, which provides great space for managing the catering in particular. Because of the nature of the works, they had to be completed within the programme otherwise the opportunity for utilising them would be missed.

The single unit at 117 was completed and occupied in May 2023.

On 18th December 2023 HARP opened the doors of 162 Bradbury Mansions, following the completion of 9 bedsits at that property. Thanks to an outstanding effort for both the Property and Service teams alongside some welcome volunteers, the residents were safely moved in before Christmas.

Following completion of the remaining 14 rooms in the newly combined hostel incorporating 158 and 160 York Rd at the end of March, HARP held a stakeholder open day on 17th April with residents moving in the following day. All 24 beds are fully occupied, HARP is in receipt of quarterly payments of the associated Revenue Funding and it proving to be a very successful project.

Crowstone Manor

The purchase of the building took place in October 2023 with an £800,000 loan from Charity Bank and part of the £570,000 SHAP capital funding. Works started on the main contract for refurbishment and remodelling in April 2024 with a completion date at the end of August 2024, and open for residents at the end of September. Additional funding has been received to cover increased costs; £60,000 from the Wolfson Foundation; £5,245 from the Screwfix Foundation and £10,000 from the B & Q Foundation.

104-106 High Street

In April 2024 HARP entered into a Deed of Variation with a private donor, who had purchased the building with a view to donating the building to HARP on completion of the refurbishment and remodelling works planned. The main contract will start in September 2024 and should complete in Spring 2025. The works are to be funded with a mixture of grants and donations and a loan of £700,000 from Charity Bank.

The three-storey building in the centre of Southend High Street will act as an integrated, central hub to house HARP's central offices and a new homelessness prevention hub open to the public, providing diverse support to those at risk of becoming homeless. It will house an on-site medical clinic, offering vital health provision for people experiencing homelessness within a safe and welcoming setting.

Having focused on the rough sleeper client group over the last few years, we now have in place robust services to provide tailored, direct support to this cohort. HARP & Soul will enable us to therefore look at the whole issue of homelessness and prevention in Southend more widely and holistically by creating a one-stop shop to provide:

- Provision of health for the homeless
- Homelessness prevention services
- Employment opportunities through a Recovery College
- Community availability

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Structure, governance and management

Governing document

The Charity is controlled by its governing document, the Memorandum and Articles of Association, and constitutes a Company Limited by Guarantee, as defined by the Companies Act 2006. HARP is also a Registered Social Housing Provider, and consequently regulated by the Social Housing Regulator.

Organisational structure

The Charity is governed by its Trustees, who are selected to provide a broad base of expertise in social welfare, legal matters, finance, human resources, homelessness and charity administration.

Trustee meetings are hybrid depending on availability of trustee's, the Trustees have chosen to exercise much of the Charity's governance and oversight via the following sub-committees: Premises Committee, Finance Committee, Fundraising & Communications Committee, Also the recently restructured Operations Committee and People & OD Committee. The Operations Committee includes service-related H&S and oversight of the organisational risk register. The day-to-day operating decisions of the Charity are delegated via a Scheme of Delegated Authority to the Chief Executive Officer, who reports directly to the Trustees via the Chair.

New Trustees are recruited through external advertising and are selected according to their relevant skills, expertise and the sympathy they demonstrate towards the plight of people finding themselves homeless. Prospective Trustees attend one or more Trustees meetings (including a Sub-Committee) in addition to being interviewed by a panel of Trustees, prior to being appointed. Trustees attend an induction programme following their appointment, and all Trustees are offered suitable training opportunities according to their needs. In June 2024, 2 new Trustees were appointed; Helen McDonald and Alex Brown. Jo Prestidge resigned as a Trustee during the year and Mark Rothman and Debbie Stanton resigned as trustees in June 2024 and we are very grateful to all for their input and support.

There was a change to the executive team with Stephen Mansfield leaving HARP in August 2023. Following a successful recruitment process we welcomed a new Executive Director of Fundraising and Communications to HARP in December 2023, Agata Elliott brings with her a wealth of experience in this area.

Risk management

In accordance with Accounting and Reporting by Charities (Charities SORP FRS 102), the Charity carries out regular risk reviews.

As part of these, the Charity has (and will continue to):

- reviewed its financial control system to protect its assets and help to prevent fraud and other irregularities
- reviewed all relevant regulations with regards to the conduct of its principal activities
- ensured that regulations governing employment law and taxation are complied with
- continuously monitored Health and Safety risks for its staff, volunteers and clients, especially with regards to the inherently difficult nature of the work of frontline staff in particular, due to the sometimes-chaotic behaviours exhibited by the Charity's more complex clients
- reviewed its information management systems to ensure compliance with the data protection regulations known as GDPR
- implemented other risk management measures as appropriate, including insurances where

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available, to help mitigate those risks which cannot be eliminated entirely

- appointed expert health and safety consultants, human resources consultants, and other professional firms or individuals, to advise the Charity and the Trustees as and when required

The Trustees believe the greatest potential risks facing the Charity to be:

- Its ability to continue to provide high quality services with the need to balance the safety of staff and volunteers with achievement of HARP's core charitable objective of meeting the needs of Southend's homeless people.
- Access to longer term revenue funding beyond the lifetime of the three-year SHAPS revenue grant.
- Fundraising ROI.
- Move towards regulating supported living and hostel sector leading to increased costs for staff training.
- Rising sector wages impacting recruitment and retention levels.
- Rising interest rates impacting existing / future borrowing.
- Increased rates of homelessness due to rising poverty and the cost-of-living crisis, and reduced funding available to the government.
- The continued shortage of suitable affordable quality accommodation within the local vicinity.
- The relatively small size of the Charity's staffing, constraining opportunities for segregation of duties and resulting in over-reliance on individuals for key tasks such as preparing payroll.

Trustees' responsibilities statement

The Trustees (who are also Directors of HARP for the purposes of company law) are responsible for preparing the Trustees Annual Report (including the Strategic 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 2015 (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.

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Auditor

Each of the persons who is a Trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the Charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

The Trustees' annual report was approved on 16 September 2024 and signed on behalf of the board of Trustees by:



Michael Raffan
Trustee



Alistair Barr
Trustee

Homeless Action Resource Project

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Independent Auditor's Report to the Members of the Homeless Action Resource Project

Year ended 31st March 2024

Independent Auditor's Report to the Members of Homeless Action Resource Project

Opinion

We have audited the financial statements of Homeless Action Resource Project (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of comprehensive income, the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows 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 charitable company's affairs as at 31 March 2024, and of 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, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2022.

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 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 board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

Our responsibilities and the responsibilities of the board 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 directors are responsible for the other information contained within the Trustees 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

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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 Report of the Board (incorporating the Strategic Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Board (incorporating the Strategic Report) has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Board (incorporating the Strategic 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of the board

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the association for the purposes of charity 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 board 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 board is responsible for assessing the association'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 board either intends to liquidate the charitable company or to cease operations, or has 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

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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.

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 engagement partner 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 focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company'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.
- Considered the internal controls in place to mitigate the 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

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
- 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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Independent Auditor's Report to the Members of the Homeless Action Resource Project

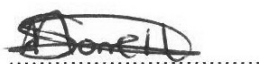
Year ended 31st March 2024

- error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.
 - Conclude on the appropriateness of the board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 section 137 of the Housing and Regeneration Act 2008. 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.



S Morrell (Senior Statutory Auditor)

23/09/2024

For and on behalf of Edmund Carr LLP

Chartered Accountants and Statutory Auditor

146 New London Road

Chelmsford

Essex

CM2 0AW

Homeless Action Resource Project

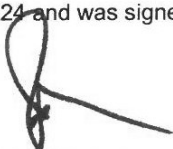
Charitable Company Limited by Guarantee

Statement of Comprehensive Income (Including Income and Expenditure Account)

Year ended 31st March 2024

	2024	2023
	Total funds	Total funds
	£	£
Turnover	9,091,704	6,050,713
Operating expenditure	(7,317,256)	(5,688,262)
Operating surplus / (deficit)	1,774,448	362,451
Interest receivable	2,555	108
Interest and financing costs	(283,531)	(130,379)
Downward revaluation of housing properties	(1,517,991)	(724,110)
Total comprehensive income for the year	(24,519)	(491,930)

The statement of comprehensive income was approved by the Board of Trustees on 16 September 2024 and was signed on its behalf by:


Michael Raffan
Trustee


Alistair Barr
Trustee

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31st March 2024

		Unrestricted funds	2024 Restricted funds	Total funds	2023 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	5	654,504	184,297	838,801	672,577
Charitable activities	6	5,580,718	2,142,748	7,723,466	4,852,190
Other trading activities	7	326,461	-	326,461	513,433
Investment income	8	2,555	-	2,555	108
Other income	9	202,976	-	202,976	12,513
Total income		<u>6,767,214</u>	<u>2,327,045</u>	<u>9,094,259</u>	<u>6,050,821</u>
Expenditure					
Expenditure on raising funds:					
Fundraising costs	10	248,366	-	248,366	198,355
Expenditure on charitable activities	11,12	6,648,964	703,457	7,352,421	5,620,286
Total expenditure		<u>6,897,330</u>	<u>703,457</u>	<u>7,600,787</u>	<u>5,818,641</u>
Net income/expenditure		<u>(130,116)</u>	<u>1,623,588</u>	<u>1,493,472</u>	<u>232,180</u>
Transfers between funds		718,158	(718,158)	-	-
Other recognised gains and losses					
Revaluation of freehold property		(231,206)	(1,286,785)	(1,517,991)	(724,110)
Net movement in funds		<u>356,836</u>	<u>(381,355)</u>	<u>(24,519)</u>	<u>(491,930)</u>
Reconciliation of funds					
Total funds brought forward		1,219,975	5,207,775	6,427,750	6,919,630
Total funds carried forward		<u>1,576,811</u>	<u>4,826,420</u>	<u>6,403,231</u>	<u>6,427,750</u>

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

All income and expenditure derive from continuing activities.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Position

Company registration number 04566985

31st March 2024

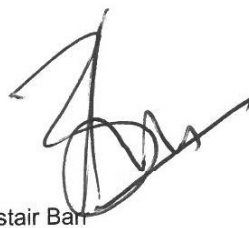
	Note	2024 £	2023 £
Fixed assets			
Tangible fixed assets	18	11,335,683	9,472,859
Current assets			
Debtors	19	273,838	194,985
Cash at bank and in hand		650,050	483,768
		<u>923,888</u>	<u>678,753</u>
Creditors: amounts falling due within one year	20	<u>887,847</u>	<u>472,029</u>
Net current assets		36,041	206,724
Total assets less current liabilities		11,371,724	9,679,583
Creditors: amounts falling due after more than one year	21	4,968,493	3,251,833
Net assets		<u>6,403,231</u>	<u>6,427,750</u>
Funds of the Charity			
Restricted funds		4,826,420	5,207,775
Unrestricted funds		1,576,811	1,219,975
Total Charity funds	22	<u>6,403,231</u>	<u>6,427,750</u>

These financial statements were approved by the Board of Trustees and authorised for issue on 16th September 2024

and are signed on behalf of the Board by:



Michael Raffan
Trustee



Alistair Barr
Trustee

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Statement of Cash Flows
Year ended 31st March 2024

	2024	2023
	£	£
Cash flows from operating activities		
Net (expenditure) income	1,493,472	232,180
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	69,615	53,117
Other interest receivable and similar income	(2,555)	(108)
Interest payable and similar charges	283,531	130,379
Gain on disposal	7,480	1,378
<i>Changes in:</i>		
Trade and other debtors	(78,853)	(58,615)
Trade and other creditors due in one year	415,818	(67,366)
Cash generated from operations	2,188,508	290,965
Interest paid	(283,531)	(130,379)
Interest received	2,555	108
Net cash from operating activities	<u>1,907,532</u>	<u>160,694</u>
Cash flows from investing activities		
Purchase of tangible assets	(3,457,910)	(1,300,150)
Proceeds from sale of tangible assets	-	-
Long terms loan for purchase of assets	1,716,660	264,108
Net cash used in investing activities	<u>(1,741,250)</u>	<u>(1,036,042)</u>
Net increase (decrease) in cash and cash equivalents	166,282	(875,348)
Cash and cash equivalents at beginning of year	<u>483,768</u>	<u>1,359,116</u>
Cash and cash equivalents at end of year	<u>650,050</u>	<u>483,768</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements
Year ended 31st March 2024

1. General information

The Charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered Charity in England and Wales. The address of the registered office is 104-106 High Street, Southend-on-Sea, Essex, SS1 1JN. The charitable company is registered under the Companies Act 2006 and is a registered provider of social housing.

2. Statement of compliance

The financial statements are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2023.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charitable company.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

Income tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2024

3. Accounting policies *(continued)*

Fund accounting

Funds held by the Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objectives of the Charity. These are detailed in the financial statements.

Designated funds - these are funds set aside by the Trustees out of unrestricted funds for specific future purposes or projects. These are detailed in the financial statements.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the Charity; it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably
- legacy income is recognised when receipt is probable and entitlement is established
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Grants received

Items of income are recognised and included in the accounts when all the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the income have been fully met or are fully within the control of the charity;
- there is sufficient certainty that the receipt of the income is considered probable; and
- the amount can be reliably measured.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned (as the related goods or services are provided). Grant income included in this category is recognised on a receivable basis except where it is given specifically to fund expenditure in a future period when it is treated as deferred income.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2024

3. Accounting policies *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods
- expenditure on charitable activities includes all costs incurred by a Charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the Charity apportioned to charitable activities
- other expenditure includes all expenditure that is neither related to raising funds for the Charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Motor vehicles	- 15% reducing balance
Equipment	- 15% reducing balance to 33.3% straight line

No depreciation is charged on the freehold property. The Charity's policy is to maintain the property in a continual state of sound repair and accordingly the Trustees are of the opinion that the life of the property is so long and the residual value so high that the depreciation is insignificant.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2024

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

4. Limited by guarantee

In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity whilst he or she is a member or within one year thereafter.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Donations and legacies	654,504	184,297	838,801
	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations and legacies	607,251	65,326	672,577

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Trustees' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Grants from charitable bodies	-	133,000	133,000
Statutory contracts	-	2,009,748	2,009,748
Housing benefit and service charges	5,580,718	-	5,580,718
	<u>5,580,718</u>	<u>2,142,748</u>	<u>7,723,466</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Grants from charitable bodies	-	606,500	606,500
Statutory contracts	-	371,348	371,348
Housing benefit and service charges	3,874,342	-	3,874,342
	<u>3,874,342</u>	<u>977,848</u>	<u>4,852,190</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Shop sales	326,461	326,461	513,433	513,433
	<u>326,461</u>	<u>326,461</u>	<u>513,433</u>	<u>513,433</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2024

8. Investment income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Bank interest receivable	2,555	2,555	108	108

9. Other income

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Kickstart Grant			12,113	12,113
Insurance claims	201,592	201,592	-	-
Other income	1,384	1,384	400	400
	<u>202,976</u>	<u>202,976</u>	<u>12,513</u>	<u>12,513</u>

10. Fundraising costs

	Unrestricted Funds £	Total Funds 2024 £	Unrestricted Funds £	Total Funds 2023 £
Wages and salaries	204,350	204,350	178,850	178,850
Bank charges	445	445	-	-
Training and welfare	3,513	3,513	485	485
Equipment and IT costs	617	617	4,369	4,369
Motor vehicle expenses	3,767	3,767	2,538	2,538
Telephone	2,643	2,643	2,196	2,196
Printing, postage and stationery	7,858	7,858	1,086	1,086
Subscription	368	368	497	497
Marketing	24,805	24,805	8,334	8,334
	<u>248,366</u>	<u>248,366</u>	<u>198,355</u>	<u>198,355</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2024

11. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Services to the homeless	5,580,094	703,457	6,283,551
Support costs	1,068,870	-	1,068,870
	<u>6,648,964</u>	<u>703,457</u>	<u>7,352,421</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Services to the homeless	4,341,389	476,353	4,817,742
Support costs	802,544	-	802,544
	<u>5,143,933</u>	<u>476,353</u>	<u>5,620,286</u>

12. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2024 £	Total fund 2023 £
Services to the homeless	6,283,551	906,436	7,189,987	5,504,680
Governance costs	-	162,434	162,434	115,606
	<u>6,283,551</u>	<u>1,068,870</u>	<u>7,352,421</u>	<u>5,620,286</u>

13. Analysis of support costs

	Total 2024 £	Total 2023 £
Loan interest	283,531	130,379
Premises	446,903	365,409
Communications and IT	68,130	72,965
General office	107,872	118,185
Governance costs	162,434	115,606
	<u>1,068,870</u>	<u>802,544</u>

14. Net income

Net income is stated after charging/(crediting):	2024 £	2023 £
Depreciation of tangible fixed assets	68,615	53,117
Loss/(gains) on disposal of tangible fixed assets	(7,480)	(1,378)
Operating lease rentals	634,503	566,039
Auditors remuneration	15,500	12,105

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

15. Auditors' remuneration

	2024	2023
	£	£
Fees payable for the audit of the financial statements	<u>15,500</u>	<u>12,105</u>

16. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2024	2023
	£	£
Wages and salaries	3,458,752	2,753,910
Social security costs	327,721	270,037
Pension contributions	74,165	59,517
Agency staff	448,517	290,145
Other benefits	48,396	-
	<u>4,357,551</u>	<u>3,373,609</u>

During the year, redundancy payments totalling £48,396 (2023/23 nil) were paid to 7 employees.

The average head count of employees during the year was 118 (2022/23: 105). The average number of full-time equivalent employees during the year is analysed as follows:

	2024	2023
	No.	No.
Charitable purposes	89	89
Management and administration	12	8
	<u>101</u>	<u>97</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2024	2023
	No.	No.
£60,000 to £69,999	1	3
£70,000 to £79,999	2	1
£80,000 to £89,999	<u>1</u>	<u>-</u>

Key management personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the Charity. The total remuneration benefits paid to key management personnel for services provided to the Charity was £366,662 which includes employer's national insurance contributions of £38,730 (2022/23: £391,682 including employer's national insurance of £42,607).

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

17. Trustee remuneration and expenses

The Trustees neither received nor waived any remuneration during the year (2022/23: £Nil) and no Trustee received payment for expenses during the year (2022/23: £Nil).

18. Tangible fixed assets

	Freehold property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 st April 2023	9,039,250	62,500	781,192	9,882,942
Additions	3,352,836	17,966	87,108	3,457,910
Disposals	-	-	(15,925)	(15,925)
Revaluations	(1,517,991)	-	-	(1,517,991)
At 31st March 2024	10,874,095	80,466	852,375	11,806,936
Depreciation				
At 1 st April 2023	-	28,124	381,959	410,083
Charge for the year	-	6,217	63,398	69,615
Disposals	-	-	(8,445)	(8,445)
At 31st March 2024	-	34,341	436,912	471,253
Carrying amount				
At 31st March 2024	10,874,095	46,125	415,463	11,335,683
At 31 st March 2023	9,039,250	34,376	399,233	9,472,859

The freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in March 2024 using the 'existing use' valuation method for the majority of the properties in the portfolio. The exception to this is the Bradbury Day Centre which has been valued on a market value basis to represent its true and fair value to the Charity.

Included within bank loans and overdrafts is an amount of £4,223,088 (2022/23: £2,669,380) which is secured by The Charity Bank Limited by a fixed charge over certain properties owned by Homeless Action Resource Project.

Also included within bank loans and overdrafts is an amount of £600,000 (2022/23: £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

Tangible fixed assets held at valuation

In respect of tangible fixed assets held at valuation, the aggregate cost, depreciation and comparable carrying amount that would have been recognised if the assets had been carried under the historical cost model are as follows:

	Freehold property £
At 31 March 2024	
Aggregate cost	15,849,384
Aggregate depreciation	—
Carrying value	<u>15,849,384</u>
At 31 March 2023	
Aggregate cost	12,496,548
Aggregate depreciation	—
Carrying value	<u>12,496,548</u>

19. Debtors

	2024 £	2023 £
Prepayments and accrued income	98,999	77,130
Other debtors	174,839	117,855
	<u>273,838</u>	<u>194,985</u>

20. Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	114,046	265,530
Accruals and deferred income	532,321	73,675
Social security and other taxes	95,093	88,712
Bank and third party loans	146,387	44,112
	<u>887,847</u>	<u>472,029</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

21. Creditors: amounts falling due after one year

	2024 £	2023 £
Bank and third party loans	4,968,493	3,251,833
	<u>4,968,493</u>	<u>3,251,833</u>

Of this amount, capital of £4,171,546 (2022/23: £2,826,214) is due to be repaid after more than five years.

