

AMAT UK

England & Wales · Charity number 1111057

Details

Other names ASHDOWN MEDWAY ACCOMMODATION TRUST, AMAT

Status Registered

Legal form Charitable company

Company number [05159125](#)

Registered 2005-08-26

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

Contact

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Chatham
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Activities

Objects: (A) TO RELIEVE THOSE IN NEED, PARTICULARLY BUT NOT EXCLUSIVELY SINGLE ADULTS WHO ARE HOMELESS OR EXPERIENCING FINANCIAL HARDSHIP, BY PROVIDING THEM WITH TEMPORARY AND PERMANENT ACCOMMODATION.(B) TO FURTHER SUCH OTHER CHARITABLE PURPOSES AS THE TRUSTEES IN THEIR ABSOLUTE DISCRETION SEE FIT FOR THE BENEFIT OF SUCH PERSONS.

Activities: The provision of temporary and permanent accommodation for those in need there of and by such other forms of charitable assistance as the Trustees in their absolute discretion see fit.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services
- **What:** Accommodation/housing
- **Who:** Other Defined Groups

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTICE. MEDWAY, EAST SUSSEX AND KENT AREAS.
- Kent
- Medway

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£4,360,652	£4,353,814	£1,068,932	52
2024-03-31	£3,884,068	£3,957,883	£1,062,094	55
2023-03-31	£4,251,980	£4,077,759	£1,135,909	55
2022-03-31	£3,741,833	£3,840,799	£961,688	52
2021-03-31	£4,046,087	£3,853,397	£870,435	61

Trustees

Name	Role	Appointed
DAVID BLOOMFIELD		2013-06-06
EMMA PATERSON		2013-06-06
GEORGE CROZER		2013-06-06
Ibiyinka Macaulay		2023-10-10
Jonathan Roger Clay		2022-05-11
Kirstine Epps		2021-07-05
Scott Phipps		2021-03-15
Stuart Welch		2025-01-14

AMAT UK

England & Wales - Charity number 1111057

Accounts

AMATUK
(A Company Limited by Guarantee)

Trustees' Report and Financial Statements
For the Year Ended 31 March 2025



AMATUK
(A Company Limited by Guarantee)

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AMATUK
(A Company Limited by Guarantee)

Reference and Administrative Details of the Charity, its Trustees and Advisers
For the Year Ended 31 March 2025

Trustees

Mr. A. Anderson
 Ms. A. Ashdown (resigned 15 October 2025)
 Mr. D. Bloomfield
 Mr. J. Clay
 Mr. G. Crozer, Chair
 Ms. K. Epps
 Ms. I. Macaulay
 Mrs. E. Paterson
 Mr. S. Phipps
 Mr. R. Sharma (resigned 3 October 2024)
 Mr. S. Welch (appointed 31 January 2025)

Company registered number 05159125

Charity registered number 1111057

Registered office

411 High Street
 Chatham
 Kent
 ME4 4NU

Company secretary Mrs. E. Paterson

Independent auditors

UHY Hacker Young
 Chartered Accountants
 Statutory Auditors
 Thames House
 Roman Square
 Sittingbourne
 Kent
 ME10 4BJ

Bankers

Lloyds Bank plc
 82 Mount Pleasant Road
 Tunbridge Wells
 Kent
 TN1 1RP

AMATUK

Trustees' Report For the Year Ended 31 March 2025

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, present their annual report together with the audited financial statements of AMAT UK for the year ended 31 March 2025. The trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of its governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities".

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The charity is a charitable company limited by guarantee and is governed by its Memorandum and Articles of Association dated 21 June 2004. The registered company and charity numbers are stated on the first page of this annual report.

Method of appointment or election of trustees

Trustees are appointed by existing trustees in accordance with the Articles of Association. No other bodies or individuals are entitled to nominate or appoint trustees.

Policies adopted for the induction and training of trustees

Induction for trustees is arranged and coordinated on an individual basis. New trustees are mentored by existing, experienced trustees.