Included within bank loans and overdrafts is an amount of £4,223,088 (2022/23: £2,669,380) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road, 117 York Road, 49a Southchurch Avenue, 49b Southchurch Avenue 49c Southchurch Avenue, 158 York Road, 160 York Road, 162 York Road, 45 Southchurch Road and 47 Southchurch Road (incorporating Bluebird Walk) . There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge. Also included within bank loans and overdrafts is an amount of £600,000 (2022/23: £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

22. Analysis of charitable funds

Unrestricted funds

	At 1 st April 2023 £	Income £	Expenditure/ Revaluation £	Transfers £	At 31st March 2024 £
General funds	<u>1,219,975</u>	<u>6,767,214</u>	<u>(7,128,536)</u>	<u>718,158</u>	<u>1,576,811</u>

	At 1 st April 2022 (restated) £	Income £	Expenditure/ Revaluation £	Transfers £	At 31st March 2023 £
General funds	1,885,679	4,465,147	(5,396,234)	265,383	1,219,975
Property development	300,000	542,500	(577,117)	(265,383)	-
	<u>2,185,679</u>	<u>5,007,647</u>	<u>(5,973,351)</u>	<u>-</u>	<u>1,219,975</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

Restricted funds

	Balance at 1 Apr 2023 £	Income £	Expenditure/ Revaluation £	Transfer between funds	Balance at 31 Mar 2024 £
SHAPS revenue grants	-	229,260	(229,260)		-
Henry Smith Foundation	-	33,000	(33,000)		-
Southend CC Rough Sleeper	-	343,067	(343,067)		-
Southend CC Sit up service	-	164,679	(134,545)		30,134
Albert Hunt Trust	-	7,000	(7,000)		-
Serving The Homeless	-	6,200	(6,200)		-
Essex Community Foundation	-	5,730	(5,730)		-
One Stop Shop	-	2,500	-		2,500
Lions Club	-	250	(250)		-
Groundwork UK	-	250	(250)		-
Asda	-				-
Bluebird Capital appeal	-	485	(485)		-
Gardening project	-	2,396	(2,396)		-
Others	-	9,486	(9,486)		-
Funds Available to Spend	-	804,303	(771,669)		32,634
Capital Fund (Fixed Assets)	5,207,775	1,522,742	(1,218,573)	(718,158)	4,793,786
	<u>5,207,775</u>	<u>2,327,045</u>	<u>(1,990,242)</u>	<u>(718,158)</u>	<u>4,826,420</u>

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

Southend City Council Rough Sleeper

This is a 3 year contract to provide outreach services in Southend

Southend City Council Sit up Service

Funding to provide a winter night shelter and ongoing support

SHAPS grants

During the year, HARP received a total of £1,502,002 (2023: £371,348) as part of 3 years funding through Southend Borough Council as part of the Department for Levelling Up, Housing & Communities (DLUHC) initiative to tackle rough sleeping.

Clothworkers

Funding towards Bradbury Mansions refurbishment

Bradbury Foundation

Funding towards Bradbury Mansions refurbishment

Henry Smith Foundation

Funding is for a four year Housing First pilot project.

Lions Club

To fund clients' Christmas presents

Groundwork UK

To fund clients' Christmas party

Following a review of historical allocation of loan funding for property purchases and developments, it has been agreed that all costs covered by loans taken out to fund such projects should be shown in the restricted fund, along with the corresponding loan balance. Each year, as the loans are repaid, the equivalent amount will be moved back to the unrestricted capital fund to reflect the reducing restriction against this property.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

Restricted funds

	Balance at 1 Apr 2022 (restated) £	Income £	Expenditure/ Revaluation £	Balance at 31 Mar 2023 £
Southend Rough Sleeper	-	371,348	(371,348)	-
Henry Smith Foundation	-	64,000	(64,000)	-
National Lottery	-	9,684	(9,684)	-
NSAP	-	-	-	-
Serving The Homeless	-	7,250	(7,250)	-
Essex Community Foundation	-	7,042	(7,042)	-
Co-op	5,071	-	(5,071)	-
Lions Club	-	1,000	(1,000)	-
Groundwork UK	-	3,600	(3,600)	-
Asda	500	-	(500)	-
B&Q gardening project	5,000	-	(5,000)	-
Others - food	-	1,858	(1,858)	-
Funds Available to Spend	10,571	465,782	(476,353)	-
Capital Fund (Fixed Assets)	4,723,430	577,392	(93,047)	5,207,775
	<u>4,734,001</u>	<u>1,043,174</u>	<u>(569,400)</u>	<u>5,207,775</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

23. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2024 £
Restricted Income Funds:				
Services to the homeless	9,488,844	77,370	(4,739,794)	4,826,420
Unrestricted Income Funds	<u>1,846,839</u>	<u>(41,329)</u>	<u>(228,699)</u>	<u>1,576,811</u>
Total Funds	<u>11,335,683</u>	<u>36,041</u>	<u>(4,968,493)</u>	<u>6,403,231</u>

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2023 £
Restricted Income Funds:				
Services to the homeless	5,325,528	(117,753)	-	5,207,775
Unrestricted Income Funds	<u>4,147,331</u>	<u>324,477</u>	<u>(3,251,833)</u>	<u>1,219,975</u>
Total Funds	<u>9,472,859</u>	<u>206,724</u>	<u>(3,251,833)</u>	<u>6,427,750</u>

24. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2024 £	2023 £
Not later than 1 year	475,377	484,186
Later than 1 year and not later than 5 years	858,307	642,708
Due in more than 5 years	119,100	-
	<u>1,452,784</u>	<u>1,126,894</u>

25. Contingencies

During 2023/24, the Charity received donations of £3,720 (2022/23: £1,115) in respect of unclaimed client account balances from various solicitors. The Charity has provided an indemnity to reimburse the funds should the relevant parties ever come forward and raise a claim on the balance.

Grants of £150,000 were received in each of 2014 and 2017 for property development at the Bradbury Centre and White Heather House respectively. The grant terms stipulate that in the event either property is sold within ten years of receiving the donation, the donor Foundation reserves the right to claim back the relevant donation in part or in full, depending on the proceeds received by the Charity.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2024

26. Related parties

During the year, donations of £4,136 (2022/23: £4,110) were received from related parties

27. Events after the reporting period

Events after the reporting period are detailed in the Trustee Annual Report on page 10.

28. Capital commitment

At the year end, HARP were committed to paying £297,415 inc VAT towards the refurbishment of a HARP owned property.

HOMELESS ACTION RESOURCE PROJECT

England & Wales - Charity number 1098126

Accounts

COMPANY REGISTRATION NUMBER: 04566985
CHARITY REGISTRATION NUMBER: 1098126
SOCIAL HOUSING REGULATOR No. 4742

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Financial Statements
31st March 2023



Homeless Action Resource Project

Charitable Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2023

The Trustees, who are also the Directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31st March 2023.

Reference and administrative details

Registered Charity name Homeless Action Resource Project

Trading name HARP (Southend's Homelessness Charity)

Charity registration number 1098126

Company registration number 04566985

Social Housing Regulator number 4742

Principal office and registered office 146 New London Road
Chelmsford
Essex
CM2 0AW

The Trustees Alistair Barr (Honorary Treasurer)
Iain Campbell
Lilias Felton
Michael Nevin
Joanne Prestidge (resigned 4 April 2023)
Michael Raffan (Chair)
Mark Rothman
Haroon Siddique
Debbie Stanton
Peter Thorn
Yvonne Vickers

Key management Vanessa Hemmings (appointed 8 August 2022) (Chief Executive)
Jackie Bliss (Chief Executive) (Retired 30 June 2022)
Nicolette Bowling (Director of Property Development)
Stephen Mansfield (Director of Fundraising and Communications)
Jacqueline Saxby (Director of Finance and HR)
Gary Turner (Director of Service Operations) (left December 2022)
Michelle Pollock (Director of Services and Operations) (commencing 3 August 2023)

Auditor Edmund Carr LLP
Chartered Accountants & Statutory Auditor
146 New London Road
Chelmsford
Essex
CM2 0AW

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2023

Our Vision, Mission and Values

VISION

Working together with our community to ensure that nobody is forced to sleep rough in Southend-on-Sea.

MISSION

To end the need for rough sleeping by transforming the lives of those we support, providing people with the foundation for change. We offer emergency accommodation options and support tailored to people's needs. We build lasting, restorative relationships, shining a light on each individual's strengths. We empower people to move away from rough sleeping for good.

VALUES

1) KINDNESS

Honouring and empowering those we support. We offer choice and value differences.

2) HONESTY

We are accountable and work with integrity.

3) RELATIONSHIPS

We value partnerships and know we are stronger as a community working together.

4) EQUITY

We walk alongside those we support and share high aspirations for social justice.

Objectives and activities

HARP offers a critical lifeline to the most vulnerable experiencing homelessness in Southend-on-Sea. Our vision includes us working together with our community to ensure that nobody is forced to rough sleep in Southend on Sea. We aim to end the need for rough sleeping by transforming the lives of those we support; providing people with the foundation for change. We offer emergency accommodation options and support tailored to their needs; we build lasting, restorative relationships. We empower people to move away from rough sleeping for good. We have set up bedspaces specifically to accommodate rough sleepers 'straight from the street' our outreach teams are out daily working to identify people they find bedded down and offering opportunities for them to come directly into our accommodation. As well as making sure individuals primary needs are met, through building supportive relationships we work to identify the root causes of each individuals' homelessness and any factors that may interfere with them being able to live independently. We enable people to work with us to address those things as well as the inevitable side-effects of rough sleeping. Our ultimate aim is to move people on from HARP and into independent living.

There are many reasons why people become homeless, including dependence on substances and unmet mental health or physical needs. It is our hope that people using our services are able to rebuild their support networks and tackle those issues so that when they are able to move on, they do so positively and into greater independence.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

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Year ended 31st March 2023

STRATEGIC REPORT

Achievements and performance

The need:

Across 22/23 1039 people presented at the Bradbury Day centre for support, this figure shows a steady increase on last year (1,016) and the prior year (852). The official rough sleeper count in November 22 detailed 16 people rough sleeping. We know that figure to be higher with our outreach team regularly counting upwards of 30 people on a nightly basis. In Southend there are also still 55 people waiting for more secure housing accommodated in B&B's following 20/21's everyone in initiative. We know a significant number of those people to be multiply disadvantaged with interlinked and complex needs, meaning suitable housing options are limited. Our local authority has continued to house vulnerable rough sleepers in local B&Bs beyond cold weather periods, which has enabled us time to provide specific supported options for many of those in need.

a. Age and gender

2022/23					
Age	Female	Male	Non binary		%
16-17	0	0	0	0	0.0%
18	6	9	0	15	1.4%
19-25	67	95	3	165	15.9%
26-29	18	78	0	96	9.2%
30-59	172	516	0	688	66.3%
60+	18	57	0	75	7.2%
	281	755	3	1039	100.0%

b. Rough sleepers

Long Term Rough Sleepers (LTRS) are defined as those who have spent the equivalent of three months or more sleeping on the streets in their lifetime, and Short Term Rough Sleepers (STRS) are those who have spent time on the streets, but not yet the equivalent of three months' of nights in total. Of the 501 rough sleepers we helped during 22/23 , (487; 21/22) (20/21: 463), 330 were LTRS and 171 STRS. Rough sleepers made up 48% of total clients, with LTRS representing 32% and STRS being 16% of the total.

c. Mental illness

611 people (59% of total clients) reported having a history of or were currently experiencing mental health issues, compared with 650 (64%) last year.

d. Substance misuse

587 people (56%) reported having drug and/or alcohol misuse issues in 22/23, which is broadly in line with the 634 (62%) seen in the previous year.

e. Women

281 women (27% of total clients) sought assistance from HARP in 22/23. This compared with 292 (29%) in the previous year. Of clients who were **resident** with HARP this year, 35% were female (averaged over 22/23 as a whole), compared with 35% in 21/22.

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Charitable Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2023

Resources

Emergency day services

Bradbury Day Centre continues to be a "one-stop-shop", in order to focus the work onto those most in need during 2022/23 we restricted access to day centre services to verified rough sleepers only. They can continue to access breakfasts, lunch, showers, training and access to medical attention. It also usually offers advice and support, clean clothes, laundry, and various meaningful activities aimed at helping to motivate people to get back on their feet.

Accommodation

By 31st March 2023, HARP had a total of 264 available beds, we reconfigured access to those beds as well as the support offered into a pathway model. This focuses most resources on moving people straight from the street quicker from the point of being verified. Our direct access beds can accommodate people under assessment for up to six months during which time they will be moved into longer term supported accommodation or suitable offers beyond HARP. We know from our data that support needs range from high to very complex amongst the rough sleeping community and we have adapted to that by working more flexibly with our admission criteria and processes. We have introduced a harm minimisation approach to services housing people with substance use needs in essence a 'wet hostel' offer. We have implemented a new structure with one person managing the 'pathway' and journeys through it.

Training, employment and volunteering

HARP's service model is based on the three key elements of Support, Accommodation and Meaningful Activity ('SAM'). Meaningful Activity is an essential part of our programme, as research has shown that people taking part in such activities have purpose and motivation to address their underlying issues, and are consequently more likely to succeed in rebuilding their lives and moving on to independent living. We offer a wide range of services and some of these are in a training room and other facilities at HARP's Bradbury Centre which are also used by other training organisations, e.g.: the Southend Adult Community College runs Tenancy Sustainment courses there. An unfortunate outfall from Covid19 was that it proved difficult to provide anything more than a skeleton meaningful activities programme or training during 2020/21 or the early part of 2021/22, but the intention for the future is very much to return to pre-pandemic levels of training and meaningful activities across HARP.

Housing outcomes

Of the 1,039 people who sought our assistance during 2022/23 (2021/22: 1,016), we helped 541 (2021/22: 413) people to either find or keep their accommodation. Of those, 302 cases were closed (2021/22: 371), 68 with a known positive outcome and with 19 negative outcomes, (2021/22: 12), such as return to prison and death. A total of 215 (2021/22: 266) of the cases closed had an unknown outcome as those clients had ceased contact with the Charity for three months or more and many will have left the area, making it difficult for HARP to know whether their final outcomes were positive or negative. As at 31st March 2023, 161 people still lacked accommodation (2021/22: 232). This was mainly due to lack of suitable property. In December 2022 our Bluebird development was completed and we were able to move in the first residents freeing up additional straight from the street beds.

Public benefit

The Trustees pay due regard to the Charity Commission's guidance on Public Benefit when deciding what activities the Charity should undertake, and this is demonstrated in a variety of ways. HARP's success in enabling homeless people to move towards independent living comes as a result of putting into place three key types of service: Support, Accommodation and Meaningful Activity (SAM Programmes). The Charity's experience has evidenced that when all three elements are in place, people

Homeless Action Resource Project

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Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2023

are more able to sustain their tenancies, find employment and live more positive lifestyles. We also provide emergency support for local rough sleepers and specialist supported housing for people that are multiply disadvantaged including those with complex needs to not only accommodate but help them to sustain their tenancies. Across HARP we have reframed our approach to the service model and established a clear pathway into and throughout our services. In 2022/23 continued to embed a psychologically informed and strength-based approach throughout. We continued to deliver Housing First as an option for those entrenched rough sleepers where shared or hostel type accommodation is not an option. We adapted to the challenge of securing self-contained housing by leasing properties for this provision. This has enabled us to provide the service and support / subsidise the existing grant funding.

HARP's services include:

- emergency support (food, warmth and shelter)
- short term accommodation.
- advice and support, eg: tenancy rescue & advocacy
- education, training and assistance in finding and sustaining employment.

We successfully bid for and were awarded the contract to deliver outreach services in Southend. This funding was part of DLUHC's Rough Sleeping Initiative (RSI) funding. HARP came to the end of what was an ambitious five-year plan in 2023. The goal was "No one turned away by 2023" which unfortunately wasn't achieved with various external factors coming into play including the cost-of-living crisis. What we have seen instead is a steady rise in the numbers needing our support. While levels of rough sleeping in Southend continues to grow, we are refocusing the way to most effectively manage needs with our beds being reconfigured to provide a pathway. What we have begun to pilot is an expanded offer of straight from the street bed spaces, we aim to have 68 (Direct Access) beds by December 2023 (up from 12 in 21/22 / 22/23) with resources being directed into the redevelopment of our Acorn properties. Consequently, we have refined our plans for 23/24 into a focus on consolidating and evaluating our model / pathway approach. This we believe to be a high priority in our Corporate Business Plan for 2023/24.

Volunteers

We have continued to grow and invest in volunteers; we recruited a new full time volunteer coordinator in 22/23 and that additional resource has enabled us to grow our numbers back up to pre pandemic levels. We have also been developing the role played by corporate volunteers with several large firms including Lloyd's bank offering staff time to support projects.

Food donations

We continue to be incredibly grateful to local business and members of the public who donate food to HARP. We estimate that the value of food donated is approximately £225,000 for 22/23 (2021/22: £225,000) We have included this amount in our donations and in the food expenditure costs for 2022/23.

Financial review

Our surplus for the year ended 31st March 2023 was £232,180. As part of the regular revaluation of HARP owned properties, a write down on revaluation of £724,110 was taken to the income and expenditure account resulting in an overall deficit of £491,930 for the year. Total funds at the end of the year were £6,427,750. Of this, £9,039,250 represented the property value of accommodation which HARP provides for the homeless. Our principal funding source is from housing income (see note 6) and this is used to run and maintain HARP's high standard of housing stock for homeless people. This income allows us to provide the support our residents need to enable them to move towards independent living and a healthier lifestyle. We also receive grant funding (see note 6) which allows us to provide additional specialist support for particularly vulnerable and at-risk homeless individuals.

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Freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in May 2021 using the 'existing use' valuation method for the majority of the properties in the portfolio. The newly completed Bluebird project and the properties at Ceylon Road, Heath House and White Heather House have been revalued by an independent valuer at 31 March 2023.

As part of the Charity's overall management of risk, the Trustees' financial strategy is to ensure there is diversification in HARP's sources of income. The plan is to achieve this via a combination of public sector funded income from housing benefit and capital/revenue grants, funds from voluntary sources such as fundraised income from events and donations, an expansion of our charity shops, all topped up with income generated from HARP's charitable activities.

Reserves statement

It is the aim of the Trustees to ensure that HARP has sufficient funds to:

- enable the Charity to continue its operations in any short term absence of income
- allow it to continue to develop the services it is able to offer the homeless
- provide seed-corn funding when required for property redevelopment programmes.

Charity Commission guidance defines free reserves as 'income which becomes available to the Charity and is to be expended at the Trustees' discretion in furtherance of the Charity's objects, but is not yet spent, committed or designated'. At the balance sheet date, the Charity's net free current asset reserves amounted to £206,724 (2021/22: £645,520)

This is calculated as follows

Total Funds (Note 23)	6,427,750
Less Tangible Fixed Assets (Note 18)	(9,472,859)
Less Designated Reserves (Note 22)	-
Less Designated Funds (Note 22)	-
Plus Long Term Liabilities	3,251,833
Free reserves	<u>£206,724</u>

This represents approximately two weeks' of expenditure (2021/22: seven weeks). The Trustees' aim is to build up the level of free reserves over time, but this remains a challenge due to the continued rise in homelessness and the Charity's need to continue to invest most of its funds each year into combatting that.

Plans for future periods

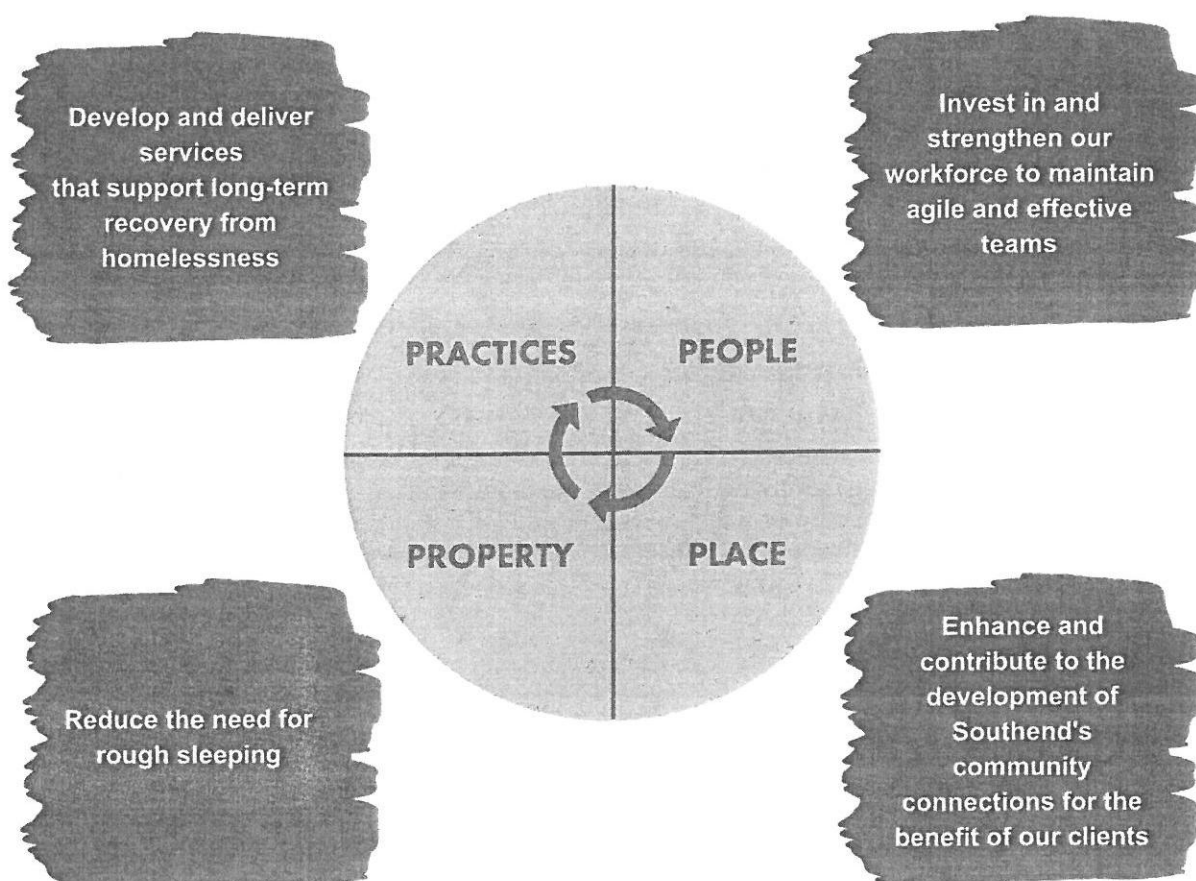
HARP's refreshed vision includes working together with our community to ensure that nobody is forced to sleep rough in Southend-on-Sea. In order to achieve that vision and our mission "To end the need for rough sleeping by transforming the lives of those we support, providing people with the foundation for change. We offer emergency accommodation options and support tailored to people's needs. We build lasting, restorative relationships, shining a light on each individual's strengths. We empower people to move away from rough sleeping for good." We are launching a new five-year strategy which is based around four pillars:

Homeless Action Resource Project

Charitable Company Limited by Guarantee

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Year ended 31st March 2023



Pay policy for senior staff

The Directors of the Company are also the Charity's Trustees. All Trustees give up their time freely, and no Trustees received remuneration in the year.

The Executive Management Team (EMT) comprises the key management personnel of the Charity in respect of managing and operating HARP on a day-to-day basis. The pay of the EMT is reviewed annually, as for other HARP staff, subject to the approval of the Trustees and following performance appraisal. In view of the nature of the Charity, the Trustees' policy is to seek to match HARP staff pay levels with those of competing employers within its sector.

Events after the end of the reporting period

Bradbury Mansions

HARP entered into a letter of intent with Goldsmith (London) Limited on 2nd May 2023, and a full JCT contract on 10th May 2023 for a 28 week contract from 22nd May, with completion on 9th December 2023 for the refurbishment and remodelling of 158,160 and 162 York Rd to provide 23 straight from the street beds. The contract value is £1,316, 675 plus Vat at standard rate, with fees, furniture and contingencies the project is forecast at £2,057,433. The project is funded by grants receivable from Clothworkers Foundation (£150,000);Bradbury Foundation (£100,000) and Homes England SHAP of £731,433, and

Homeless Action Resource Project

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Year ended 31st March 2023

a new loan from Charity Bank of £800,000. HARP carried out the conversion of an office at 117 York Rd into a bedsit for £20,000, for which it has been awarded a grant of £12,000 from SHAP. The balance of these projects is achieved through existing borrowing with Charity Bank.

Crowstone Manor

Plans are underway to replace some of our existing leased bedspaces with a new building purchased by HARP. There is a Total cost of £1.37 million including purchase and refurbishment. This is being met by £800k borrowing source yet to be confirmed. Also additional capital grant funding again from SHAPS (Homes England) for £570k.

Structure, governance and management

Governing document

The Charity is controlled by its governing document, the Memorandum and Articles of Association, and constitutes a Company Limited by Guarantee, as defined by the Companies Act 2006. HARP is also a Registered Social Housing Provider, and consequently regulated by the Social Housing Regulator.

Organisational structure

The Charity is governed by its Trustees, who are selected to provide a broad base of expertise in social welfare, legal matters, finance, human resources, homelessness and charity administration.

Trustee meetings are hybrid depending on availability of trustee's, the Trustees have chosen to exercise much of the Charity's governance and oversight via the following sub-committees: Premises Committee, Finance Committee, Fundraising & Communications Committee, Also the recently restructured Operations Committee and People & OD Committee. The Operations Committee includes service-related H&S and oversight of the organisational risk register. The day-to-day operating decisions of the Charity are delegated via a Scheme of Delegated Authority to the Chief Executive Officer, who reports directly to the Trustees via the Chair.

New Trustees are recruited through external advertising and are selected according to their relevant skills, expertise and the sympathy they demonstrate towards the plight of people finding themselves homeless. Prospective Trustees attend one or more Trustees meetings (including a Sub-Committee) in addition to being interviewed by a panel of Trustees, prior to being appointed. Trustees attend an induction programme following their appointment, and all Trustees are offered suitable training opportunities according to their needs. Between 22/23 no new trustees were appointed however in 2023 vacant trustee roles will be advertised. Jo Prestige stepped down as trustee in April 23 and we are very grateful for her input and support over the last two years.

Vanessa Hemmings joined HARP as new Chief Executive Officer in August 2022. There was a further change to the executive team with Gary Turner leaving HARP in December 2022. Following a successful recruitment process we are expecting a new Executive Director of Service Operations to join HARP in August 2023, Michelle Pollock brings with her over 30 years of experience of homelessness work including extensive developmental experience of Housing First Services- starting in 2011/12 with one of England's first schemes.

Risk management

In accordance with Accounting and Reporting by Charities (Charities SORP FRS 102), the Charity carries out regular risk reviews.

Homeless Action Resource Project

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Year ended 31st March 2023

As part of these, the Charity has (and will continue to):

- reviewed its financial control system to protect its assets and help to prevent fraud and other irregularities
- reviewed all relevant regulations with regards to the conduct of its principal activities
- ensured that regulations governing employment law and taxation are complied with
- continuously monitored Health and Safety risks for its staff, volunteers and clients, especially with regards to the inherently difficult nature of the work of frontline staff in particular, due to the sometimes-chaotic behaviours exhibited by the Charity's more complex clients
- reviewed its information management systems to ensure compliance with the data protection regulations known as GDPR
- implemented other risk management measures as appropriate, including insurances where available, to help mitigate those risks which cannot be eliminated entirely
- appointed expert health and safety consultants, human resources consultants, and other professional firms or individuals, to advise the Charity and the Trustees as and when required

The Trustees believe the greatest potential risks facing the Charity to be:

- Its ability to continue to provide high quality services with the need to balance the safety of staff and volunteers with achievement of HARP's core charitable objective of meeting the needs of Southend's homeless people.
- Access to longer term revenue funding beyond the lifetime of the three-year SHAPS revenue grant.
- Fundraising ROI.
- Move towards regulating supported living and hostel sector leading to increased costs for staff training.
- Rising sector wages impacting recruitment and retention levels.
- Rising interest rates impacting existing / future borrowing.
- Increased rates of homelessness due to rising poverty and the cost-of-living crisis, and reduced funding available to the government.
- The continued shortage of suitable affordable quality accommodation within the local vicinity.
- The relatively small size of the Charity's staffing, constraining opportunities for segregation of duties and resulting in over-reliance on individuals for key tasks such as preparing payroll.

Trustees' responsibilities statement

The Trustees (who are also Directors of HARP for the purposes of company law) are responsible for preparing the Trustees Annual Report (including the Strategic 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:

Homeless Action Resource Project

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Year ended 31st March 2023

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

Each of the persons who is a Trustee at the date of approval of this report confirms that:

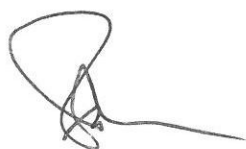
- so far as they are aware, there is no relevant audit information of which the Charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

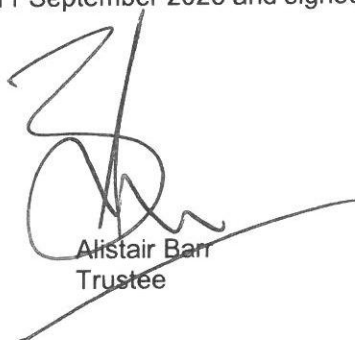
Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The Trustees' annual report was approved on 11 September 2023 and signed on behalf of the board of Trustees by:



Michael Raffan
Trustee



Alistair Barr
Trustee

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Independent Auditor's Report to the Members of the Homeless Action Resource Project

Year ended 31st March 2023

Opinion

We have audited the financial statements of Homeless Action Resource Project (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of comprehensive income, the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows 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 charitable company's affairs as at 31 March 2023, and of 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, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2022.

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 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 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 directors are responsible for the other information contained within the Trustees 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

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Independent Auditor's Report to the Members of the Homeless Action Resource Project

Year ended 31st March 2023

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' Annual Report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Annual Report (incorporating 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 the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (incorporating 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of the Trustees

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

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

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Independent Auditor's Report to the Members of the Homeless Action Resource Project

Year ended 31st March 2023

Auditor's 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.

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 engagement partner 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 focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company'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.
- Considered the internal controls in place to mitigate the 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

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
- 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.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Independent Auditor's Report to the Members of the Homeless Action Resource Project

Year ended 31st March 2023

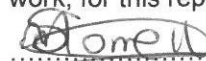
As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 section 137 of the Housing and Regeneration Act 2008. 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.


.....

S Morrell (Senior Statutory Auditor)

For and on behalf of Edmund Carr LLP
Chartered Accountants and Statutory Auditor

28/09/2023

146 New London Road
Chelmsford
Essex
CM2 0AW

Homeless Action Resource Project

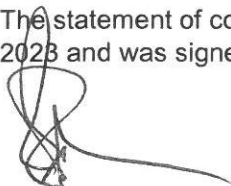
Charitable Company Limited by Guarantee

Statement of Comprehensive Income (Including Income and Expenditure Account)

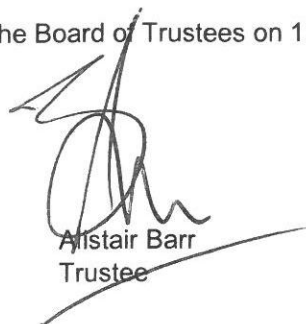
Year ended 31st March 2023

	2023	2022
	Total funds	Total funds
	£	£
Turnover	6,050,713	4,862,759
Operating expenditure	(5,688,262)	(4,844,112)
Operating surplus / (deficit)	362,451	18,647
Interest receivable	108	18
Interest and financing costs	(130,379)	(56,364)
Downward revaluation of housing properties	(724,110)	(148,481)
Total comprehensive income for the year	(491,930)	(186,180)

The statement of comprehensive income was approved by the Board of Trustees on 11 September 2023 and was signed on its behalf by:



Michael Raffan
Trustee



Alistair Barr
Trustee

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31st March 2023

		Unrestricted funds	2023 Restricted funds	Total funds	2022 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	5	607,251	65,326	672,577	564,304
Charitable activities	6	3,874,342	977,848	4,852,190	3,805,641
Other trading activities	7	513,433	-	513,433	484,294
Investment income	8	108	-	108	18
Other income	9	12,513	-	12,513	8,502
Total income		<u>5,007,647</u>	<u>1,043,174</u>	<u>6,050,821</u>	<u>4,862,759</u>
Expenditure					
Expenditure on raising funds:					
Fundraising costs	10	198,355	-	198,355	174,873
Expenditure on charitable activities	11,12	5,143,933	476,353	5,620,286	4,725,585
Total expenditure		<u>5,342,288</u>	<u>476,353</u>	<u>5,818,641</u>	<u>4,900,458</u>
Net income		<u>(334,641)</u>	<u>566,821</u>	<u>232,180</u>	<u>(37,699)</u>
Other recognised gains and losses					
Revaluation of freehold property		(631,063)	93,047	(724,110)	(148,481)
Net movement in funds		<u>(965,704)</u>	<u>473,774</u>	<u>(491,930)</u>	<u>(186,180)</u>
Reconciliation of funds					
Total funds brought forward (restated)		2,185,679	4,734,001	6,919,680	7,105,860
Total funds carried forward		<u>1,219,975</u>	<u>5,207,775</u>	<u>6,427,750</u>	<u>6,919,680</u>

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

All income and expenditure derive from continuing activities.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Position

Company registration number 04566985

31st March 2023

		2023	(restated) 2022
	Note	£	£
Fixed assets			
Tangible fixed assets	18	9,472,859	8,951,314
Current assets			
Debtors	19	194,985	136,370
Cash at bank and in hand		483,768	1,359,116
		<u>678,753</u>	<u>1,495,486</u>
Creditors: amounts falling due within one year	20	<u>472,029</u>	<u>539,395</u>
Net current assets		206,724	956,091
Total assets less current liabilities		9,679,583	9,907,405
Creditors: amounts falling due after more than one year	21	3,251,833	2,987,725
Net assets		<u>6,427,750</u>	<u>6,919,680</u>
Funds of the Charity			
Restricted funds		5,207,775	4,734,001
Unrestricted funds		1,219,975	2,185,679
Total Charity funds	22	<u>6,427,750</u>	<u>6,919,680</u>

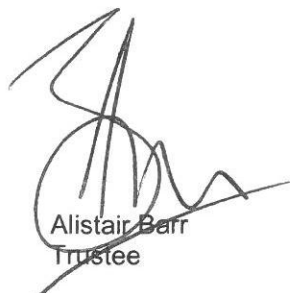
These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the Board of Trustees and authorised for issue on 11 September 2023

and are signed on behalf of the Board by:



Michael Raffan
Trustee



Alistair Barr
Trustee

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Statement of Cash Flows
Year ended 31st March 2023

	2023	2022
	£	£
Cash flows from operating activities		
Net (expenditure) income	232,180	(37,699)
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	53,117	41,465
Other interest receivable and similar income	(108)	(18)
Interest payable and similar charges	130,379	56,364
Gain on disposal	1,378	-
<i>Changes in:</i>		
Trade and other debtors	(58,615)	510,912
Trade and other creditors due in one year	(67,366)	183,517
Cash generated from operations	290,965	754,541
Interest paid	(130,379)	(56,364)
Interest received	108	18
Net cash from operating activities	<u>160,694</u>	<u>698,195</u>
Cash flows from investing activities		
Purchase of tangible assets	(1,300,150)	(2,058,161)
Proceeds from sale of tangible assets	-	-
Long terms loan for purchase of assets	264,108	1,690,355
Net cash used in investing activities	<u>(1,036,042)</u>	<u>(367,806)</u>
Net increase (decrease) in cash and cash equivalents	(875,348)	330,389
Cash and cash equivalents at beginning of year	<u>1,359,116</u>	<u>1,028,727</u>
Cash and cash equivalents at end of year	<u>483,768</u>	<u>1,359,116</u>

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31st March 2023

1. General information

The Charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered Charity in England and Wales. The address of the registered office is 146 New London Road, Chelmsford, Essex, CM2 0AW. The charitable company is registered under the Companies Act 2006 and is a registered provider of social housing.

2. Statement of compliance

The financial statements are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charitable company.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

Income tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

3. Accounting policies *(continued)*

Fund accounting

Funds held by the Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objectives of the Charity. These are detailed in the financial statements.

Designated funds - these are funds set aside by the Trustees out of unrestricted funds for specific future purposes or projects. These are detailed in the financial statements.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the Charity; it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably
- legacy income is recognised when receipt is probable and entitlement is established
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Grants received

Items of income are recognised and included in the accounts when all the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the income have been fully met or are fully within the control of the charity;
- there is sufficient certainty that the receipt of the income is considered probable; and
- the amount can be reliably measured.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned (as the related goods or services are provided). Grant income included in this category is recognised on a receivable basis except where it is given specifically to fund expenditure in a future period when it is treated as deferred income.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

3. Accounting policies *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods
- expenditure on charitable activities includes all costs incurred by a Charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the Charity apportioned to charitable activities
- other expenditure includes all expenditure that is neither related to raising funds for the Charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Motor vehicles	- 15% reducing balance
Equipment	- 15% reducing balance to 33.3% straight line

No depreciation is charged on the freehold property. The Charity's policy is to maintain the property in a continual state of sound repair and accordingly the Trustees are of the opinion that the life of the property is so long and the residual value so high that the depreciation is insignificant.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

4. Limited by guarantee

In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity whilst he or she is a member or within one year thereafter.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Donations and legacies	607,251	65,326	672,577
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations and legacies	494,760	69,544	564,304

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Trustees' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Grants from charitable bodies	-	606,500	606,500
Statutory contracts	-	371,348	371,348
Housing benefit and service charges	3,874,342	-	3,874,342
	<u>3,874,342</u>	<u>977,848</u>	<u>4,852,190</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Grants from charitable bodies	-	86,000	86,000
Statutory contracts	-	423,247	423,247
Housing benefit and service charges	3,296,394	-	3,296,394
	<u>3,296,394</u>	<u>509,247</u>	<u>3,805,641</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
				-
				-
Shop sales	513,433	513,433	484,294	484,294
	<u>513,433</u>	<u>513,433</u>	<u>484,294</u>	<u>484,294</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2023

8. Investment income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Bank interest receivable	<u>108</u>	<u>108</u>	<u>18</u>	<u>18</u>

9. Other income

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Kickstart Grant	12,113	12,113	-	-
Government receipts re Covid (Furlough/Retail scheme)	-	-	8,102	8,102
Other income	<u>400</u>	<u>400</u>	<u>400</u>	<u>400</u>
	<u>12,513</u>	<u>12,513</u>	<u>8,502</u>	<u>8,502</u>

10. Fundraising costs

	Unrestricted Funds £	Total Funds 2023 £	Unrestricted Funds £	Total Funds 2022 £
Wages and salaries	178,850	178,850	160,122	160,122
Activities				
Rates & water	485	485	-	-
Equipment and IT costs	4,369	4,369	3,167	3,167
Motor and travelling expenses	2,538	2,538	700	700
Telephone	2,196	2,196	2,184	2,184
Printing, postage and stationery	1,086	1,086	142	142
Subscriptions	497	497	-	-
Marketing	<u>8,334</u>	<u>8,334</u>	<u>8,558</u>	<u>8,558</u>
	<u>198,355</u>	<u>198,355</u>	<u>174,873</u>	<u>174,873</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2023

11. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £
Services to the homeless	4,341,389	476,353	4,817,742
Support costs	802,544	-	802,544
	<u>5,143,933</u>	<u>476,353</u>	<u>5,620,286</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Services to the homeless	3,336,420	750,287	4,086,707
Support costs	638,878	-	638,878
	<u>3,975,298</u>	<u>750,287</u>	<u>4,725,585</u>

12. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2023 £	Total fund 2022 £
Services to the homeless	4,817,742	556,559	5,374,301	4,520,802
Governance costs	-	245,985	245,985	204,783
	<u>4,817,742</u>	<u>802,544</u>	<u>5,620,286</u>	<u>4,725,585</u>

13. Analysis of support costs

	Total 2023 £	Total 2022 £
Premises	365,409	262,893
Communications and IT	72,965	54,960
General office	118,185	116,243
Governance costs	245,985	204,782
	<u>802,544</u>	<u>638,878</u>

14. Net income

Net income is stated after charging/(crediting):

	2023 £	2022 £
Depreciation of tangible fixed assets	53,117	41,465
Loss/(gains) on disposal of tangible fixed assets	(1,378)	-
Operating lease rentals	566,039	440,317
Auditors remuneration	12,105	11,750

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

15. Auditors' remuneration

	2023	2022
	£	£
Fees payable for the audit of the financial statements	12,105	11,750

16. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2023	2022
	£	£
Wages and salaries	2,753,910	2,355,030
Social security costs	270,037	211,659
Pension contributions	59,517	52,172
Agency staff	290,145	287,082
	<u>3,373,609</u>	<u>2,905,943</u>

Wages and salaries included a payment of £3,500 to an ex employee under an ACAS settlement agreement. The average head count of employees during the year was 105 (2021/22: 101). The average number of full-time equivalent employees during the year is analysed as follows:

	2023	2022
	No.	No.
Charitable purposes	89	81
Management and administration	8	8
	<u>97</u>	<u>89</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2023	2022
	No.	No.
£60,000 to £69,999	3	2
£70,000 to £79,999	<u>1</u>	<u>1</u>

Key management personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the Charity. The total remuneration benefits paid to key management personnel for services provided to the Charity was £391,682 which includes employer's national insurance contributions of £42,607 (2021/22: £392,067 including employer's national insurance of £40,266).

17. Trustee remuneration and expenses

The Trustees neither received nor waived any remuneration during the year (2021/22: £Nil) and

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

no Trustee received payment for expenses during the year (2021/22: 1 Trustee; £27).

18. Tangible fixed assets

	Freehold property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 st April 2022	8,666,986	55,165	590,316	9,312,467
Additions	1,096,374	12,900	190,876	1,300,150
Disposals	-	(5,565)	-	(5,565)
Revaluations	(724,110)	-	-	(724,110)
At 31st March 2023	9,039,250	62,500	781,192	9,882,942
Depreciation				
At 1 st April 2022	-	26,505	334,648	361,153
Charge for the year	-	5,806	47,311	53,117
Disposals	-	(4,187)	-	(4,187)
At 31st March 2023	-	28,124	381,959	410,083
Carrying amount				
At 31st March 2023	9,039,250	34,376	399,233	9,472,859
At 31 st March 2022	8,666,986	28,660	255,668	8,951,314

The freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in May 2021 using the 'existing use' valuation method for the majority of the properties in the portfolio. Additions or redevelopments in the year have been included at their cost price and the properties at Ceylon Road, Heath House and White Heather House have been revalued by an independent valuer in June 2023. On completion of the new Bluebird complex, these properties were revalued by Jones Lang LaSalle in March 2023.