Organisational structure and decision making

Under the terms of the Articles of Association, the charitable company is managed by a council of management which must have a minimum of 3 members. One third of council members retire annually on rotation but retiring members are eligible for re-election. The trustees in office at the year-end are shown on page 1. The trustees delegate the day-to-day responsibility for running the charitable company to its Chief Executive Officer, Senior Managers, Managers, and staff.

OBJECTIVES AND ACTIVITIES

The charitable company's objects under its Memorandum of Association are:

- To relieve those in need, particularly, but not exclusively, single adults who are homeless or experiencing financial hardship, by providing them with temporary and permanent accommodation.
- To further such other charitable purposes as the trustees in their absolute direction see fit for the benefit of such persons.

Activities for achieving objectives

The principal activities of the charitable company are:

- accommodation for homeless people;
- supporting homeless people; and
- collaboration with partner organisations.

AMAT provides safe and suitable accommodation for homeless people in Medway and Maidstone. Accommodation is currently supplied through a variety of private landlords and is intensively managed by the charitable company under management agreements. Income, to fund rents, housing management and maintenance costs, is generated through rent charges which are subsidised by way of housing benefit. Being a registered charity and a provider of support to very vulnerable people, AMAT accesses an enhanced level of housing benefit to pay for intensive housing management.

AMAT UK has 27 years' experience of supporting homeless people and refers to those accommodated by the organisation as Residents rather than service users. Over the course of 2024/25 AMAT accommodated and supported 427 Residents in total, which was an increase of 3.5% from the previous year, highlighting the increase in demand due to rising homelessness. AMAT uses a strength-based and trauma-informed approach to achieve the best possible outcomes for homeless people, with the aim of addressing the complex issues that can cause and perpetuate their risk of homelessness, so they can work towards independent living.

AMAT Residents and the local community also access The HIVE (previously known as the HUB). This project is run by AMAT and operates as a 'one-stop shop', providing bespoke, person-centred support, peer-led well-being activities; employment, education and volunteering opportunities, alongside effective partnership working with specialist agencies to address any additional complex and/or specialist needs that homeless people may have.

AMATUK

Trustees' Report For the Year Ended 31 March 2025

AMAT's organisational Theory of Change has become even more relevant due to the pressing needs of our Residents and the increase in demand, and as the organisation continues to deliver on the newly reviewed Business Plan 2024-27, the charitable company aims to achieve the following goals:

- Residents' strengths, needs and outcomes are at the centre of all AMAT's work.
- AMAT will be a well-known and respected organisation locally and within the homelessness sector.
- AMAT will attract and retain the best talent regionally.
- AMAT will own its properties and be financially secure.

These goals define AMAT's strategic direction as it continues to go from strength to strength as a vital player in the local homelessness sector in Medway and Kent.

In 2024/25 AMAT's vision, mission and values remained the same:

VISION

For all homeless adults to have access to safe accommodation and the necessary support to rebuild their lives.

MISSION

To reduce and prevent homelessness by providing accommodation and re-building lives, through personalised support and collaboration with other partner organisations.

OUR VALUES AND GUIDING PRINCIPLES

- **Positive Outlook:** AMAT UK gives chances, celebrates accomplishments, and uses a positive approach to inspire and build confidence amongst Residents.
- **Person-centred:** AMAT UK provides tailored services for each Resident; recognising that each adult requires support specific to their needs and circumstances – there is no 'one size fits all' approach.
- **Strength-based:** AMAT UK recognises and builds on the strengths of its Residents and staff, promoting positive connections within the service of the organisation, and the wider community.
- **Reflective Practice:** AMAT UK promotes self-responsibility in both Residents and staff; recognising all people have different ways of coping with adversity and encourages development through reflective practice.
- **In Partnership:** AMAT UK works with partner organisations and community groups to enable a wide range of opportunities for Residents and access to vital support.
- **Respect & Dignity:** AMAT UK is committed to ensuring staff, Residents, and partners operate in a way that safeguards people's dignity and always treats them with respect.
- **Accountable:** AMAT UK commits to being accountable to its Residents and the communities that it serves.
- **Co-production:** Residents and staff are encouraged to shape AMAT services to best meet the needs of the local community.