Included within bank loans and overdrafts is an amount of £2,669,380 (2021/22: £2,420,971) which is secured by The Charity Bank Limited by a fixed charge over certain properties owned by Homeless Action Resource Project.

Also included within bank loans and overdrafts is an amount of £600,000 (2021/22: £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

Tangible fixed assets held at valuation

In respect of tangible fixed assets held at valuation, the aggregate cost, depreciation and comparable carrying amount that would have been recognised if the assets had been carried under the historical cost model are as follows:

	Freehold property £
At 31 March 2023	
Aggregate cost	12,496,548
Aggregate depreciation	—
Carrying value	<u>12,496,548</u>
At 31 March 2022	
Aggregate cost	11,400,174
Aggregate depreciation	—
Carrying value	<u>11,400,174</u>

19. Debtors

	2023 £	2022 £
Prepayments and accrued income	77,130	94,090
Other debtors	117,855	42,280
	<u>194,985</u>	<u>136,370</u>

20. Creditors: amounts falling due within one year

	2023 £	2022 £
Trade creditors	265,530	320,499
Accruals and deferred income	73,675	81,386
Social security and other taxes	88,712	54,174
Bank and third party loans	44,112	83,336
	<u>472,029</u>	<u>539,395</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

21. Creditors: amounts falling due after one year

	2023 £	2022 £
Bank and third party loans	3,251,833	2,987,725
	<u>3,251,833</u>	<u>2,987,725</u>

Of this amount, capital of £2,826,214 (2021/22: £2,552,986) is due to be repaid after more than five years.

Included within bank loans and overdrafts is an amount of £2,669,380 (2021/22: £2,420,971) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road, 117 York Road, 49a Southchurch Avenue, 49b Southchurch Avenue 49c Southchurch Avenue, 158 York Road, 160 York Road, 162 York Road, 45 Southchurch Road and 47 Southchurch Road (incorporating Bluebird Walk) . There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge. Also included within bank loans and overdrafts is an amount of £600,000 (2021/22: £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

22. Analysis of charitable funds

Unrestricted funds

	At 1 st April 2022 (restated) £	Income £	Expenditure/ Revaluation £	Transfers £	At 31 st March 2023 £
General funds	1,885,679	4,465,147	(5,396,234)	265,383	1,219,975
Property development	300,000	542,500	(577,117)	(265,383)	-
	<u>2,185,679</u>	<u>5,007,647</u>	<u>(5,973,351)</u>	<u>-</u>	<u>1,219,975</u>

	At 1 st April 2021 (restated) £	Income £	Expenditure/ Revaluation £	Transfers £	At 31 st March 2022 (restated) £
General funds	1,422,613	4,252,445	(4,267,652)	478,273	1,885,679
Property development	777,750	31,523	(31,000)	(478,273)	300,000
	<u>2,200,363</u>	<u>4,283,968</u>	<u>(4,298,652)</u>	<u>-</u>	<u>2,185,679</u>

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

Restricted funds

	Balance at 1 Apr 2022 (restated) £	Income £	Expenditure/ Revaluation £	Balance at 31 Mar 2023 £
Southend Rough Sleeper	-	371,348	(371,348)	-
Henry Smith Foundation	-	64,000	(64,000)	-
National Lottery	-	9,684	(9,684)	-
NSAP	-	-	-	-
Serving The Homeless	-	7,250	(7,250)	-
Essex Community Foundation	-	7,042	(7,042)	-
Co-op	5,071	-	(5,071)	-
Lions Club	-	1,000	(1,000)	-
Groundwork UK	-	3,600	(3,600)	-
Asda	500	-	(500)	-
B&Q gardening project	5,000	-	(5,000)	-
Others - food	-	1,858	(1,858)	-
Funds Available to Spend	10,571	465,782	(476,353)	-
Capital Fund (Fixed Assets)	4,723,430	577,392	(93,047)	5,207,775
	<u>4,734,001</u>	<u>1,043,174</u>	<u>(569,400)</u>	<u>5,207,775</u>

During the year, HARP received a total of £371,348 as part of 3 years funding through Southend Borough Council as part of the Department for Levelling Up, Housing & Communities (DLUHC) initiative to tackle rough sleeping.

Henry Smith Foundation

Funding is for a four year Housing First pilot project.

National Lottery

This a grant to fund a project called "Voices in Action"

Essex Community Foundation

The amount received was to fund a polytunnel for the Gardening project

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

Lions Club

To fund clients' Christmas presents

Groundwork UK

to fund fridges and freezers for the kitchen at Heath House

New Development Project

Donations were received from various sources for the new Bluebird development including Garfield Weston, Homes England, Landaid, Albert Hunt Trust and B&Q. A Capital Appeal was launched for additional funding for this project..

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

Restricted funds

	Balance at 1 Apr 2021 (restated) £	Income £	Expenditure/ Revaluation £	Capitalised Expenditure £	Balance at 31 Mar 2022 (restated) £
Southend Main Grant	-	59,264	(59,264)	-	-
Serving The Homeless	-	6,934	(6,934)	-	-
Southend Rough Sleeper	-	363,983	(363,983)	-	-
Henry Smith Foundation	7,341	86,000	(93,341)	-	-
Tesco Groundwork	-	2,500	(2,500)	-	-
NSAP	170,000	-	(170,000)	-	-
Bridgepoint	15,450	-	(15,450)	-	-
Nationwide Building Society	-	12,500	(12,500)	-	-
Co-op	1,684	3,388	(1)	-	5,071
Southend emergency fund	-	1,000	(1,000)	-	-
Fowler Smith and Jones	-	2,000	(2,000)	-	-
Asda	-	500	-	-	500
LandAid – for under 25s	5,042	-	(5,042)	-	-
Rosca Trust	-	2,500	(2,500)	-	-
LandAid Charitable Trust	3,511	-	(3,511)	-	-
Over 25s	10,428	-	(10,428)	-	-
B&Q gardening project	-	5,000	-	-	5,000
Others	133	1,700	(1,833)	-	-
 Funds Available to Spend	 213,589	 547,269	 (750,287)	 -	 10,571
Capital Fund (Fixed Assets)	4,691,908	31,522	-	-	4,723,430
	 4,905,497	 578,791	 (750,287)	 -	 4,734,001

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

23. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2023 £
Restricted Income Funds:				
Services to the homeless	5,325,528	(117,753)	-	5,207,775
Unrestricted Income Funds	4,147,331	324,477	(3,251,833)	1,219,975
Total Funds	<u>9,472,859</u>	<u>206,724</u>	<u>(3,251,833)</u>	<u>6,427,750</u>

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2022 (restated) £
Restricted Income Funds:				
Services to the homeless	4,840,908	(106,907)	-	4,734,001
Unrestricted Income Funds	4,110,406	1,062,998	(2,987,725)	2,185,679
Total Funds	<u>8,951,314</u>	<u>956,091</u>	<u>(2,987,725)</u>	<u>6,919,680</u>

24. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2023 £	2022 £
Not later than 1 year	484,186	521,123
Later than 1 year and not later than 5 years	642,708	733,170
	<u>1,126,894</u>	<u>1,254,293</u>

25. Contingencies

During 2022/23, the Charity received donations of £1,115 (2021/22: £3,000) in respect of unclaimed client account balances from various solicitors. The Charity has provided an indemnity to reimburse the funds should the relevant parties ever come forward and raise a claim on the balance.

Grants of £150,000 were received in each of 2014 and 2017 for property development at the Bradbury Centre and White Heather House respectively. The grant terms stipulate that in the event either property is sold within ten years of receiving the donation, the donor Foundation reserves the right to claim back the relevant donation in part or in full, depending on the proceeds received by the Charity.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2023

26. Related parties

There were no related party transactions in the year. (2021/22: In March 2019, the Charity entered into a lease at market value for a property where the landlord is a family company of which Richard Hair, HARP's Chair of Trustees until 10th January 2022, is a director. Rent of £12,500 was paid in the period of the year until Richard hair ceased to be a Trustee.)

27. Events after the reporting period

HARP entered into a letter of intent with Goldsmith (London) Limited on 2nd May 2023, and a full JCT contract on 10th May 2023 for a 28 week contract from 22nd May, with completion on 9th December 2023 for the refurbishment and remodelling of 158,160 and 162 York Rd to provide 23 straight from the street beds. The contract value is £1,316,675 plus VAT at standard rate, with fees, furniture and contingencies the project is forecast at £2,057,433. The project is funded by grants receivable from Clothworkers Foundation (£150,000); Bradbury Foundation (£100,000) and Homes England SHAP (£731,433), and a new loan from CharityBank of £800,000. HARP carried out the conversion of an office at 117 York Rd into a bedsit for £20,000, for which it has been awarded a grant of £12,000 from SHAP. The balance of these projects is achieved through existing borrowing with Charity Bank.

HARP has been awarded a further £570,000 capital grant for the purchase and refurbishment of Crowstone Manor, a project of £1,370,000, to provide 8 intense recovery beds for people straight from the street with complex needs. The balance of this funding is to be achieved by borrowing of £800,000 and fundraising initiatives.

In May 2023, a fire broke out in the building where we leased our charity shop in Hamlet Court Road. The shop has had to close and is unlikely to re-open before our lease on the premises ends in 2023. We are actively seeking a new shop in the same location to replace this and expect to be trading again at the end of 2023.

28. Capital commitment

At the year end, HARP were committed to paying £1,316,675 + VAT towards the refurbishment of HARP owned properties.

29. Prior period adjustment

The comparative figures have been restated to correct the split of fixed assets reserves between restricted and unrestricted reserves. There have been historic errors whereby the revaluations have been applied fully against the restricted fund where they should have been apportioned partly to unrestricted. There has been no change to the overall reserves, but the restricted reserves at 31 March 2022 have been increased by £844,301 with unrestricted reserves being reduced by the same amount.

HOMELESS ACTION RESOURCE PROJECT

England & Wales - Charity number 1098126

Accounts

COMPANY REGISTRATION NUMBER: 04566985
CHARITY REGISTRATION NUMBER: 1098126
SOCIAL HOUSING REGULATOR No. 4742

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Financial Statements
31st March 2022

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2022

The Trustees, who are also the Directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31st March 2022.

Reference and administrative details

Registered Charity name	Homeless Action Resource Project
Trading name	HARP (Southend's Homelessness Charity)
Charity registration number	1098126
Company registration number	04566985
Social Housing Regulator number	4742
Principal office and registered office	146 New London Road Chelmsford Essex CM2 0AW
The Trustees	Alistair Barr (Honorary Treasurer) Iain Campbell Lilias Felton Richard Hair (resigned 10 January 2022) Alex Kaye (ceased to be trustee 14 March 2022) Michael Nevin Joanne Prestidge Michael Raffan (Chair) (appointed 13 December 2021) Mark Rothman Haroon Siddique Debbie Stanton Peter Thorn Yvonne Vickers
Key management	Jackie Bliss (Chief Executive) (retired 30 June 2022) Vanessa Hemmings (appointed 8 August 2022) Nicolette Bowling (Director of Property Development) Stephen Mansfield (Director of Fundraising and Communications) Jacqueline Saxby (Director of Finance and HR) Gary Turner (Director of Service Operations)
Auditor	Edmund Carr LLP Chartered Accountants & Statutory Auditor 146 New London Road Chelmsford Essex CM2 0AW

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2022

Objectives and activities

HARP offers a unique service in South East Essex. With our mission of doing everything we can to try to end homelessness within Southend-on-Sea, we identify local homeless need as our starting point. We then work to enable people to move towards independent living, offering a comprehensive service with a range of emergency and longer term supported housing together with training, support and meaningful activities. Our services are all designed to enable our clients - including those who are vulnerable and most 'hard to reach' - an opportunity to re-establish themselves within their local community and prevent a return to homelessness. The Charity achieves its objectives partly by preventing homelessness in the first place by working closely with those at risk of becoming so, partly by seeking to address the root causes behind individuals' experience of homelessness, and partly through our services described above and below. HARP's vision in our Five Year Strategy for 2018 to 2023 is to be in a position, by March 2023, whereby no one who comes to us seeking emergency accommodation has to be turned away due to lack of our resources or capacity.

There are many reasons why people become homeless. Some causes are external and relate to changes in the wider economy, such as when net incomes within a geographical area become too low to cover the costs of affordable housing - an issue which has been both chronic and acute in Southend-on-Sea for many years. Similarly, changes to the welfare state such as the replacement of housing benefits with universal credit can result in those on low incomes and with no recourse to savings becoming homeless. Other causes are more personal, such as marital breakdown resulting in one or more of the spouses losing their housing, or domestic violence causing an individual to flee their home. There is much evidence that social and economic deprivation in a person's childhood and adolescence increases the likelihood that they will experience homelessness as adults, with multiple complex problems becoming an issue either before, or very often after, they lose their homes such as alcohol or substance abuse, mental health problems, criminal records or periods spent in prison. In Southend-on-Sea, quite simply there is insufficient housing for the size of the population, and being largely surrounded by water on three sides of the town, there is very little available land left for housing development.

Homelessness exhibits itself at the extreme end as rough sleeping, but this is really the 'tip of the iceberg' with an estimated 90% or more of the people affected actually 'sofa surfing', or continuing to live in accommodation which is inappropriate for themselves or their dependants. Many women, in particular, are reluctant to leave violent relationships for fear of making themselves homeless and having their children taken into care.

STRATEGIC REPORT

Achievements and performance

The need

HARP assisted 1,016 people during the year who were either homeless or at risk of becoming so, compared with 852 in 2020/21. Both 2020/21 and 2021/22 have been hard to compare with previous years, due to the Covid19 pandemic and the effect this had on homelessness nationally, which was seen equally here in Southend. At the outset of the global spread of this virus, HARP was amongst many organisations in our sector calling for urgent action to be taken to provide safe accommodation for the street homeless, not just for their own health but for the wider public interest. Central Government acted swiftly in April 2021 to launch their *Everyone In* campaign, which led to the vast majority of the UK's rough sleepers being housed temporarily in "bed and breakfast" (B&B) or hotels, which were empty due to the national lockdown by then in place. Introduction of a ban on evictions and the lockdowns themselves, together with the furloughing scheme to keep people in employment, all contributed towards reducing levels of new homeless during 2020/21 and this continued to some extent into 2021/22, reducing levels of homeless people sleeping on Southend's streets.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2022

Although there were "only" some 35 or so people sleeping rough when Everyone In was launched, large numbers of "hidden homeless" individuals – who had been sofa-surfing, or living in unsafe and inappropriate accommodation or relationships – rapidly emerged seeking emergency housing. At its peak, therefore, the *Everyone In* programme housed 139 people in the local B&Bs who would otherwise have been either rough sleeping or hidden homeless. HARP was both proud and relieved that despite the health vulnerabilities of our clients, Covid did not sweep through our properties as it did care homes, with less than a handful of infections affecting our residents or those housed in the B&Bs. While the national legal ban on evictions was lifted in September 2020, in practice the series of lockdowns which took place since then meant that local bans continued well into 2021/22, which has helped to slow the increase in levels of homelessness that we had been expecting. Our local authority has also been able to continue housing rough sleepers in local B&Bs, with intensive support for those individuals provided by HARP, due to new sources of funding. As a result, the number of rough sleepers in Southend recorded in the official count in November 2021 was ten, similar to the eleven counted in November 2019.

a. Age and gender

Age and gender breakdown for all service users for 2021/2022					
Age	Male	Female	Non binary	Totals	%
18 - 25	110	84	2	196	19.3%
26 - 29	78	22	1	101	9.9%
30 - 59	489	172	2	663	65.3%
60 +	42	14	0	56	5.5%
Totals	719	292	5	1,016	100.0%
	70.8%	28.7%	0.5%	100.0%	

b. Rough sleepers

Long Term Rough Sleepers (LTRS) are defined as those who have spent the equivalent of three months or more sleeping on the streets in their lifetime, and Short Term Rough Sleepers (STRS) are those who have spent time on the streets, but not yet the equivalent of three months' of nights in total. Of the 487 rough sleepers we helped during 2021/22 (2020/21: 463), 333 were LTRS and 154 STRS. Rough sleepers made up 48% of total clients, with LTRS representing 33% and STRS being 15% of the total. Of these rough sleepers, 292 (213 LTRS and 79 STRS) (2020/21: 253) had complex needs, i.e. were rough sleepers with a history of drug, alcohol and/or mental health issues.

c. Mental illness

650 people (64% of total clients) reported having a history of or were currently experiencing mental health issues, compared with 531 (63%) last year. There was a similar growth pattern in mental illness for young people aged 18 to 25 and for women. This has continued a steady increase year-on-year since 2010/11, when only 221 service users presented to HARP with mental health conditions.

d. Substance misuse

634 people (62%) reported having drug and/or alcohol misuse issues in 2021/22, which is broadly in line with the 521 (61%) seen in the previous year. Once again, there has been a steady increase since 2010/11 (466 = 30%).

e. Young people

HARP does not work with young people under the age of 18. A total of 196 (19%) of HARP's clients in 2021/22 were young people aged between 18 and 25, compared to 192 (22%) in the previous year.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2022

f. Women

292 women (29% of total clients) sought assistance from HARP in 2021/22. This compared with 252 (30%) in the previous year. Of clients who were **resident** with HARP this year, 35% were female (averaged over 2021/22 as a whole), compared with 34% in 2020/21.

Resources

Emergency day services

In "normal" times, our Bradbury Day Centre represents a "one-stop-shop" for those who find themselves homeless or at risk of becoming homeless, providing free rough sleeper breakfasts, showers, training and access to medical attention. It also usually offers advice and support, clean clothes, laundry, and various meaningful activities aimed at helping to motivate people to get back on their feet. With funding from Southend Borough Council as part of the Ministry of Housing, Communities and Local Government (MHCLG's, now called DLUHC's) national Rough Sleeping Initiative, HARP had originally been able to provide two services based in the Bradbury Centre: an emergency overnight "sit up" shelter service, providing a safe place to sleep for up to 12 clients with cooked breakfast the next morning, plus street outreach aimed at rough sleepers.

Inevitably, however, the Covid19 lockdowns required HARP to largely close our Bradbury Centre to the public during both 2020/21 and much of 2021/22, and HARP's support for our clients moved primarily to being delivered remotely via telephone, or via our newly created online chat facility (TAVK). While the situation relaxed slightly in between lockdowns, with more face to face support being provided with PPE (personal protective equipment) and as much social distancing as is feasible when working with complex and often chaotic individuals, it was deemed unsafe to continue to operate our "sit up" service at all, which has now ceased. In any event, this was scarcely needed during the year, due to the *Everyone In* campaign. HARP's outreach service, employing five workers, continued during the year but with much of the team's work becoming more of an "in-reach" to support the former rough sleepers accommodated temporarily in local B&Bs. In place of our former "sit up" service at our Bradbury Day Centre, we instead now allocate twelve bed spaces within our Heath House accommodation there to house rough sleepers temporarily, before moving them on to longer term supported housing either at HARP or through other local provision.

Accommodation

By 31st March 2022, HARP had a total of 235 available beds (2020/21: 226). Recognising that there will be a growing need for further accommodation to help house the increase in new homeless people we expect to see resulting from the cost of living crisis and economic impact of Covid, we made solid progress in developing our Bluebird Project in Southchurch, which should add more than 50 bedspaces once open in late 2022. All accommodation offered by HARP is part of a multi-stage process in a homeless person's journey from street to independent living.

Training, employment and volunteering

HARP's service model is based on the three key elements of Support, Accommodation and Meaningful Activity ('SAM'). Meaningful Activity is an essential part of our programme, as research has shown that people taking part in such activities have purpose and motivation to address their underlying issues, and are consequently more likely to succeed in rebuilding their lives and moving on to independent living. We offer a wide range of services and some of these are in a training room and other facilities at HARP's Bradbury Centre which are also used by other training organisations, e.g.: the Southend Adult Community College runs Tenancy Sustainment courses there. An unfortunate outfall from Covid19 was that it proved difficult to provide anything more than a skeleton meaningful activities programme or training during 2020/21 or the early part of 2021/22, but the intention for the future is very much to return to pre-pandemic levels of training and meaningful activities across HARP.

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Housing outcomes

Of the 1,016 people who sought our assistance during 2021/22 (2020/21: 852), we helped 413 (2020/21: 494) people to either find or keep their accommodation. Of those, 371 cases were closed (2020/21: 260), 93 with a known positive outcome and 12 with negative outcomes, (2020/21: 12), such as return to prison. A total of 266 of the cases closed had an unknown outcome as those clients had ceased contact with the Charity for three months or more and many will have left the area, making it difficult for HARP to know whether their final outcomes were positive or negative. As at 31st March 2022, 232 people still lacked accommodation (2020/21: 98). This was mainly due to lack of suitable property, so to help to address that, HARP employed a Landlord Liaison and Eviction Prevention Officer, funded by Nationwide via the Essex Community Foundation for two years, to build relationships with the private rented sector. To increase HARP's capacity to provide accommodation for our clients while we work with them to overcome the root causes of their homelessness, we were also delighted to be able to start on site at our new "Bluebird Project" development, which as mentioned above will provide a further 50+ bedspaces in total by the end of 2022, partly through a newly constructed row of six houses and also through existing properties owned or leased which form part of this new housing complex. We are grateful to Homes England for grants totalling £1.365 million, without which this development would not have been possible, and also to other grant funders including Garfield Weston and Landaid for their generous contributions of funding for Bluebird capital costs during 2022/23.