PUBLIC BENEFIT STATEMENT

The trustees have reviewed and developed the aims, objectives and activities of the charity, as well the progress AMAT has made over its 27 years of operation. This report looks at what AMAT has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits that AMAT has brought to those homeless and at risk of homelessness. The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to AMAT's aims, objectives and current strategic intentions.

ACTIVITIES AND ACHIEVEMENTS

The principal activities of the charitable company are

- accommodation for homeless people
- supporting homeless people
- collaboration with partner organisations.

AMATUK

Trustees' Report For the Year Ended 31 March 2025

During 2024/25 AMAT continued to use the goals, outcomes and indicators identified in its Theory of Change for successful service delivery. The overall goals relate to the principal activities of providing accommodation and support, alongside collaboration with partners and result in the following short and long term outcomes:

SHORT TERM GOALS FOR NEW RESIDENTS

- **Residents live in safe, decent and well maintained, supported accommodation**
- **Residents and their pets, basic needs for food, water and heating are met**

AMAT accommodates a broad range of people who become homeless, from those sleeping rough to the 'hidden homeless' who may be sofa-surfing or staying with friends. Homeless people are referred (or self-refer) from a variety of sources, e.g., local authorities, the prison service, voluntary sector organisations, etc. The charity provides a variety of properties from single rooms in shared housing to flats depending on the individual's need.

The majority of AMAT's Residents arrive with multiple and complex needs. Across the year 2024/25 the needs of AMAT Residents were as follows:

- 95% of Residents are unemployed (decrease of 2% from previous year)
- 86% report a mental health issue (decrease of 6% from previous year)
- 76% have a physical health issue (decrease of 2% from previous year)
- 72% Have a disability (decrease of 1% from previous year)
- 50% have been convicted of an offence (decrease of 5% from the previous year)
- 31% report struggling with alcohol issues (increase of 6% from the previous year)
- 63% cite drug use (decrease of 9% from previous year)

Overall, the complex and multiple presenting needs in Resident have reduced by approximately 4% across the board, however this doesn't consider the 3.5% increase of Residents at AMAT which may account for the percentage difference. Importantly these complex needs remain amongst the highest that AMAT has seen in its 27-year history and highlight how adults experiencing homelessness are struggling with multiple and complex issues.

During 2024/2025, AMAT UK:

- Provided accommodation and support services to a total of 427 Residents across the year.
- Received approximately 601 referrals for or from people experiencing homelessness.
- Housed approximately 125 new Residents, 16 of whom were housed with their pets.
- Accepted approximately 9 families into AMAT Temporary Accommodation for local authorities.
- Moved 57 Residents internally preventing 'revolving door homelessness', through a trauma-informed approach that recognise that shared accommodation can be challenging and seeks to match housemates for the best outcomes.

AMAT has worked hard to provide decent and well-maintained accommodation for Residents with the ratio for High-Risk properties being 4% across the year, below the target key performance indicator which is 7%.

The headlines from 2024/25 regarding properties were:

- AMAT was 100% compliant with the relevant Gas Safety and Electrical Inspection Condition Reports.
- AMAT was 100% compliant with Fire Safety - this also include the recent changes to legislation requiring any property with more than 2 dwellings to have a Fire Risk Assessment. This meant 19 AMAT properties that did not previously require an FRA now needed one. These are all now complete.
- There were 5 new or partial kitchen refits and 4 new or partial bathroom refits.
- 5 properties were redecorated.
- 4 properties had new carpets for communal areas/halls/ stairwells.
- AMAT took on 2 new properties

"AMAT has given me a home, a base to start from and the strength to carry on."