Public benefit

The Trustees pay due regard to the Charity Commission's guidance on Public Benefit when deciding what activities the Charity should undertake, and this is demonstrated in a variety of ways. HARP's success in enabling homeless people to move towards independent living comes as a result of putting into place three key types of service: Support, Accommodation and Meaningful Activity (SAM Programmes). The Charity's experience has evidenced that when all three elements are in place, people are more able to sustain their tenancies, find employment and live more positive lifestyles. Within the constraints of our available resources, we also provide emergency support for local rough sleepers and specialist supported housing for the young, the vulnerable and those with complex needs to help them to sustain their tenancies. During the year, HARP continued to embed a trauma-informed and strength-based approach throughout our service delivery. We also continued to develop our high-fidelity Housing First project, the first of its kind in Southend. This is a four year pilot funded by the Henry Smith Charity, and as we had expected before launching this new service, securing suitable one bedroom flat accommodation for our Housing First clients is proving extremely challenging.

HARP's other comprehensive services include:

- emergency support (food, warmth and shelter)
- short term and medium term accommodation based on the complexity of need
- advice and support, eg: on how to sustain tenancies and avoid eviction
- education, training and assistance in finding and sustaining employment.

We have considerable presence locally in an area of high deprivation. Southend was the ninth worst area in the UK in terms of numbers of people sleeping rough in November 2017, and consequently was awarded grants from the MHCLG's first tranche of its Rough Sleeping Initiative (RSI) funding in 2018/19. (The MHCLG is now reconstituted as the Department for Levelling Up, Housing and Communities, or DLUHC.) This was continued and enhanced in 2019/20 but Covid19 required the RSI funding to be repurposed during 2020/21, as our former "sit up" approach to providing temporary beds in our Day Centre was no longer considered safe. Instead, during 2021/22, HARP's RSI funding was used to provide twelve "hub beds" at our Heath House property (adjoined to the Bradbury Centre), and to employ High Intensity Project Workers and some Housing Support Workers to help support individuals accommodated in local B&Bs. In the first four years of the RSI programme, levels of rough sleeping in Southend have reduced from 72 to "only" ten by November 2021, this reduction of almost 90% far exceeding the national average of 43% over that time.

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HARP has also made great progress towards our Five Year Strategic goal of "No one turned away by 2023". In the year ended March 2018, 319 people had to be turned away from our emergency accommodation due to lack of capacity, but by March 2022, this had fallen to 134 – a reduction of 58%. While it is a little disappointing that the 134 people turned away in 2021/22 had increased significantly from the 79 turned away the previous year, this was not entirely unexpected giving the ending of central government's *Everyone In* campaign, the lifting of the ban on evictions and the economic outfall from Covid19.

While levels of rough sleeping here in Southend have reduced dramatically in recent years, we anticipate that the need for our services will sadly continue to grow, as there continues to be an acute shortage of affordable accommodation in the town (now declared a City from March 2022), especially in terms of housing for social rent. Consequently, continued expansion remains a high priority in our Corporate Business Plan for 2022/23.

Volunteers

A huge contribution has always been made by our volunteers, who were sorely missed while we had to stand them down for their own safety during the pandemic. As the country moved out of lockdown restrictions in the latter half of 2021, we have gradually brought back our volunteers, having realised more than ever just how valuable they are to HARP. At 31st March 2022 the number of active volunteers had reached 81, excluding the Trustees, still a substantial reduction on the peak level of 141 immediately before the start of the Covid pandemic but a positive move towards rebuilding our numbers.

Food donations

We are always incredibly grateful to local business and members of the public who donate food to HARP to be served at our Day Centre or other HARP accommodation, and this has not diminished during the pandemic. We have tried to quantify this and now reliably estimate that the value of food donated is approximately £225,000 (2020/21: £250,000). We have included this amount in our donations and in the food expenditure costs for 2021/22.

Financial review

Our net deficit for the year ended 31st March 2022 was £186,180. Total funds at the end of the year were £6,919,680. Of this, £6,823,383 represented the property value of accommodation which HARP provides for the homeless. Our principal funding source is from housing income (see note 6) and this is used to run and maintain HARP's high standard of housing stock for homeless people. This income allows us to provide the support our residents need to enable them to move towards independent living and a healthier lifestyle. We also receive grant funding (see note 6) which allows us to provide additional specialist support for particularly vulnerable and at-risk homeless individuals.

Freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in May 2021 using the 'existing use' valuation method for the majority of the properties in the portfolio. Additions or redevelopments in the year have been included at their cost price, and the properties at Ceylon Road, Heath House and White Heather House have been revalued by an independent valuer as these are used as security for loans.

As part of the Charity's overall management of risk, the Trustees' financial strategy is to ensure there is diversification in HARP's sources of income. The plan is to achieve this via a combination of public sector funded income from housing benefit and capital/revenue grants, funds from voluntary sources such as fundraised income from events and donations, an expansion of our charity shops, all topped up with income generated from HARP's charitable activities. During the year, the Charity continued to be impacted by lockdowns imposed by the UK Government in response to the global Covid19 pandemic, which required us to close our charity shops during periods of 2021/22.

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HARP benefitted from the staff furloughing scheme (the Job Retention Scheme) and from successfully applying for State Aid in the previous year, which helped compensate for the loss of income from charity shops and other sources as a result of Covid.

To reduce the Charity's reliance on third party landlords and to reduce the cost of rent, the Trustees approved the taking on of mortgage finance during 2018/19 to enable HARP to purchase the freeholds of properties which had previously been leased, and also to buy and construct new premises as part of the strategic plan to expand our available accommodation for local homeless people.

Reserves statement

It is the aim of the Trustees to ensure that HARP has sufficient funds to:

- enable the Charity to continue its operations in any short term absence of income
- allow it to continue to develop the services it is able to offer the homeless
- provide seed-corn funding when required for property redevelopment programmes.

Charity Commission guidance defines free reserves as 'income which becomes available to the Charity and is to be expended at the Trustees' discretion in furtherance of the Charity's objects, but is not yet spent, committed or designated'. At the balance sheet date, the Charity's net free current asset reserves amounted to £645,520 (2020/21: £498,792)

This is calculated as follows

Total Funds (Note 23)	6,919,680
Less Tangible Fixed Assets (Note 18)	(8,951,314)
Less Designated Reserves (Note 22)	(300,000)
Less Designated Funds (Note 22)	(10,571)
Plus Long Term Liabilities	2,987,725
Free reserves	<u>£645,520</u>

This represents approximately seven weeks' of expenditure (2020/21: six weeks). The Trustees' aim is to build up the level of free reserves over time, but this remains a challenge due to the continued rise in homelessness and the Charity's need to continue to invest most of its funds each year into combatting that.

Plans for future periods

In response to the continuing need for our services across Southend, the vision which HARP's Trustees have set for the Charity is to be in a position, by 31st March 2023, not to have to turn away from our emergency accommodation any homeless person - or anyone at risk of becoming homeless - who wishes to work with the Charity, with a view to ending their homelessness for good. In order to achieve this, the Trustees' rolling five year strategy for the period ahead has the following five key aims:

1. To increase HARP's available property across all aspects of our multi-stage process of accommodation, from emergency beds to move-on bed spaces, in order to support service users' journeys from the street to full independence.
2. To expand HARP's ability to work with more complex and entrenched rough sleepers partly by changing the service model to enable a swifter move-on of clients through our services.
3. To continue to grow the Charity's unrestricted (and restricted) income through a combination of more and bigger fundraising events, targeted applications for grant funding, increased income generated from corporate and individual donors, additional charity shops and with a weekly lottery through a product

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that is run by make a smile lottery, that HARP supporters can subscribe to, and from which HARP therefore benefits.

4. To maintain HARP's financial security through constantly reviewing the Charity's funding strategy, internal controls, risk management, the balance of freehold versus leasehold premises occupied, and an ongoing property maintenance/replacement programme.

5. To monitor, evaluate and measure the impact of HARP's work to ensure that local need is properly identified, planned for and - within the Charity's available resources - appropriately met, and that value for money is obtained from the funds we have obtained from the public sector or from our donors.

Pay policy for senior staff

The Directors of the Company are also the Charity's Trustees. All Trustees give up their time freely, and no Trustees received remuneration in the year.

The Executive Strategy Team (EST) comprises the key management personnel of the Charity in respect of managing and operating HARP on a day-to-day basis. The pay of the EST is reviewed annually, and normally increased in line with rises in NJC pay scales, as for other HARP staff, subject to the approval of the Trustees and following performance appraisal. In view of the nature of the Charity, the Trustees' policy is to seek to match HARP staff pay levels with those of competing employers within its sector.

Events after the end of the reporting period

Bluebird project

On 29th March 2021 HARP entered into a JCT contract with A.W.Hardy Ltd for £2.264 million for the construction of six new-build houses together with the refurbishment and remodelling of no.'s 45 and 47 Southchurch Avenue. The project has a total forecasted cost of £3.39 million. Practical completion of the development is expected on 1st September 2022.

The largest single contribution of funding towards the project has been provided by Homes England. The project is to be funded by a grant from Homes England for £1.365 million (of which, in line with their contract, £1.025 million has been received to date, with the balance payable to HARP on completion), by borrowing of £1.525 million, and by grants and donations totalling £262,000, with the balance of £240,000 earmarked to come from the Charity's reserves.

Borrowing for capital projects

Borrowing of £1.525 million is made up of £600,000 from St. Clement's Church in Leigh-on-Sea and £925,000 of the loan facility of £1,459 million from Charity Bank.

The £1,459 million from Charity Bank is designated £925,000 for the Bluebird project, £250,000 towards the purchase of the flats at 49 Southchurch Avenue in March 2021 that form part of the project, and £284,000 towards a separate proposed remodelling of properties in York Rd.

Structure, governance and management

Governing document

The Charity is controlled by its governing document, the Memorandum and Articles of Association, and constitutes a Company Limited by Guarantee, as defined by the Companies Act 2006. HARP is also a

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Registered Social Housing Provider, and consequently regulated by the Social Housing Regulator.

Organisational structure

The Charity is governed by its Trustees, who are selected to provide a broad base of expertise in social welfare, legal matters, finance, human resources, homelessness and charity administration.

At the outset of the pandemic, Trustee Board meetings moved from being held monthly to quarterly (via Zoom during 2020/21 and much of 2021/22, but now being held as hybrid meetings, ie: a combination of face to face meetings but with access also via Zoom).

The Trustees have chosen to exercise much of the Charity's governance and oversight via the following sub-committees: Governance Committee (comprising the Chair of Trustees, Chief Executive and the Chairs of each Sub-Committee), Premises Committee, Personnel & Services Committee, Finance Committee, Fundraising & Communications Committee. There is also a Health & Safety Committee which reports into the Personnel & Services Committee. The day-to-day operating decisions of the Charity are delegated via a Scheme of Delegated Authority to the Chief Executive Officer, who reports directly to the Trustees via the Chair.

New Trustees are recruited through personal recommendation or, increasingly, via external advertising – the latter being considered more desirable in terms of achieving Equality, Diversity and Inclusion – and are selected according to their relevant skills, expertise and the sympathy they demonstrate towards the plight of people finding themselves homeless. Prospective Trustees attend one or more Trustees meetings (including a Sub-Committee) in addition to being interviewed by a panel of Trustees, prior to being appointed. Trustees attend an induction programme following their appointment, and all Trustees are offered suitable training opportunities according to their needs. One new Trustee was appointed during the year, Michael Raffan, who replaced Richard Hair as Chair of Trustees in January 2022 following Richard's 16 years "at the helm". The Trustees extend their thanks to Richard for everything he achieved during his long period in office, and were delighted to welcome Michael as the new Chair. Alex Kaye also ceased to be a HARP Trustee in March 2022.

HARP's Chief Executive Officer, Jackie Bliss, retired on 30th June 2022 having held that post since 2nd April 2018. She has been replaced by Vanessa Hemmings who joined HARP as its new CEO on 8th August 2022, having previously held the role of Director of Services & Opportunities at the London-based charity, Single Homeless Project.

Risk management

In accordance with Accounting and Reporting by Charities (Charities SORP FRS 102), the Charity carries out regular risk reviews.

As part of these, the Charity has (and will continue to):

- reviewed its financial control system to protect its assets and help to prevent fraud and other irregularities
- reviewed all relevant regulations with regards to the conduct of its principal activities
- ensured that regulations governing employment law and taxation are complied with
- continuously monitored Health and Safety risks for its staff, volunteers and clients, particularly during the year in respect of Covid19 and also with regards to the inherently difficult nature of the work of frontline staff in particular, due to the sometimes chaotic behaviours exhibited by the Charity's more complex clients
- reviewed its information management systems to ensure compliance with the data protection

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- regulations known as GDPR
- implemented other risk management measures as appropriate, including insurances where available, to help mitigate those risks which cannot be eliminated entirely
- appointed expert health and safety consultants, human resources consultants, and other professional firms or individuals, to advise the Charity and the Trustees as and when required
- appointed to a new post of Quality and Health & Safety Officer to improve its risk management and quality of service delivery generally.

The Trustees believe the greatest potential risks facing the Charity to be:

- its ability to continue to provide high quality services against the background of the Covid19 global pandemic, with the need to balance the safety of staff and volunteers with achievement of HARP's core charitable objective of meeting the needs of Southend's homeless people
- the continued impact on the national and local economy from Covid19 as well as from 'Brexit', both in terms of increased rates of homelessness due to rising poverty, and reduced funding available to the government
- the long-term sustainability of housing benefit paid directly to HARP, in light of the potential for central government policy to seek to replace this over time with a 'cheaper' funding mechanism
- the continued shortage of suitable affordable accommodation within the local vicinity, especially during Southend Council's redevelopment of the local Queensway social housing over the coming decade which will have the effect of increasing pressure on affordable housing while existing tower blocks are demolished and new accommodation is being constructed to replace those; this is likely to increase the need for HARP's services whilst at the same time increasing the cost to the Charity of housing both existing and new service users
- the non-renewal of major multi-year revenue grants such as our Day Centre and Heath Centre grants from Southend Borough Council.
- the risk that HARP's bid, via Southend City Council, is unsuccessful for continued funding from the Department of Levelling Up, Housing & Communities (DLUHC) Rough Sleeping Initiative project, and the impact that could have on HARP's ability to continue to operate its emergency services including outreach (at the date of writing this report, HARP still awaits Southend Council's invitation to bid for a three year tender process for this work)
- the relatively small size of the Charity's staffing, constraining opportunities for segregation of duties and resulting in over-reliance on individuals for key tasks such as preparing payroll.

Trustees' responsibilities statement

The Trustees (who are also Directors of HARP for the purposes of company law) are responsible for preparing the Trustees Annual Report (including the Strategic 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 2015 (FRS 102);

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- 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.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

Each of the persons who is a Trustee at the date of approval of this report confirms that:

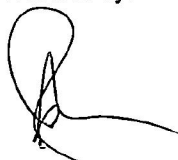
- so far as they are aware, there is no relevant audit information of which the Charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The Trustees' annual report was approved on 20 September 2022 and signed on behalf of the board of Trustees by:



Michael Raffan
Trustee



Alistair Barr
Trustee

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Opinion

We have audited the financial statements of Homeless Action Resource Project (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of comprehensive income, the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows 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 charitable company's affairs as at 31 March 2022, and of 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, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

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 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 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 directors are responsible for the other information contained within the Trustees 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

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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' Annual Report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Annual Report (incorporating 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 the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (incorporating 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of the Trustees

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

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

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Auditor's 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.

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 engagement partner 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 focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company'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.
- Considered the internal controls in place to mitigate the 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

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
- 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.

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As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 section 137 of the Housing and Regeneration Act 2008. 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.



28.09.2022

S Morrell (Senior Statutory Auditor)

For and on behalf of Edmund Carr LLP
Chartered Accountants and Statutory Auditor

146 New London Road
Chelmsford
Essex
CM2 0AW

Homeless Action Resource Project

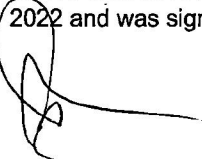
Charitable Company Limited by Guarantee

Statement of Comprehensive Income (Including Income and Expenditure Account)

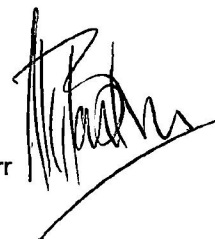
Year ended 31st March 2022

	2022	2021
	Total funds	Total funds
	£	£
Turnover	4,862,759	5,693,683
Operating expenditure	(4,844,112)	(4,415,640)
Operating surplus / (deficit)	18,647	1,278,043
Interest receivable	18	155
Interest and financing costs	(56,364)	(40,174)
Downward revaluation of housing properties	(148,481)	(64,793)
Total comprehensive income for the year	(186,180)	1,173,231

The statement of comprehensive income was approved by the Board of Trustees on 20th September 2022 and was signed on its behalf by:



Michael Raffan
Trustee



Alistair Barr
Trustee

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31st March 2022

		Unrestricted funds	2022 Restricted funds	Total funds	2021 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	5	494,760	69,544	564,304	892,150
Charitable activities	6	3,296,394	509,247	3,805,641	3,867,746
Other trading activities	7	484,294	-	484,294	581,934
Investment income	8	18	-	18	155
Other income	9	8,502	-	8,502	351,698
Total income		<u>4,283,968</u>	<u>578,791</u>	<u>4,862,759</u>	<u>5,693,683</u>
Expenditure					
Expenditure on raising funds:					
Fundraising costs	10	174,873	-	174,873	170,722
Expenditure on charitable activities	11,12	3,975,298	750,287	4,725,585	4,284,937
Total expenditure		<u>4,150,171</u>	<u>750,287</u>	<u>4,900,458</u>	<u>4,455,659</u>
Net income		<u>133,797</u>	<u>(171,496)</u>	<u>(37,699)</u>	<u>1,238,024</u>
Other recognised gains and losses					
Revaluation of freehold property		-	(148,481)	(148,481)	(64,793)
Net movement in funds		<u>133,797</u>	<u>(319,977)</u>	<u>(186,180)</u>	<u>1,173,231</u>
Reconciliation of funds					
Total funds brought forward		2,896,183	4,209,677	7,105,860	5,932,629
Total funds carried forward		<u>3,029,980</u>	<u>3,889,700</u>	<u>6,919,680</u>	<u>7,105,860</u>

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

All income and expenditure derive from continuing activities.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Position

Company registration number 04566985

31st March 2022

	Note	2022 £	£	2021 £
Fixed assets				
Tangible fixed assets	18		8,951,314	7,083,097
Current assets				
Debtors	19	136,370		647,282
Cash at bank and in hand		1,359,116		1,028,727
		<u>1,495,486</u>		<u>1,676,009</u>
Creditors: amounts falling due within one year	20	<u>539,395</u>		<u>355,876</u>
Net current assets			956,091	1,320,133
Total assets less current liabilities			<u>9,907,405</u>	<u>8,403,230</u>
Creditors: amounts falling due after more than one year	21		2,987,725	1,297,370
Net assets			<u>6,919,680</u>	<u>7,105,860</u>
Funds of the Charity				
Restricted funds			3,889,700	4,209,677
Unrestricted funds			<u>3,029,980</u>	<u>2,896,183</u>
Total Charity funds	22		<u>6,919,680</u>	<u>7,105,860</u>

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

These financial statements were approved by the Board of Trustees and authorised for issue on 20th September 2022

and are signed on behalf of the Board by:



Michael Raffan
Trustee



Alistair Barr
Trustee

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Statement of Cash Flows
Year ended 31st March 2022

	2022	2021
	£	£
Cash flows from operating activities		
Net (expenditure) income	(37,699)	1,238,024
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	41,465	48,600
Other interest receivable and similar income	(18)	(155)
Interest payable and similar charges	56,364	40,174
Gain on disposal	-	(6,966)
<i>Changes in:</i>		
Trade and other debtors	510,912	200,518
Trade and other creditors due in one year	183,517	7,737
Cash generated from operations	<u>754,541</u>	<u>1,527,932</u>
Interest paid	(56,364)	(40,174)
Interest received	18	155
Net cash from operating activities	<u>698,195</u>	<u>1,487,913</u>
Cash flows from investing activities		
Purchase of tangible assets	(2,058,161)	(664,707)
Proceeds from sale of tangible assets	-	-
Long terms loan for purchase of assets	1,690,355	(73,382)
Net cash used in investing activities	<u>(367,806)</u>	<u>(738,089)</u>
Net increase (decrease) in cash and cash equivalents	330,389	749,824
Cash and cash equivalents at beginning of year	<u>1,028,727</u>	<u>278,903</u>
Cash and cash equivalents at end of year	<u>1,359,116</u>	<u>1,028,727</u>

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31st March 2022

1. General information

The Charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered Charity in England and Wales. The address of the registered office is 146 New London Road, Chelmsford, Essex, CM2 0AW. The charitable company is registered under the Companies Act 2006 and is a registered provider of social housing.

2. Statement of compliance

The financial statements are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2019.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charitable company.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

Income tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2022

3. Accounting policies *(continued)*

Fund accounting

Funds held by the Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objectives of the Charity. These are detailed in the financial statements.

Designated funds - these are funds set aside by the Trustees out of unrestricted funds for specific future purposes or projects. These are detailed in the financial statements.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the Charity; it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably
- legacy income is recognised when receipt is probable and entitlement is established
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Grants received

Items of income are recognised and included in the accounts when all the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the income have been fully met or are fully within the control of the charity;
- there is sufficient certainty that the receipt of the income is considered probable; and
- the amount can be reliably measured.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned (as the related goods or services are provided). Grant income included in this category is recognised on a receivable basis except where it is given specifically to fund expenditure in a future period when it is treated as deferred income.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2022

3. Accounting policies *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods
- expenditure on charitable activities includes all costs incurred by a Charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the Charity apportioned to charitable activities
- other expenditure includes all expenditure that is neither related to raising funds for the Charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Motor vehicles	- 15% reducing balance
Equipment	- 15% reducing balance to 33.3% straight line

No depreciation is charged on the freehold property. The Charity's policy is to maintain the property in a continual state of sound repair and accordingly the Trustees are of the opinion that the life of the property is so long and the residual value so high that the depreciation is insignificant.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

4. Limited by guarantee

In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity whilst he or she is a member or within one year thereafter.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Donations and legacies	494,760	69,544	564,304
	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations and legacies	655,590	236,560	892,150

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Trustees' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Grants from charitable bodies	-	86,000	86,000
Statutory contracts	-	423,247	423,247
Housing benefit and service charges	3,296,394	-	3,296,394
	<u>3,296,394</u>	<u>509,247</u>	<u>3,805,641</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants from charitable bodies	-	24,000	24,000
Statutory contracts	-	704,423	704,423
Housing benefit and service charges	3,139,323	-	3,139,323
	<u>3,139,323</u>	<u>728,423</u>	<u>3,867,746</u>

7. Other trading activities

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations from Charitable trusts	-	-	-	1,500	1,500
Statutory contracts for Capital Projects	-	-	-	477,750	477,750
Shop sales	484,294	484,294	102,684	-	102,684
	<u>484,294</u>	<u>484,294</u>	<u>102,684</u>	<u>479,250</u>	<u>581,934</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2022

8. Investment income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Bank interest receivable	18	18	155	155

9. Other income

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Government receipts re Covid (Furlough/Retail scheme)	8,102	8,102	345,321	345,321
Other income	400	400	6,377	6,377
	<u>8,502</u>	<u>8,502</u>	<u>351,698</u>	<u>351,698</u>

10. Fundraising costs

	Unrestricted Funds £	Total Funds 2022 £	Unrestricted Funds £	Total Funds 2021 £
Wages and salaries	160,122	160,122	149,937	149,937
Activities	-	-	-	-
Rates & water	-	-	2,119	2,119
Equipment and IT costs	3,167	3,167	4,270	4,270
Motor and travelling expenses	700	700	2,423	2,423
Telephone	2,184	2,184	2,008	2,008
Printing, postage and stationery	142	142	1,688	1,688
Subscriptions	-	-	107	107
Marketing	8,558	8,558	8,170	8,170
	<u>174,873</u>	<u>174,873</u>	<u>170,722</u>	<u>170,722</u>

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

11. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2022 £
Services to the homeless	3,336,420	750,287	4,086,707
Support costs	638,878	-	638,878
	<u>3,975,298</u>	<u>750,287</u>	<u>4,725,585</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Services to the homeless	2,933,632	794,138	3,727,770
Support costs	557,167	-	557,167
	<u>3,490,799</u>	<u>794,138</u>	<u>4,284,937</u>

12. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2022 £	Total fund 2021 £
Services to the homeless	4,086,707	434,095	4,520,802	4,127,528
Governance costs	-	204,783	204,783	157,409
	<u>4,086,707</u>	<u>638,878</u>	<u>4,725,585</u>	<u>4,284,937</u>

13. Analysis of support costs

	Total 2022 £	Total 2021 £
Premises	262,893	249,037
Communications and IT	54,960	49,910
General office	116,243	100,811
Governance costs	204,782	153,209
	<u>638,878</u>	<u>557,167</u>

14. Net income

Net income is stated after charging/(crediting):

	2022 £	2021 £
Depreciation of tangible fixed assets	41,465	48,601
Loss/(gains) on disposal of tangible fixed assets	-	-
Operating lease rentals	440,317	374,038
Auditors remuneration	11,750	11,750

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

15. Auditors' remuneration

	2022	2021
	£	£
Fees payable for the audit of the financial statements	11,750	11,750

The auditor's remuneration amounts to an audit fee of £11,750 (2020/21: £11,750).

16. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2022	2021
	£	£
Wages and salaries	2,355,030	2,238,250
Social security costs	211,659	187,881
Pension contributions	52,172	47,089
Agency staff	287,082	215,985
	<u>2,905,943</u>	<u>2,689,205</u>

The average head count of employees during the year was 101 (2020/21: 97). The average number of full-time equivalent employees during the year is analysed as follows:

	2022	2021
	No.	No.
Charitable purposes	81	86
Management and administration	8	7
	<u>89</u>	<u>93</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2022	2021
	No.	No.
£60,000 to £69,999	4	2
£70,000 to £79,999	<u>1</u>	<u>2</u>

Key management personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the Charity. The total remuneration benefits paid to key management personnel for services provided to the Charity was £392,067 which includes employer's national insurance contributions of £40,266 (2020/21: £392,449 including employer's national insurance of £40,262).

17. Trustee remuneration and expenses

The Trustees neither received nor waived any remuneration during the year (2021: £Nil) and one Trustee received payment for expenses during the year of £27 (2020/21: £Nil).

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

18. Tangible fixed assets

	Freehold property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 st April 2021	6,823,383	55,165	596,502	7,475,050
Additions	1,992,083	-	66,078	2,058,161
Disposals	-	-	(72,264)	(72,264)
Revaluations	(148,480)	-	-	(148,480)
At 31st March 2022	<u>8,666,986</u>	<u>55,165</u>	<u>590,316</u>	<u>9,312,467</u>
Depreciation				
At 1 st April 2021	-	20,871	371,081	391,952
Charge for the year	-	5,634	35,831	41,465
Disposals	-	-	(72,264)	(72,264)
At 31st March 2022	<u>-</u>	<u>26,505</u>	<u>334,648</u>	<u>361,153</u>
Carrying amount				
At 31st March 2022	<u>8,666,986</u>	<u>28,660</u>	<u>255,668</u>	<u>8,951,314</u>
At 31 st March 2021	<u>6,823,383</u>	<u>34,294</u>	<u>225,421</u>	<u>7,083,097</u>

The freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in May 2021 using the 'existing use' valuation method for the majority of the properties in the portfolio. Additions or redevelopments in the year have been included at their cost price and the properties at Ceylon Road, Heath House and White Heather House have been revalued by an independent valuer. During the construction of the freehold properties, any capitalised legal fees are revalued to nil at each year end.

Included within bank loans and overdrafts is an amount of £2,420,971 (2020/21: £1,289,637) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road, 117 York Road, 49a Southchurch Avenue, 49b Southchurch Avenue 49c Southchurch Avenue, 158 York Road, 160 York Road and 162 York Road. There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge.

Also included within bank loans and overdrafts is an amount of £600,000 (2020/21: £nil) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

Tangible fixed assets held at valuation

In respect of tangible fixed assets held at valuation, the aggregate cost, depreciation and comparable carrying amount that would have been recognised if the assets had been carried under the historical cost model are as follows:

	Freehold property £
At 31 March 2022	
Aggregate cost	11,400,174
Aggregate depreciation	—
Carrying value	<u>11,400,174</u>
At 31 March 2021	
Aggregate cost	9,408,091
Aggregate depreciation	—
Carrying value	<u>9,408,091</u>

19. Debtors

	2022 £	2021 £
Prepayments and accrued income	94,090	41,714
Other debtors	42,280	605,568
	<u>136,370</u>	<u>647,282</u>

20. Creditors: amounts falling due within one year

	2022 £	2021 £
Trade creditors	320,499	76,208
Accruals and deferred income	81,386	145,523
Social security and other taxes	54,174	52,409
Bank and third party loans	83,336	81,736
	<u>539,395</u>	<u>355,876</u>

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 31st March 2022

21. Creditors: amounts falling due after one year

	2022 £	2021 £
Bank and third party loans	2,987,725	1,297,370
	<u>2,987,725</u>	<u>1,297,370</u>

Of this amount, capital of £2,552,986 (2020/21: £1,065,559) is due to be repaid after more than five years.

Included within bank loans and overdrafts is an amount of £2,420,971 (2020/21: £1,289,637) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road, 117 York Road, 49a Southchurch Avenue, 49b Southchurch Avenue 49c Southchurch Avenue, 158 York Road, 160 York Road and 162 York Road. There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge. Also included within bank loans and overdrafts is an amount of £600,000 (2020/21: £nil) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

22. Analysis of charitable funds

Unrestricted funds

	At 1 st April 2021 £	Income £	Expenditure £	Transfers £	At 31 st March 2022 £
General funds	2,118,433	4,252,445	(4,119,171)	478,273	2,729,980
Property development	777,750	31,523	(31,000)	(478,273)	300,000
	<u>2,896,183</u>	<u>4,283,968</u>	<u>(4,150,171)</u>	<u>-</u>	<u>3,029,980</u>

	At 1 st April 2020 £	Income £	Expenditure £	Transfers £	At 31 st March 2021 £
General funds	2,308,254	4,249,450	(3,661,521)	(777,750)	2,118,433
Property development	-	-	-	777,750	777,750
	<u>2,308,254</u>	<u>4,249,450</u>	<u>(3,661,521)</u>	<u>-</u>	<u>2,896,183</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

Restricted funds

	Balance at 1 Apr 2021 £	Income £	Expenditure/ Revaluation £	Capitalised Expenditure £	Balance at 31 Mar 2022 £
Southend Main Grant	-	59,264	(59,264)	-	-
Serving The Homeless	-	6,934	(6,934)	-	-
Southend Rough Sleeper	-	363,983	(363,983)	-	-
Henry Smith Foundation	7,341	86,000	(93,341)	-	-
Tesco Groundwork	-	2,500	(2,500)	-	-
NSAP	170,000	-	(170,000)	-	-
Bridgepoint	15,450	-	(15,450)	-	-
Nationwide Building Society	-	12,500	(12,500)	-	-
Co-op	1,684	3,388	(1)	-	5,071
Southend emergency fund	-	1,000	(1,000)	-	-
Fowler Smith and Jones	-	2,000	(2,000)	-	-
Asda	-	500	-	-	500
LandAid – for under 25s	5,042	-	(5,042)	-	-
Rosca Trust	-	2,500	(2,500)	-	-
LandAid Charitable Trust	3,511	-	(3,511)	-	-
Over 25s	10,428	-	(10,428)	-	-
B&Q gardening project	-	5,000	-	-	5,000
Others	133	1,700	(1,833)	-	-
Funds Available to Spend	213,589	547,269	(750,287)	-	10,571
Capital Fund (Fixed Assets)	3,996,088	31,522	(179,481)	31,000	3,879,129
	4,209,677	578,791	(929,768)	31,000	3,889,700

During the year, HARP received a total of £363,983 through Southend Borough Council as part of the Ministry of Housing, Communities and Local Government (MHCLG) – now known as the Department for Levelling Up, Housing & Communities (DLUHC) – initiative to tackle rough sleeping.

As at the date of preparing this report, HARP awaits an invitation from Southend City Council to submit a bid to tender for three years' funding for this Rough Sleeping Initiative work, to cover the period 2022/23 to 2024/25. Continuation funding was obtained by the balance sheet date to enable these services to continue to operate until 30th June 2022.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

Nationwide Building Society

This year was the end of two year funding for an Eviction Prevention and Landlord Liaison Officer.

Fowler Smith and Jones

Provides for storage costs.

Henry Smith Foundation

Funding is for a four year Housing First pilot project.

Homeless Link (Covid Fund)

Emergency funding received to support the charity through the Covid pandemic.

NSAP

Funding is from the MHCLG (now DLUHC) for the Next Steps Accommodation Program.

New Development Projects

Donations were received from various sources for the new Bluebird development. A Capital Appeal was launched for additional funding for this project at the end of the financial year.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

Restricted funds

	Balance at 1 Apr 2020 £	Income £	Expenditure/ Revaluation £	Capitalised Expenditure £	Balance at 31 Mar 2021 £
Southend Main Grant	-	118,528	(118,528)	-	-
Supporting People Contract	-	76,000	(76,000)	-	-
Serving The Homeless	-	6,250	(6,250)	-	-
Southend Rough Sleeper	-	339,895	(339,895)	-	-
NSAP	-	170,000	-	-	170,000
Essex Probation Trust	-	250	(250)	-	-
Bridgepoint	-	15,450	-	-	15,450
Nationwide Building Society	25,000	-	(25,000)	-	-
Essex Community Foundation	-	4,960	(4,960)	-	-
Co-op	-	1,684	-	-	1,684
NHS Thurrock	12,000	-	(12,000)	-	-
Fowler Smith and Jones	4,000	5,000	(9,000)	-	-
Asda	-	900	(900)	-	-
Platt Rushton	-	25,000	(25,000)	-	-
Henry Smith Foundation	-	24,000	(16,659)	-	7,341
LandAid – for under 25s	-	10,055	(5,013)	-	5,042
LandAid Charitable Trust	-	5,352	(1,841)	-	3,511
Homeless Link (Covid fund)	-	90,349	(90,349)	-	-
Skipton Community	-	1,000	(1,000)	-	-
Tesco	-	500	(500)	-	-
Over 25s	-	18,500	(8,072)	-	10,428
Leigh Lions	244	-	(244)	-	-
Essex Freemasons	-	250	(250)	-	-
Card Factory	-	500	(500)	-	-
Others	-	52,060	(51,927)	-	133
Funds Available to Spend	41,244	966,483	(794,138)	-	213,589
Capital Fund (Fixed Assets)	3,583,131	477,750	(504,043)	439,250	3,996,088
	3,624,375	1,444,233	(1,298,181)	439,250	4,209,677

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

23. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2022 £
Restricted Income Funds:				
Services to the homeless	3,996,607	(106,907)	-	3,889,700
Unrestricted Income Funds	<u>4,954,707</u>	<u>1,062,998</u>	<u>(2,987,725)</u>	<u>3,029,980</u>
Total Funds	<u>8,951,314</u>	<u>956,091</u>	<u>(2,987,725)</u>	<u>6,919,680</u>

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2021 £
Restricted Income Funds:				
Services to the homeless	3,996,085	213,592	-	4,209,677
Unrestricted Income Funds	<u>3,087,012</u>	<u>1,106,541</u>	<u>(1,297,370)</u>	<u>2,896,183</u>
Total Funds	<u>7,083,097</u>	<u>1,320,133</u>	<u>(1,297,370)</u>	<u>7,105,860</u>

24. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2022 £	2021 £
Not later than 1 year	521,123	393,582
Later than 1 year and not later than 5 years	<u>733,170</u>	<u>718,960</u>
	<u>1,254,293</u>	<u>1,125,542</u>

25. Contingencies

During 2021/22, the Charity received donations of £3,000 (2020/21: £34,995) in respect of unclaimed client account balances from various solicitors. The Charity has provided an indemnity to reimburse the funds should the relevant parties ever come forward and raise a claim on the balance.

Grants of £150,000 were received in each of 2014 and 2017 for property development at the Bradbury Centre and White Heather House respectively. The grant terms stipulate that in the event either property is sold within ten years of receiving the donation, the donor Foundation reserves the right to claim back the relevant donation in part or in full, depending on the proceeds received by the Charity.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2022

26. Related parties

In March 2019, the Charity entered into a lease at market value for a property where the landlord is a family company of which Richard Hair, HARP's Chair of Trustees until 10th January 2022, is a director. Rent of £12,500 was paid in the period of the year until Richard Hair ceased to be a Trustee (2020/21: £15,000).

27. Events after the reporting period

Chief Executive Officer

HARP's Chief Executive Officer, Jackie Bliss, retired on 30th June 2022 having held that post since 2nd April 2018. She has been replaced by Vanessa Hemmings who joined HARP as its new CEO on 8th August 2022, having previously held the role of Director of Services & Opportunities at the London-based charity, Single Homeless Project.

28. Capital commitment

At the year end, HARP were committed to paying £447,400 towards the Bluebird capital project.

HOMELESS ACTION RESOURCE PROJECT

England & Wales - Charity number 1098126

Accounts

COMPANY REGISTRATION NUMBER: 04566985
CHARITY REGISTRATION NUMBER: 1098126
SOCIAL HOUSING REGULATOR No. 4742

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Financial Statements
31st March 2021

Homeless Action Resource Project
Charitable Company Limited by Guarantee
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Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2021

The Trustees, who are also the Directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31st March 2021.

Reference and administrative details

Registered Charity name	Homeless Action Resource Project
Trading name	HARP (Southend's Homelessness Charity)
Charity registration number	1098126
Company registration number	04566985
Social Housing Regulator number	4742
Principal office and registered office	146 New London Road Chelmsford Essex CM2 0AW
The Trustees	Alistair Barr (Honorary Treasurer) Iain Campbell Lilias Felton Richard Hair (Chair) Alex Kaye Michael Nevin (appointed 14 December 2020) Joanne Prestidge Mark Rothman Haroon Siddique Debbie Stanton Peter Thorn Yvonne Vickers
Key management	Jackie Bliss (Chief Executive) Nicole Houston (Director of Property Development) Stephen Mansfield (Director of Fundraising and Communications) Jacqueline Saxby (Director of Finance and HR) Gary Turner (Director of Service Operations)
Auditor	Edmund Carr LLP Chartered Accountants & Statutory Auditor 146 New London Road Chelmsford Essex CM2 0AW

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Year ended 31st March 2021

Objectives and activities

HARP offers a unique service in South East Essex. With our mission of doing everything we can to try to end homelessness within Southend-on-Sea, we identify homeless need as our starting point. We then work to enable people to move towards independent living, offering a comprehensive service with a range of emergency and longer term supported housing together with training, support and meaningful activities. Our services are all designed to enable our service users - including those who are vulnerable and most 'hard to reach' - an opportunity to re-establish themselves within their local community and prevent a return to homelessness. The Charity achieves its objectives partly by preventing homelessness in the first place by working closely with those at risk of becoming so, partly by seeking to address the root causes behind individuals' experience of homelessness, and partly through our services described above and below. HARP's vision in our Five Year Strategy for 2018 to 2023 is to be in a position, by March 2023, whereby no one who comes to us seeking emergency accommodation has to be turned away due to lack of our resources or capacity.

There are many reasons why people become homeless. Some causes are external and relate to changes in the wider economy, such as when net incomes within a geographical area become too low to cover the costs of affordable housing - an issue which has been both chronic and acute in Southend-on-Sea for many years. Similarly, changes to the welfare state such as the replacement of housing benefits with universal credit can result in those on low incomes and with no recourse to savings becoming homeless. Other causes are more personal, such as marital breakdown resulting in one or more of the spouses losing their housing, or domestic violence causing an individual to flee their home. There is much evidence that social and economic deprivation in a person's childhood and adolescence increases the likelihood that they will experience homelessness as adults, with multiple complex problems becoming an issue either before, or very often after, they lose their homes such as alcohol or substance abuse, mental health problems, criminal records or periods spent in prison. In Southend-on-Sea, quite simply there is insufficient housing for the size of the population, and being largely surrounded by water on three sides of the town, there is very little available land left for housing development.

Homelessness exhibits itself at the extreme end as rough sleeping, but this is really the 'tip of the iceberg' with an estimated 90% or more of the people affected actually 'sofa surfing', or continuing to live in accommodation which is inappropriate for themselves or their dependants. Many women, in particular, are reluctant to leave violent relationships for fear of making themselves homeless and having their children taken into care.