AMAT Resident

AMATUK

Trustees' Report For the Year Ended 31 March 2025

The maintenance team completed 689 reactive plumbing repairs, which was a 12.4% increase on the previous year. There were also a total of 629 reactive carpentry repairs (20% increase) and 322 reactive electrical jobs (3.7% increase).

This totals 1,419 reactive repairs across the year. The actual number of repairs will be higher as this figure does not include decorating works and making good, the team are now recording this, so will include this figure in next year's report. The maintenance team have worked well in the last financial year to stay on top of the increase in reactive works while balancing planned improvements. We continue to work well with our landlords to encourage investment and upgrades in the portfolio.

The charity continues to be the largest provider of supported accommodation in Medway. AMAT has 97 intensively managed properties, which includes 5 properties in Maidstone, Kent. This equates to 336 units of accommodation. Whilst AMAT aims to provide accommodation to those least likely to access housing support elsewhere (single people between 25-60 years old) AMAT will sometimes accommodate couples and individuals with pets who may find accommodation difficult to access which supports the organisation's aim to prevent homelessness.

FURTHER SHORT-TERM OUTCOMES FOR RESIDENTS

- **Residents feel welcome and supported**
- **Residents are supported to identify their skills and strengths**
- **Residents sustain their accommodation**

AMAT's experience of supporting Residents, particularly those with complex and multiple needs, demonstrates a flexible, tailored approach that delivers impact and encourages independent living. AMAT recognises that the causes of homelessness are multiple and therefore support should offer a variety of strategies to engage and empower Residents.

When Residents are referred to AMAT, the induction process is led by one experienced support worker, who facilitates the whole process from start to finish resulting in the initial support plan and risk assessment. Residents choose from a support menu and are empowered to decide which key needs should be met first, these support plans place the Resident's view at the centre and are kept up to-date through regular monitoring.

AMAT is committed to reflecting on its practise and encouraging Residents to be involved in decision making about the service. One way in which we do this is by offering Residents the opportunity to engage in our annual survey which has been co-designed with Residents and volunteers.

This year we had the strongest response to our annual Resident's survey and engaged with 200 individuals, 73% of the 271 Residents accommodated by AMAT at that time. This survey provides valuable feedback for AMAT as an organisation, ensuring that Residents are offered an opportunity to answer these fundamental questions:

- Are we getting it right?
- Is what we do working?
- Are the adults experiencing homelessness that we accommodate and support receiving a meaningful service, that empowers them to reclaim, rebuild and reshape their lives?

In the 2024/25 survey of Residents:

- **91% said "I feel welcome at AMAT"**
- **79% agreed they felt part of the AMAT community**
- **85% said "I feel accepted for who I am"**
- **93% said "AMAT staff are helpful"**

All Residents are involved in and agree a support plan within 6 weeks of arriving. A minimum of 4 goals are identified and transferred into an action plan which sets agreed priorities. The support plan is reviewed with the Resident every 6, 9 or 12 months, depending on the assessment level of low, medium or high need, or when there is a substantial change of circumstances. All support plans are monitored and approved by the Support Services Manager.

AMATUK

Trustees' Report For the Year Ended 31 March 2025

92% of the Residents surveyed said that their support worker was helpful and approachable.

“I am alive because of AMAT.”

“I was in a dark place for a long time, but my support worker has helped me so much, they’ve been great.”

LONGER TERM OUTCOMES FOR RESIDENTS

AMAT’s support of Residents is fundamental to achieving the following successful long term outcomes:

- **Independence**
- **Life-skills and housing**
- **Social skills, friendships, and relationships**

AMAT does this through a combination of approaches:

- Supporting Residents through 1-2-1 relationships with designated AMAT support workers
- Access to AMAT’s The HIVE: a ‘one-stop shop’ providing opportunities, activities, training, & events.
- Collaboration with partner organisations which complement AMAT’s own work to achieve positive outcomes.
- Supporting those at risk of homelessness in the community through access to The HIVE and AMAT support workers.

These approaches support Residents to address issues that contribute to causing homelessness, to rediscover their strengths and talents and to rebuild their lives to independence.

In 2024/25, AMAT UK received funding from the Department of Health and Social Care (DHSC) to implement the Talking Heads project, the aim being to reduce the risk of suicide and self-harm, support individuals into the relevant services that they need, and develop safe and healthy coping mechanisms. Talking Heads resulted in some very meaningful, and in some cases lifesaving outcomes, for the people that we accommodate and vulnerable members of the community that we work with via our community project The HIVE. The project resulted in a 57% reduction in PHQ9 scores in the targeted caseload, and a 56% decrease in mental health and ASB incidents, feedback from the people that we worked with was consistently about having more access to activities and events that would help them manage their thoughts of suicide and self-harm, and integrate healthy coping mechanisms into their daily routines.

“Sam’s” Story

Sam is a 47 year-old man that has lived with AMAT UK for 3 years. When he was initially offered accommodation and allocated a support worker, we worked with him to gain a diagnosis. Sam has been diagnosed with depression, emotionally unstable personality disorder, and schizophrenia, and at times has suicidal thoughts. He also experiences pseudo hallucinations and hears three voices, including one which instructs him to self-harm. Through Talking Heads, Sam has been working with his support worker to implement healthy coping mechanisms and ensure he is receiving the support that he needs. He has been supported to attend mental health appointments, where his support worker advocated for him, helping him to communicate his needs and ensure he is prescribed medication.

Significantly, Sam’s support worker suggested journaling as a healthy coping strategy that would allow him to manage his emotions. This has been a powerful tool, allowing Sam to write about how is feeling and to give his daily emotional state a score. This has enabled him to express how he is feeling in a healthy and controlled manner, allowing him to gain better control over his mental wellbeing. As trusted members of staff can read the journal, this enables them to intervene and tailor support if they have any concerns.

Sam has also benefited from spending time at our community space, The HIVE. He has participated in activities that he enjoys, such as darts, allowing him to build connections with our staff in an informal support setting. Through these interactions, our staff have observed shifts in Sam’s mood and behaviour, offering support where needed and allowing him to build a broader support network.

By working with Sam, we have been able to provide him with the tools and support network to address his mental health, and although his PHQ-9 score is still high risk, Sam acknowledges that the work that has been completed with him significantly reduces his risk of self-harm.

AMATUK

Trustees' Report For the Year Ended 31 March 2025

AMAT UK continues to work with people experiencing homelessness that other providers will not. We believe that recovery isn't linear, and often it takes more than the first try to get to a place where people experiencing homelessness feel able and strong enough to acknowledge and tackle the reasons that they became homeless. We know that these reasons are often associated with traumatic life events, and that these can often be managed with unhealthy coping mechanisms which can result in antisocial behaviour, and mental health incidents.

92% of Residents told us that their life is better because they live at AMAT.

94% of Residents felt that they were treated with respect and dignity by our team members.

90% of Residents agreed that AMAT supports them to engage with the services they need to rebuild, reclaim, and reshape their lives.

In AMAT's 2024/25 annual survey, Residents were asked if AMAT embodied its values – they said:

96% of Residents feel that we operate in a person-centred way.

80% of AMAT Residents feel that they are involved in decision making about the service and how we can make sure it is meaningful and fit for purpose.

83% of our Residents feel that AMAT helps them to reflect on the difficult decisions and choices they have made and turn this into the foundations of building the future they want.

82% of our Residents feel that we help them to focus on the positives and recognise when they've made achievements or good things have happened.

“AMAT has given me a home, a base to start from and the strength to carry on.”

“Since living at AMAT, this is the longest I have managed to stay out of prison.”

AMAT's values mean that staff not only make referrals to specialist agencies to address specific and pressing issues, but by taking a holistic and strength-based approach to supporting Residents and working with the individual they can have excellent impact. For instance, a Resident encouraged to attend an event or activity – provides harm minimisation, meaningful use of time, opportunities to make new friends and reduces social isolation.