STRATEGIC REPORT

Achievements and performance

The need

HARP assisted 852 people during the year who were either homeless or at risk of becoming homeless, compared with 1,221 in 2019/20. In many ways, 2020/21 is incomparable with previous years, due to the Covid19 pandemic and the effect this had on homelessness nationally, which was seen equally here in Southend. At the outset of the global spread of this virus, HARP was amongst many organisations in our sector calling for urgent action to be taken to provide safe accommodation for the street homeless, not just for their own health but for the wider public interest. Central Government acted swiftly in April 2020 to launch their Everyone In campaign, which led to the vast majority of the UK's rough sleepers being housed temporarily in "bed and breakfast" (B&B) or hotels, which were empty due to the national lockdown by then in place. Introduction of a ban on evictions and the lockdowns themselves, together with the new furloughing scheme to keep people in employment, all contributed towards reducing levels of new homeless during 2020/21, as well as

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Year ended 31st March 2021

keeping existing homeless off the streets. Although there were only some 35 or so people sleeping rough when Everyone In was launched, large numbers of "hidden homeless" individuals – who had been sofa-surfing, or living in unsafe and inappropriate accommodation or relationships – rapidly emerged seeking emergency housing. At its peak, therefore, the Everyone In programme housed 139 people in the local B&Bs who would otherwise have been either rough sleeping or hidden homeless. HARP was both proud and relieved that despite the health vulnerabilities of our clients, Covid did not sweep through our properties as it did care homes, with less than a handful of infections affecting our residents or those housed in the B&Bs.

a. Age and gender

Age and gender breakdown for all service users for 2020/2021					
Age	Male	Female	Non binary	Totals	%
18 - 25	101	88	3	192	22.5%
26 - 29	61	17	0	78	9.2%
30 - 59	388	142	2	532	62.4%
60 +	45	5	0	50	5.9%
Totals	595	252	5	852	100.0%
	69.9%	29.6%	0.5%	100.0%	

b. Rough sleepers

Long Term Rough Sleepers (LTRS) are defined as those who have spent the equivalent of three months or more sleeping on the streets in their lifetime, and Short Term Rough Sleepers (STRS) are those who have spent time on the streets, but not yet the equivalent of three months' of nights in total. Of the 463 rough sleepers we helped during 2020/21 (2019/20: 596), 297 were LTRS and 166 STRS. Rough sleepers made up 54.3% of total service users, with LTRS representing 34.85% and STRS being 19.48% of the total. Of these rough sleepers, 253 (190 LTRS and 63 STRS) (2019/20: 340) had complex needs, i.e. were rough sleepers with a history of drug, alcohol and/or mental health issues.

c. Mental illness

531 people (63% of total service users) reported having a history of or were currently experiencing mental health issues, compared with 715 (59%) last year. There was a similar growth pattern in mental illness for young people aged 18 to 25 and for women. This has continued a steady increase year-on-year since 2010/11, when only 221 service users presented to HARP with mental health conditions.

d. Substance misuse

521 people (61%) reported having drug and/or alcohol misuse issues in 2020/21, which is broadly in line with the 728 (59.6%) seen in the previous year. Once again, there has been a steady increase since 2010/11 (466 = 30.0%).

e. Young people

HARP does not work with young people under the age of 18. A total of 192 (22.5%) of HARP's clients in 2020/21 were young people aged between 18 and 25, compared to 283 (23.2%) in the previous year.

f. Women

252 women (29.6% of total service users) sought assistance from HARP in 2020/21. This compared with 328 (26.9%) in the previous year. Of service users who were **resident** with HARP this year,

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34.0% were female (averaged over 2020/21 as a whole), compared with 30.0% in 2019/20.

Resources

Emergency day services

In "normal" times, our Bradbury Day Centre represents a "one-stop-shop" for those who find themselves homeless or at risk of becoming homeless, providing free rough sleeper breakfasts, showers, training and access to medical attention. It also usually offers advice and support, clean clothes, laundry, and various meaningful activities aimed at helping to motivate people to get back on their feet. With funding from Southend Borough Council as part of the MHCLG's national Rough Sleeping Initiative, HARP was able to provide two services based in the Bradbury Centre: an emergency overnight "sit up" shelter service, providing a safe place to sleep for up to 12 service users with cooked breakfast the next morning, plus street outreach aimed at rough sleepers.

Inevitably, the Covid19 lockdowns required HARP to largely close our Bradbury Centre to the public during 2020/21, and HARP's support for our clients moved primarily to being delivered remotely via telephone, or via our newly created online chat facility (TAWK). While the situation relaxed slightly in between lockdowns, with more face to face support being provided with PPE (personal protective equipment) and as much social distancing as is feasible when working with complex and often chaotic individuals, it was deemed unsafe to continue to operate our "sit up" service at all, which has now ceased. In any event, this was scarcely needed during the year, due to the Everyone In campaign. HARP's outreach service, now employing five workers, continued during the year but with much of the team's work becoming more of an "in-reach" to support the former rough sleepers accommodated temporarily in local B&Bs.

Accommodation

By 31st March 2021, HARP had a total of 226 available beds (2019/20: 214 units excluding up to twelve "sit up" beds). All accommodation offered by HARP is part of a multi-stage process in a homeless person's journey from street to independent living. Despite the challenges posed by the pandemic, HARP was proud to be able to open a new nine-bed property during the year specialising in individuals recovering from drug or alcohol addictions – our new "Building Bridges" project.

Training, employment and volunteering

HARP's service model is based on the three key elements of Support, Accommodation and Meaningful Activity ('SAM'). Meaningful Activity is an essential part of our programme, as research has shown that people taking part in such activities have purpose and motivation to address their underlying issues, and are consequently more likely to succeed in rebuilding their lives and moving on to independent living. We offer a wide range of services and some of these are in a training room and other facilities at HARP's Bradbury Centre which are also used by other training organisations, e.g.: the Southend Adult Community College runs Tenancy Sustainment courses there. An unfortunate outfall from Covid19 was that it proved difficult to provide anything more than a skeleton meaningful activities programme or training during 2020/21, but the intention for the future is very much to relaunch this as soon as the lifting of government restrictions permits. The nature of HARP's clients is such that we have to take an ultra-cautious approach when risk-assessing our service delivery, because individuals who have suffered trauma and whose behaviour may be chaotic – due to mental health conditions or substance/alcohol misuse – are often not able or willing to comply with the usual social distancing rules or use of PPE.

Housing outcomes

Of the 852 people who sought our assistance during 2020/21 (2019/20: 1,221), we helped 494 (2019/20: 638) people to either find or keep their accommodation. Of those, 260 cases were closed (2019/20: 310), 49 with a known positive outcome and 12 with negative outcomes, such as return to

Homeless Action Resource Project

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Year ended 31st March 2021

prison. A total of 199 of the cases closed had an unknown outcome as those service users had ceased contact with the Charity for three months or more and many will have left the area, making it difficult for HARP to know whether their final outcomes were positive or negative. As at 31st March 2021, 98 people still lacked accommodation (2019/20: 273). This was mainly due to lack of suitable property, so to help to address that, HARP employs a Landlord Liaison and Eviction Prevention Officer, funded by Nationwide via the Essex Community Foundation for two years, to build relationships with the private rented sector. To increase HARP's capacity to provide accommodation for our clients while we work with them to overcome the root causes of their homelessness, we were delighted to be able to start on site at our new "Bluebird Project" development, which by 2022/23 will provide a further 50+ bedspaces in total, partly through a newly constructed row of six houses and also through existing properties owned or leased which forms part of this new housing complex.

Public benefit

The Trustees pay due regard to the Charity Commission's guidance on Public Benefit when deciding what activities the Charity should undertake, and this is demonstrated in a variety of ways. HARP's success in enabling homeless people to move towards independent living comes as a result of putting into place three key types of service: Support, Accommodation and Meaningful Activity (SAM Programmes). The Charity's experience has evidenced that when all three elements are in place, people are more able to sustain their tenancies, find employment and live more positive lifestyles. Within the constraints of our available resources, we also provide emergency support for local rough sleepers and specialist supported housing for the young, the vulnerable and those with complex needs to help them to sustain their tenancies. During the year, HARP moved closer towards embedding a trauma-informed approach throughout its service delivery, and we were proud to launch a high-fidelity Housing First project, the first of its kind in Southend. This is a four year pilot funded by the Henry Smith Charity. HARP's other comprehensive services include:

- emergency support (food, warmth and shelter)
- short term and medium term accommodation based on the complexity of need
- advice and support, eg: on how to sustain tenancies and avoid eviction
- education, training and assistance in finding and sustaining employment.

We have considerable presence locally in an area of high deprivation. Southend was the ninth worst area in the UK in terms of numbers of people sleeping rough in November 2017, and consequently was awarded grants from the MHCLG's (Ministry of Housing, Communities and Local Government) first tranche of its Rough Sleeping Initiative (RSI) funding in 2018/19. This was continued and enhanced in 2019/20 but Covid19 required the RSI funding to be repurposed during 2020/21, as our former "sit up" approach to providing temporary beds in our Day Centre was no longer considered safe. Instead, for the latter half of the year, HARP's MHCLG funding was used to provide five "hub beds" at our Heath House property (adjoined to the Bradbury Centre), and to employ High Intensity Project Workers and some Housing Support Workers to help support individuals accommodated in local B&Bs via Everyone In. In the three years of the RSI programme, levels of rough sleeping in Southend have reduced from 72 to "only" eight by December 2020, this reduction of almost 90% far exceeding the national average of 43%. HARP has also made great progress towards our Five Year Strategic goal of "No one turned away by 2023". In the year ended March 2018, 319 people had to be turned away from our emergency accommodation due to lack of capacity, but by March 2021, this had fallen to 79 – a reduction of 76%.

While levels of rough sleeping have reduced dramatically, however, we anticipate that the need for our services will sadly continue to grow, as the country starts to experience the economic outfall from Covid19, perhaps exacerbated by Brexit. Together with the lifting of the eviction ban in 2021/22 and the working through by the courts of the backlog in evictions already in process at the time the ban commenced, we expect to see rising levels of homelessness in future years. Consequently, continued expansion remained a high priority in our Corporate Business Plan for 2021/22.

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Volunteers

In pre-Covid times, a huge contribution has always been made by our volunteers, who at 31st March 2020 numbered 126, excluding the Trustees. As the virus spread through the UK in early 2020, we quickly took the decision to stand down our entire volunteer workforce, due primarily to concerns about their safety given their typical age profile. We have always felt that without our valued "army" of volunteers, the Charity would struggle to operate. While the work usually undertaken by many volunteers could not take place during 2020/21 due to our charity shops being closed and staff furloughed for much of the year, and to the near-closure of our Bradbury Centre with few rough sleeper breakfasts being served, nevertheless we felt the loss of volunteers acutely, the burden of extra work falling primarily on our frontline staff. As the country moves out of lockdown restrictions in the latter half of 2021, we are now gradually bringing back our volunteers, having realised more than ever just how valuable they are to HARP.

Food donations

We are always incredibly grateful to local business and members of the public who donate food to HARP to be served at our Day Centre and this has not diminished during the pandemic. We have tried to quantify this for the first time this year and reliably estimate that the value of food donated is approximately £ 250,000. We have included this amount in our donations and in the food expenditure costs for 2021 but as no figure is available for 2020, this explains the increase in donations and food costs year on year.

Financial review

Our net surplus for the year ended 31st March 2021 was £ 1,173,231. Total funds at the end of the year were £ 7,105,861. Of this, £ 5,785,727 represented the value of accommodation which HARP provides for the homeless. Our principle funding source is from housing income (see note 6) and this is used to run, and continue to maintain, HARP's high standard of housing stock for homeless people. This income allows us to provide the support our residents need to enable them to move towards independent living and a healthier lifestyle. We also receive grant funding (see note 6) which allows us to provide additional specialist support for particularly vulnerable and at-risk homeless individuals.

The freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in May 2021 using the 'existing use' valuation method for the majority of the properties in the portfolio. Additions or redevelopments in the year have been included at their cost price and the properties at Ceylon Road, Heath House and White Heather House have been revalued by an independent valuer.

As part of the Charity's overall management of risk, the Trustees' financial strategy is to ensure there is diversification in HARP's sources of income. The plan is to achieve this via a combination of public sector funded income from housing benefit and capital/revenue grants, funds from voluntary sources such as fundraised income from events and donations, an expansion of our charity shops, all topped up with income generated from HARP's charitable activities. During the year, the Charity was impacted by the national lockdown imposed by the UK Government in response to the global Covid19 pandemic, which required us to close our charity shops from 23rd March. HARP benefitted from the staff furloughing scheme (the Job Retention Scheme) and from successfully applying for State Aid, which helped compensate from the loss of income from charity shops and other sources as a result of Covid .

To reduce the Charity's reliance on third party landlords and to reduce the cost of rent, the Trustees approved the taking on of mortgage finance during 2018/19 to enable HARP to purchase the freeholds of properties which had previously been leased, and also to buy new premises as part of the strategic

Homeless Action Resource Project

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plan to expand our available accommodation for local homeless people

At the end of the financial year, £ 477,750 is included in debtors as receivable from Homes England for the Bluebird Project as this was payable on the start of the project at end March 2021 but was not received until early April. This plus a provision from free reserves of £ 300,000 was transferred to reserves designated for the Bluebird Project at the year end.

Reserves statement

It is the aim of the Trustees to ensure that HARP has sufficient funds to:

- enable it to continue its operations in any short term absence of funding
- allow it to continue to develop the services it is able to offer the homeless
- provide seed-corn funding when required for property redevelopment programmes.

Charity Commission guidance defines free reserves as 'income which becomes available to the Charity and is to be expended at the Trustees' discretion in furtherance of the Charity's objects, but is not yet spent, committed or designated'. At the balance sheet date, the Charity's net free current asset reserves amounted to £498,792 (2019/20: £432,564) after deducting fixed assets, long term liabilities, designated reserves and restricted balances from total funds.

This represents approximately six weeks' of expenditure (2019/20: 6 weeks). The Trustees' aim is to build up the level of free reserves over time, but this remains a challenge due to the continued rise in homelessness and the Charity's need to continue to invest most of its funds each year into combatting that.

Plans for future periods

In response to the continuing need for our services across Southend, the vision which HARP's Trustees have set for the Charity is to be in a position, by 31st March 2023, not to have to turn away from our emergency accommodation any homeless person - or anyone at risk of becoming homeless - who wishes to work with the Charity, with a view to ending their homelessness for good. In order to achieve this, the Trustees' rolling five year strategy for the period ahead has the following five key aims:

1. To increase HARP's available property across all aspects of our multi-stage process of accommodation, from emergency beds to move-on bed spaces, in order to support service users' journeys from the street to full independence.
2. To expand HARP's ability to work with more complex and entrenched rough sleepers partly by changing the service model to enable a swifter move-on of clients through our services.
3. To continue to grow the Charity's unrestricted (and restricted) income through a combination of more and bigger fundraising events, targeted applications for grant funding, increased income generated from corporate and individual donors, additional charity shops and with a weekly lottery through a product that is run by make a smile lottery, that HARP supporters can subscribe to, and from which HARP therefore benefits.
4. To maintain HARP's financial security through constantly reviewing the Charity's funding strategy, internal controls, risk management, the balance of freehold versus leasehold premises occupied, and an ongoing property maintenance/replacement programme.
5. To monitor, evaluate and measure the impact of HARP's work to ensure that local need is properly identified, planned for and - within the Charity's available resources - appropriately met, and that value

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Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31st March 2021

for money is obtained from the funds we have obtained from the public sector or from our donors.

Pay policy for senior staff

The Directors of the Company are also the Charity's Trustees. All Trustees give up their time freely, and no Trustees received remuneration in the year.

The Executive Strategy Team (EST) comprises the key management personnel of the Charity in respect of managing and operating HARP on a day-to-day basis. The pay of the EST is reviewed annually, and normally increased in accordance with NJC pay scales, as for other HARP staff, subject to the approval of the Trustees and following performance appraisal. In view of the nature of the Charity, the Trustees' policy is to seek to match HARP staff pay levels with those of competing employers within its sector.

Events after the end of the reporting period

Bluebird Project

On 29th March 2021 HARP entered into a JCT contract with A.W.Hardy Ltd for £2.264 million for the construction of 6 new build houses and the refurbishment and remodelling of no's 45 and 47 Southchurch Avenue. Total project cost of £3.166 million.

Funding is provided by Homes England. The project is to be funded by a grant from Homes England for £1.365 million, (of which in line with their contract, £1,023,750 has been received to date, with the balance on completion) borrowing of £1.525 million and grants and donations totalling £100,000 with the balance of £176,000 from reserves.

Borrowing

Borrowing of £1.525 million is made up of £600,000 from St.Clement's Church and £925,000 of the offered loan of £1,459 million from Charity Bank.

The £1,459 million from Charity Bank is designated £925,000 for the Bluebird Project; £250,000 towards the purchase of the flats at 49 Southchurch Avenue that completed in March 2021 and £284,000 towards the proposed remodelling of properties in York Rd.

Structure, governance and management

Governing document

The Charity is controlled by its governing document, the Memorandum and Articles of Association, and constitutes a Company Limited by Guarantee, as defined by the Companies Act 2006. HARP is also a Registered Social Housing Provider, and consequently regulated by the Social Housing Regulator.

Organisational structure

The Charity is governed by its Trustees, who are selected to provide a broad base of expertise in social welfare, legal matters, finance, human resources, homelessness and charity administration. At the outset of the pandemic, Trustee Board meetings moved from being held monthly to quarterly (via Zoom during 2020/21 and to date in 2021/22). The former practice has been discontinued of a representative of Serving the Homeless (a long-term donor to and supporter of HARP) and a sitting Councillor from the Local Authority being invited to attend the meetings once each quarter, those

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sessions having been designated 'Management Committee meetings' rather than 'Trustees meetings'. That arrangement was considered by HARP's Trustees to be an anachronism due to the growth of the Charity over the years.

The Trustees have chosen to exercise much of the Charity's governance and oversight via the following sub-committees: Governance Committee (comprising the Chair of Trustees, Chief Executive and the Chairs of each Sub-Committee); Premises Committee; Personnel & Services Committee, Finance Committee, Fundraising & Communications Committee. The day-to-day operating decisions of the Charity are delegated via a Scheme of Delegated Authority to the Chief Executive Officer, Jackie Bliss, who reports directly to the Trustees via the Chair, Richard Hair.

New Trustees are recruited through personal recommendation or increasingly via external advertising – the latter being considered more desirable in terms of achieving Equality, Diversity and Inclusion – and are selected according to their relevant skills, expertise and the sympathy they demonstrate towards the plight of the homeless. Prospective Trustees attend one or more Trustees meetings (including a Sub-Committee) in addition to being interviewed by a panel of Trustees. One new Trustee was appointed during the year, Michael Nevin. Trustees attend an induction programme following their appointment, and all Trustees are offered suitable training opportunities according to their needs.

Risk management

In accordance with Accounting and Reporting by Charities (Charities SORP FRS 102), the Charity carries out regular risk reviews.

As part of these, the Charity has (and will continue to):

- reviewed its financial control system to protect its assets and help to prevent fraud and other irregularities
- reviewed all relevant regulations with regards to the conduct of its principal activities
- ensured that regulations governing employment law and taxation are complied with
- continuously monitored Health and Safety risks for its staff, volunteers and clients, particularly during the year in respect of Covid19
- reviewed its information management systems to ensure compliance with the data protection regulations known as GDPR
- implemented other risk management measures as appropriate, including insurances where available, to help mitigate those risks which cannot be eliminated entirely
- appointed expert health and safety consultants, human resources consultants, and other professional firms or individuals, to advise the Charity and the Trustees as and when required.

The Trustees believe the greatest potential risks facing the Charity to be:

- the Charity's ability to continue to provide its services against the background of the Covid19 global pandemic, with the need to balance the safety of staff and volunteers with achievement of HARP's core charitable object of meeting the needs of Southend-on-Sea's homeless people
- the impact on the national and local economy from Covid19 as well as from 'Brexit', both in terms of increased rates of homelessness due to rising poverty, and reduced funding available to the government
- the long-term sustainability of housing benefit paid directly to HARP, in light of the potential for central government policy to seek to replace this over time with a 'cheaper' funding

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mechanism

- the continued rolling out of Universal Credit, to replace existing social welfare benefits, having the potential to result in increased levels of homelessness in the Southend area
- the continued shortage of suitable affordable accommodation within the local vicinity, especially during Southend Council's redevelopment of the local Queensway social housing over the coming decade which will have the effect of increasing pressure on affordable housing while existing tower blocks are demolished and new accommodation is being constructed to replace those; this is likely to increase the need for HARP's services whilst at the same time increasing the cost to the Charity of housing both existing and new service users
- the non-renewal of major multi-year revenue grants such as our Day Centre and Heath Centre grants from Southend Borough Council, the latter having expired at the end of March 2021
- the risk that the Ministry of Housing, Communities and Local Government (MHCLG) decides to discontinue funding its Rough Sleeping Initiative project, and the impact that could have on HARP's ability to continue to operate its emergency services including outreach work
- the relatively small size of the Charity's staffing, constraining opportunities for segregation of duties and resulting in over-reliance on individuals for key tasks such as preparing payroll.

Trustees' responsibilities statement

The Trustees (who are also Directors of HARP for the purposes of company law) are responsible for preparing the Trustees Annual Report (including the Strategic 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 2015 (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.

In so far as the Trustees are aware:

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

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- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

Each of the persons who is a Trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the Charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The Trustees' annual report was approved on 13 September 2021 and signed on behalf of the board of Trustees by:


R. Hall
Trustee


A. Barr
Trustee

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Independent Auditor's Report to the Members of Homeless Action Resource Project

Year ended 31st March 2021

Opinion

We have audited the financial statements of Homeless Action Resource Project (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of comprehensive income, the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows 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 charitable company's affairs as at 31 March 2021, and of 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, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2019.

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 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 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 directors are responsible for the other information contained within the Trustees 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

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Year ended 31st March 2021

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' Annual Report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Annual Report (incorporating 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 the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (incorporating 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' 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.

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- a satisfactory system of control over transactions has not been maintained.

Responsibilities of the Trustees

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

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

Homeless Action Resource Project

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Independent Auditor's Report to the Members of Homeless Action Resource Project

Year ended 31st March 2021

Auditor's 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.

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 engagement partner 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 focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company'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.
- Considered the internal controls in place to mitigate the 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

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
- 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.

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Charitable Company Limited by Guarantee

Independent Auditor's Report to the Members of Homeless Action Resource Project

Year ended 31st March 2021

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation (ie. gives a true and fair view).