Often these types of events and activities take place at The HIVE, AMAT's community resource. AMAT's The HIVE brings together partner organisations, services and social opportunities under one roof and is a crucial element of AMAT's support.

83% of Residents use our Community Project The HIVE.

84% of Residents believe that The HIVE is an essential service.

“The HIVE is brilliant and I would 100% recommend anyone to come to The HIVE if they need help in the ways, they have helped me with Benefit enquiries, creating a new CV, food poverty and helping me manage my mental health. I only have good things to say about The HIVE.”

Chris – Community Member

Over 2024/25, The HIVE at 411 High Street provided 5,330 hours of support to homeless and vulnerable adults accessing The HIVE for a multitude of reasons. Over the course of this year, there have been 6,168 individual visits to The HIVE.

Below is a breakdown highlighting how these individuals utilise the space.

AMATUK

Trustees' Report For the Year Ended 31 March 2025

Agency	External Individuals (members of the homeless community)	Residents accommodated by AMAT UK
The HIVE Food Based Events	1,083	909
Hive Events and Activities (Ping Pong, Bingo etc.)	142	443
Choir	56	36
Volunteering/Peer Mentors	2	13
IT Suite/benefits/emails/ etc.	1,954	2,931
External and Partner Agencies		802

As well as providing support to AMAT Residents, The HIVE also provides support to members of the community, such as:

- Former Residents of AMAT's supported housing who need assistance to maintain their permanent accommodation by receiving help understanding letters and paying bills.
- Those who are on probation seeking ways to meaningfully use their time.
- Individuals experiencing digital poverty can access the internet in the free-to-use IT suite. Help is available via The HIVE Facilitator for those who are not computer literate.
- People who are socially isolated benefit from the many clubs, activities, and events.
- Volunteering and educational opportunities are available for those looking for ways to personally develop.
- Accessing key partner agencies in relation to physical and mental health, benefits, substance use and support, advice and guidance around accommodation.

There have been many events this year that have been facilitated by The HIVE, and a 13% increase of homeless and vulnerable adults coming through The HIVE's doors to access the support that they need. This demonstrates both the increased need in the homeless community and that locally, The HIVE is a place that homeless adults and vulnerable community members know that they will be welcomed, supported to address any immediate issues, and shown kindness and respect.

In 2024/25, food poverty is still a prevalent issue for AMAT Residents and the local community. AMAT saw 1,992 Residents and vulnerable community members attend food-based events. As well as food poverty being a basic need that the organisation supports the local community with – these events have also been an opportunity for people to socialise in a safe space, celebrate different cultures, develop appropriate relationships and access much needed sustenance. These events included BBQ's, Traditional British celebration meals, such as Christmas dinner and cream tea's, curry nights, Mexican food.

AMAT again commemorated International Women's Day, inviting women who live with AMAT and members of the community, to celebrate, acknowledge all that they have been through, and the strength and power that has got them to where they are now. It was a wonderful day that celebrated diverse women of all ages and cultures with a focus on how working together and being part of a community can often make life's challenges a little easier.

AMAT's choir – Alive & Singing – is still going strong, and performed at several gigs, with the annual Christmas concert, the most successfully attended event to date and overachieved fundraising goals. Alive & Singing was also invited to perform at the Grain National Grid (a previous sponsor) Christmas breakfast, and alongside the Gillingham Salvation Army at their Christmas festival. In 2023/24, the organisation was thrilled to move and launch AMAT's community café back to 14 Meadowbank. The Square café has incorporated cultural celebrations into the menu and provides residents and community members an opportunity to try different foods, learn how to cook healthy, balanced meals and be in the fantastic Dig IN garden, funded by Medway Champions. The garden was renovated by B&Q volunteers and is now a beautiful place to be, surrounded by growing things that are being nurtured for good use in the café. This has also created more volunteering opportunities working in the garden or the Café.