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 section 137 of the Housing and Regeneration Act 2008. 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.

Sandra Morrell 15.09.2021

S Morrell (Senior Statutory Auditor)
For and on behalf of Edmund Carr LLP
Chartered Accountants and Statutory Auditor
146 New London Road
Chelmsford
Essex
CM2 0AW

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Comprehensive Income (Including Income and Expenditure Account)

Year ended 31st March 2021

	2021	2020
	Total funds	Total funds
	£	£
Turnover	5,693,683	4,321,682
Operating expenditure	(4,415,640)	(3,629,448)
Operating surplus / (deficit)	1,278,043	692,234
Interest receivable	155	185
Interest and financing costs	(40,174)	(52,273)
Downward revaluation of housing properties	(64,793)	(240,037)
Total comprehensive income for the year	1,173,231	400,109

The statement of comprehensive income was approved by the board of trustees on 13 September 2021 and was signed on its behalf by:

R. R. Hair
Trustee



A. Barr
Trustee



Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31st March 2021

		Unrestricted funds £	2021 Restricted funds £	Total funds £	2020 Total funds £
	Note				
Income and endowments					
Donations and legacies	5	655,590	236,500	892,150	450,654
Charitable activities	6	3,139,323	728,423	3,867,746	3,200,838
Other trading activities	7	102,684	479,250	581,934	642,000
Investment income	8	155	-	155	185
Other income	9	351,698	-	351,698	28,190
Total income		<u>4,249,450</u>	<u>1,444,233</u>	<u>5,693,683</u>	<u>4,321,867</u>
Expenditure					
Expenditure on raising funds:					
Fundraising costs	10	170,722	-	170,722	169,045
Expenditure on charitable activities	11,12	3,490,799	794,138	4,284,937	3,512,676
Total expenditure		<u>3,661,521</u>	<u>794,138</u>	<u>4,455,659</u>	<u>3,681,721</u>
Net income		<u>587,929</u>	<u>650,095</u>	<u>1,238,024</u>	<u>640,146</u>
Other recognised gains and losses					
Revaluation of freehold property			(64,793)	(64,793)	(240,037)
Net movement in funds		<u>587,929</u>	<u>585,302</u>	<u>1,173,231</u>	<u>400,109</u>
Reconciliation of funds					
Total funds brought forward		2,308,254	3,624,375	5,932,629	5,532,520
Total funds carried forward		<u>2,896,183</u>	<u>4,209,677</u>	<u>7,105,860</u>	<u>5,932,629</u>

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

All income and expenditure derive from continuing activities.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Position

Company registration number 04566985

31st March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible fixed assets	18	7,083,097	6,524,817
Current assets			
Debtors	19	647,282	847,800
Cash at bank and in hand		1,028,727	278,903
		1,676,009	1,126,703
Creditors: amounts falling due within one year	20	355,876	348,139
Net current assets		1,320,133	778,464
Total assets less current liabilities		8,403,230	7,303,381
Creditors: amounts falling due after more than one year	21	1,297,370	1,370,752
Net assets		7,105,860	5,932,629
Funds of the Charity			
Restricted funds		4,209,677	3,624,375
Unrestricted funds		2,896,183	2,308,254
Total Charity funds	22	7,105,860	5,932,629

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

These financial statements were approved by the Board of Trustees and authorised for issue on 13 September 2021.

and are signed on behalf of the Board by:


R.R. Hair
Trustee


A. Barr
Trustee

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Statement of Cash Flows
Year ended 31st March 2021

	2021	2020
	£	£
Cash flows from operating activities		
Net income	1,238,024	640,146
<i>Adjustments for:</i>		
Depreciation of tangible fixed assets	48,600	50,094
Other interest receivable and similar income	(155)	(185)
Interest payable and similar charges	40,174	57,474
Gain on disposal	(6,966)	-
<i>Changes in:</i>		
Trade and other debtors	200,518	(628,964)
Trade and other creditors due in one year	7,737	249,623
Cash generated from operations	1,527,932	368,188
Interest paid	(40,174)	(57,474)
Interest received	155	185
Net cash from operating activities	<u>1,487,913</u>	<u>310,899</u>
Cash flows from investing activities		
Purchase of tangible assets	(664,707)	(422,033)
Proceeds from sale of tangible assets	-	-
Long terms loan for purchase of assets	(73,382)	(53,248)
Net cash used in investing activities	<u>(738,089)</u>	<u>(475,281)</u>
Net increase (decrease) in cash and cash equivalents	749,824	(164,381)
Cash and cash equivalents at beginning of year	<u>278,903</u>	<u>443,284</u>
Cash and cash equivalents at end of year	<u>1,028,727</u>	<u>278,903</u>

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31st March 2021

1. General information

The Charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered Charity in England and Wales. The address of the registered office is 146 New London Road, Chelmsford, Essex, CM2 0AW. The charitable company is registered under the Companies Act 2006 and is a registered provider of social housing.

2. Statement of compliance

The financial statements are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2020.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

The Trustees have considered the impact of the Covid-19 pandemic in their assessment of the Charity's ability to prepare accounts as a going concern. Because of the uncertainties surrounding the effects of the economic slowdown, it is difficult to predict the impact on the Charity and its beneficiaries, but having taken all the factors into account, the Trustees are of the opinion that the Charity has sufficient resources to continue operating for the next 12 months from the date of signing these accounts.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

Income tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2021

3. Accounting policies *(continued)*

Fund accounting

Funds held by the Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objectives of the Charity. These are detailed in the financial statements.

Designated funds - these are funds set aside by the Trustees out of unrestricted funds for specific future purposes or projects. These are detailed in the financial statements.

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the Charity; it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably
- legacy income is recognised when receipt is probable and entitlement is established
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Grants received

Items of income are recognised and included in the accounts when all the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the income have been fully met or are fully within the control of the charity;
- there is sufficient certainty that the receipt of the income is considered probable; and
- the amount can be reliably measured.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned (as the related goods or services are provided). Grant income included in this category is recognised on a receivable basis except where it is given specifically to fund expenditure in a future period when it is treated as deferred income.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

3. Accounting policies *(continued)*

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods
- expenditure on charitable activities includes all costs incurred by a Charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the Charity apportioned to charitable activities
- other expenditure includes all expenditure that is neither related to raising funds for the Charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Motor vehicles	- 15% reducing balance
Equipment	- 15% reducing balance to 33.3% straight line

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

3. Accounting policies *(continued)*

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

4. Limited by guarantee

In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity whilst he or she is a member or within one year thereafter.

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Donations			
Donations	655,590	236,560	892,150
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Donations			
Donations	379,586	71,068	450,654

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

5. Donations and legacies *(continued)*

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Trustees' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Grants from charitable bodies	-	24,000	24,000
Statutory contracts	-	704,423	704,423
Housing benefit and service charges	3,139,323	-	3,139,323
	<u>3,139,323</u>	<u>728,423</u>	<u>3,867,746</u>

	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Shop sales	389,113	-	389,113
Grants from charitable bodies	-	27,143	27,143
Statutory contracts	-	470,112	470,112
Housing benefit and service charges	2,314,470	-	2,314,470
	<u>2,703,583</u>	<u>497,255</u>	<u>3,200,838</u>

7. Other trading activities

	Restricted Funds £	Total Funds 2021 £	Restricted Funds £	Total Funds 2020 £
Donations from Charitable trusts	1,500	1,500	28,500	28,500
Statutory contracts for Capital Projects	477,750	477,750	613,500	613,500
Shop sales	102,684	102,684	-	-
	<u>581,934</u>	<u>581,934</u>	<u>642,000</u>	<u>642,000</u>

Shop sales have been reclassified in the current year to be shown as income from other trading activities (2020: Charitable activities)

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

8. Investment income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Bank interest receivable	155	155	185	185

9. Other income

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Government receipts re Covid (Furlough/Retail scheme)	345,321	345,321	-	-
Other income	6,377	6,377	28,190	28,190
	351,698	351,698	28,190	28,190

10. Fundraising costs

	Unrestricted Funds £	Total Funds 2021 £	Unrestricted Funds £	Total Funds 2020 £
Wages and salaries	149,937	149,937	149,020	149,020
Activities	-	-	125	125
Rates & water	2,119	2,119	-	-
Equipment and IT costs	4,270	4,270	4,747	4,747
Motor and travelling expenses	2,423	2,423	1,982	1,982
Telephone	2,008	2,008	1,874	1,874
Printing, postage and stationery	1,688	1,688	2,599	2,599
Subscriptions	107	107	178	178
Marketing	8,170	8,170	8,520	8,520
	170,722	170,722	169,045	169,045

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

11. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £
Services to the homeless	2,933,632	794,138	3,727,770
Support costs	557,167	-	557,167
	<u>3,490,799</u>	<u>794,138</u>	<u>4,284,937</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2020 £
Services to the homeless	2,344,738	591,640	2,936,378
Support costs	576,298	-	576,298
	<u>2,921,036</u>	<u>591,640</u>	<u>3,512,676</u>

12. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2021 £	Total fund 2020 £
Services to the homeless	3,727,770	399,758	4,127,528	3,334,067
Governance costs	-	157,409	157,409	178,609
	<u>3,727,770</u>	<u>557,167</u>	<u>4,284,937</u>	<u>3,512,676</u>

13. Analysis of support costs

	Total 2021 £	Total 2020 £
Premises	249,037	287,245
Communications and IT	49,910	32,051
General office	100,811	78,393
Governance costs	153,209	178,609
	<u>557,167</u>	<u>576,298</u>

14. Net income

Net income is stated after charging/(crediting):

	2021 £	2020 £
Depreciation of tangible fixed assets	48,601	50,094
Loss/(gains) on disposal of tangible fixed assets	-	-
Operating lease rentals	374,038	279,059
Auditors remuneration	<u>11,750</u>	<u>12,000</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2021

15. Auditors' remuneration

	2021	2020
	£	£
Fees payable for the audit of the financial statements	11,750	12,000

The auditor's remuneration amounts to an audit fee of £11,750 (2020: £12,000).

16. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2021	2020
	£	£
Wages and salaries	2,238,250	1,862,856
Social security costs	187,881	153,579
Pension contributions	47,089	40,273
Agency staff	215,985	166,964
	<u>2,689,205</u>	<u>2,223,672</u>

The average head count of employees during the year was 97 (2020: 93). The average number of full-time equivalent employees during the year is analysed as follows:

	2021	2020
	No.	No.
Charitable purposes	86	70
Management and administration	7	7
	<u>93</u>	<u>77</u>

The number of employees whose remuneration for the year fell within the following bands, were:

	2021	2020
	No.	No.
£60,000 to £69,999	2	2
£70,000 to £79,999	<u>2</u>	<u>2</u>

Key management personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the Charity. The total remuneration benefits paid to key management personnel for services provided to the Charity was £392,449 which includes employer's national insurance contributions of £40,262 (2020: £368,907 including employer's national insurance of £37,524).

17. Trustee remuneration and expenses

The Trustees neither received nor waived any remuneration during the year (2020: £Nil) and no Trustees received payment for expenses during the year (2020: £ nil)

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2021

18. Tangible fixed assets

	Freehold property £	Motor vehicles £	Equipment £	Total £
Cost				
At 1 April 2020	6,248,318	37,406	597,774	6,883,498
Additions	639,858	17,759	7,090	664,707
Disposals	-	-	(8,362)	(8,362)
Revaluations	(64,794)	-	-	(64,794)
At 31 March 2021	6,823,383	55,165	596,502	7,475,050
Depreciation				
At 1 April 2020	-	15,613	343,067	358,680
Charge for the year	-	5,258	43,343	48,601
Disposals	-	-	(15,329)	(15,329)
At 31 March 2021	-	20,871	371,081	391,952
Carrying amount				
At 31 March 2021	6,823,383	34,294	225,421	7,083,097
At 31 March 2020	6,248,318	21,794	254,705	6,524,817

The freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in May 2021 using the 'existing use' valuation method for the majority of the properties in the portfolio. Additions or redevelopments in the year have been included at their cost price and the properties at Ceylon Road, Heath House and White Heather House have been revalued by an independent valuer.

Included within bank loans and overdrafts is an amount of £ 1,289,637 (2020: £1,307,000) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road and 117 York Road. There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge.

Tangible fixed assets held at valuation

In respect of tangible fixed assets held at valuation, the aggregate cost, depreciation and comparable carrying amount that would have been recognised if the assets had been carried under the historical cost model are as follows:

	Freehold property £
At 31 March 2021	
Aggregate cost	9,209,978
Aggregate depreciation	-
Carrying value	9,209,978
At 31 March 2020	
Aggregate cost	8,768,232
Aggregate depreciation	-
Carrying value	8,768,232

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*
Year ended 31st March 2021

19. Debtors

	2021	2020
	£	£
Prepayments and accrued income	41,714	746,420
Other debtors	605,568	101,380
	<u>647,282</u>	<u>847,800</u>

Included within prepayments and deferred income is an amount of £1,305 (2020: £6,000) which represents fundraising income received in advance of the events.

20. Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	76,208	125,688
Accruals and deferred income	145,523	120,847
Social security and other taxes	52,409	48,302
Bank and third party loans	81,736	53,302
	<u>355,876</u>	<u>348,139</u>

21. Creditors: amounts falling due after one year

	2021	2020
	£	£
Bank and third party loans	1,297,370	1,370,752
	<u>1,297,370</u>	<u>1,370,752</u>

Of this amount, capital of £1,065,559 is due to be repaid after more than 5 years.

Included within bank loans and overdrafts is an amount of £1,289,637 (2020: £1,307,000) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road and 117 York Road. There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

22. Analysis of charitable funds

Unrestricted funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers £	At 31 March 2021 £
General funds	2,308,254	4,249,450	(3,661,521)	(777,750)	2,118,613
Property development	-	-	-	777,750	777,750
	<u>2,308,254</u>	<u>4,249,450</u>	<u>(3,661,521)</u>	<u>-</u>	<u>2,896,183</u>

Unrestricted funds

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
General funds	2,286,791	3,111,544	(3,090,081)	-	2,308,254
	<u>2,286,791</u>	<u>3,111,544</u>	<u>(3,090,081)</u>	<u>-</u>	<u>2,308,254</u>

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

Restricted funds

	Balance at 1 Apr 2020 £	Income £	Expenditure/ Revaluation £	Capitalised Expenditure £	Balance at 31 Mar 2021 £
Southend Main Grant	-	118,528	(118,528)	-	-
Supporting People Grant (contract)	-	76,000	(76,000)	-	-
Serving The Homeless	-	6,250	(6,250)	-	-
Southend Rough Sleeper NSAP	-	339,895	(339,895)	-	-
Essex Probation Trust	-	170,000	-	-	170,000
Bridgepoint	-	250	(250)	-	-
Nationwide Building Society	-	15,450	-	-	15,450
Essex Community Foundation	25,000	-	(25,000)	-	-
Co-op	-	4,960	(4,960)	-	-
NHS Thurrock	-	1,684	-	-	1,684
Fowler Smith and Jones	12,000	-	(12,000)	-	-
Asda	4,000	5,000	(9,000)	-	-
Platt Rushton	-	900	(900)	-	-
Henry Smith Foundation	-	25,000	(25,000)	-	-
Landaid – for under 25s	--	24,000	(16,659)	-	7,341
Landaid Charitable Trust	-	10,055	(5,013)	-	5,042
Homeless Link (Covid fund)	-	5,352	(1,841)	-	3,511
Skipton Community	-	90,349	(90,349)	-	-
Tesco	-	1,000	(1,000)	-	-
Over 25s	-	500	(500)	-	-
Leigh Lions	-	18,500	(8,072)	-	10,428
Essex Freemasons	-	(244)	(244)	-	-
Card Factory	244	250	(250)	-	-
Others	-	500	(500)	-	-
	-	52,060	(51,927)	-	133
Funds Available to Spend	41,244	966,483	(794,138)	-	213,589
Capital Fund (Fixed Assets)	3,583,131	477,750	(504,043)	439,250	3,996,088
	3,624,375	1,444,233	(1,298,181)	439,250	4,209,677

During the year, HARP received a total of £339,895 through Southend Borough Council as part of the Ministry of Housing, Communities and Local Government (MHCLG) initiative to tackle rough

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

sleeping. Continuation funding was obtained by the balance sheet date to enable these services to continue to operate in the following year.

Southend Main Grant

Provided for staff costs at the Day Centre and 10% of the grant goes towards management.

Nationwide Building Society

Provided 2 year funding for an Eviction Prevention and Landlord Liaison Officer

Fowler Smith and Jones

Provides for new white goods at Ceylon House

Henry Smith Foundation

Funding is for a 4 year Housing First Project

Homeless Link (Covid Fund)

Emergency funding received to support the charity through the Covid pandemic

NSAP

Funding is for the Next Steps Accommodation Program

New Development Projects

Donations were received from various sources for the development of new projects:

At the end of the financial year, £ 477,750 is included in debtors as receivable from Homes England for the Bluebird Project as this was payable on the start of the project at end March 2021 but was not received until early April.

Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

Restricted funds

	Balance at 1 Apr 2019 £	Income £	Expenditure/ Revaluation £	Capitalised Expenditure £	Balance at 31 Mar 2020 £
Southend Main Grant	-	118,528	(118,528)	-	-
Supporting People Grant (contract)	-	76,000	(76,000)	-	-
Big Lottery (contract)	-	27,143	(27,143)	-	-
Serving The Homeless	2,100	3,500	(5,600)	-	-
Southend Rough Sleeper	-	228,585	(228,585)	-	-
Southend sit up service	-	47,000	(47,000)	-	-
Nationwide Building Society	-	50,000	(25,000)	-	25,000
Essex Community Foundation	753	3,000	(3,753)	-	-
Screwfix	5,000	-	(5,000)	-	-
NHS Thurrock	-	40,000	(28,000)	-	12,000
Southend High School for boys	-	860	(860)	-	-
Fowler Smith and Jones	-	4,000	-	-	4,000
Morrison	-	12,650	(12,650)	-	-
Tesco's Groundwork	3,000	1,000	(4,000)	-	-
Tampon Tax	-	10,000	(10,000)	-	-
Rosca Charitable Trust	-	2,500	(2,500)	-	-
Skipton Community Trust	-	1,000	(1,000)	-	-
Leigh Lions	-	500	(256)	-	244
Others	200	4,600	(4,800)	-	-
Funds Available to Spend	11,053	630,866	(600,675)	-	41,244
Capital Fund (Fixed Assets)	3,234,676	613,500	(267,500)	2,455	3,583,131
	3,245,729	1,244,366	(868,175)	2,455	3,624,375

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

23. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2021 £
Restricted Income Funds:				
Services to the homeless	3,996,085	213,592	-	4,209,677
Unrestricted Income Funds	3,087,012	1,106,541	(1,297,370)	2,896,183
Total Funds	<u>7,083,097</u>	<u>1,320,133</u>	<u>(1,297,370)</u>	<u>7,105,860</u>

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year	Total 2020 £
Restricted Income Funds:				
Services to the homeless	3,583,130	41,245	-	3,624,375
Unrestricted Income Funds	2,941,687	737,319	(1,370,752)	2,308,254
Total Funds	<u>6,524,817</u>	<u>778,564</u>	<u>(1,370,752)</u>	<u>5,932,629</u>

24. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2021 £	2020 £
Not later than 1 year	393,582	333,740
Later than 1 year and not later than 5 years	718,960	632,550
	<u>1,125,542</u>	<u>966,290</u>

25. Contingencies

During 2020 the Charity received donations of £34,995 in respect of unclaimed client account balances from various solicitors. The Charity has provided an indemnity to reimburse the funds should the relevant parties ever come forward and raise a claim on the balance.

Grants of £150,000 were received in each of 2014 and 2017 for property development at the Bradbury Centre and White Heather House respectively. The grant terms stipulate that in the event either property is sold within ten years of receiving the donation, the donor Foundation reserves the right to claim back the relevant donation in part or in full, depending on the proceeds received by the Charity.

Homeless Action Resource Project
Charitable Company Limited by Guarantee
Notes to the Financial Statements *(continued)*

Year ended 31st March 2021

26. Related parties

In March 2020, the Charity entered into a lease at market value for a property where the landlord is a family company of which RR Hair is a director. £ 15,000 rent was paid in the year (2020:£15,000).

27. Events after the reporting period

Bluebird Project

On 29th March 2021 HARP entered into a JCT contract with A.W.Hardy Ltd for £2.264 million for the construction of 6 new build houses and the refurbishment and remodelling of no's 45 and 47 Southchurch Avenue. Total project cost of £3.166 million.

Funding is provided by Homes England. The project is to be funded by a grant from Homes England for £1.365 million, (of which in line with their contract, £1,023,750 has been received to date, with the balance on completion) borrowing of £1.525 million and grants and donations totalling £100,000 with the balance of £176,000 from reserves.

Borrowing

Borrowing of £1.525 million is made up of £600,000 from St.Clement's Church and £925,000 of the offered loan of £1,459 million from Charity Bank.

The £1,459 million from Charity Bank is designated £925,000 for the Bluebird Project; £250,000 towards the purchase of the flats at 49 Southchurch Avenue that completed in March 2021 and £284,000 towards the proposed remodelling of properties in York Rd