The project *Home is where the ART is*, culminated in an exhibition that was presented during the AGM's Open Day. This included the premiere of a film made about Residents' stories and community members that AMAT supports. It was a beautiful reminder that the people that AMAT serves, were not always homeless, that they had a life before coming to AMAT – that they are more than their accommodation status. The exhibition also featured a time lapse video of the amazing mural that adorns the side of 411 Hive building being painted by talented local artist Sam Collins, who designed the mural in collaboration with the AMAT community.

Celebratory Events – many Residents often feel marginalised and excluded from the events that the rest of society is celebrating, which is why we host events that celebrate Easter, Halloween, Christmas and Bank Holidays. Holding these events reduces isolation and establishes a connection to the community that we share.

AMATUK

Trustees' Report For the Year Ended 31 March 2025

Diamond Art classes – a number of Residents and community members asked for access to diamond art classes. This has been such a popular activity and attracts Residents that would not normally engage with the HIVE at our regular events. Many of the Residents that have attended the sessions have said that this creative pastime has been a great tool to manage their mental health and has given them an opportunity to socialise in a safe place and meet new, like-minded people. People have also been able to take the art works home with them so that they don't have to wait for the next session. Any completed works are either displayed in The HIVE or the Resident can keep them.

Cruz Gyms – We connected with Cruz Gyms, who rent a building from AMAT UK, and negotiated an agreement whereby Residents can have free use of the gym for a 2-hour session a week. The project has been very successful, with outcomes ranging from Residents becoming more physically healthy, having a positive outlet to manage their feelings and mental health and learning more about the importance of self-care.

FIFA frenzy – AMAT staff developed these regular events centred around PlayStation games, where Residents and staff play computer games, in a relaxed setting, share food and have a platform to talk about mental health and different ways of managing this. The project attracted Residents that would not normally come to The HIVE based events and ensures that staff support Residents who are engaged with an outlet to manage their mental health and talk to our Mental Health First Aid trained staff.

Cooking Club – we were funded to provide Residents and community members with 7 sessions focusing on creating a nutritious, affordable and balanced meal that could easily be replicated in their accommodation. The sessions were really well attended, and we often get asked to run them again, and so will do so in the coming year. This also resulted in the delegates of the course being able to provide food to the wider community, ensuring that the budget not only taught people new skills, reduced social isolation and provided people with an opportunity to share meals with others rather than eat alone, but also helped reduce food poverty.

Annie* – Case Study

Before coming to AMAT, Annie felt that her mental health was spiralling. After being forced to leave her parents' home following a relationship breakdown with her father, she wanted to regain a sense of stability and control. Diagnosed with depression, bipolar disorder, ADHD and anxiety, Annie's motivation can be low at times, causing her to feel overwhelmed and hopeless.

Our support team worked with Annie to set small, achievable goals to work towards at her own pace – such as setting time aside to complete paperwork or working on her Homechoice application – to increase her confidence. Over time, Annie has become increasingly driven: she engaged well with our support team, managed her finances, and built a strong community of friends. She has been actively involved in her son's life by helping with the school run, cooking him dinner and helping with his homework.

Following the death of her grandfather, Annie took on responsibility for his dog, Coffee. Although AMAT policy only accepts pets on referral, our staff wanted to make an exception, recognising the individual circumstances and ensuring the safety and security of Coffee. This has allowed Annie to take on a new, meaningful responsibility which has boosted her confidence, helped her to structure her days and significantly increased her motivation and wellbeing. When Annie was ready to start searching for permanent accommodation, her support worker helped her identify properties and guided her through the bidding process. Over time, Annie was able to take on this responsibility herself. They also accompanied her to a viewing, making the process less overwhelming. This property was a perfect fit for Annie – it enabled her to remain close to both her son and her friends.

Continuing to support Annie through the move, her support worker worked with her to develop a detailed budgeting plan to manage her bills and daily expenses, supported her to arrange energy suppliers and to access a Household Support Fund voucher for white goods. Our staff donated furniture and appliances to help Annie set up her new home.

Since moving in, Annie has settled into her new home; her support worker has kept in touch with her, providing follow-up contact and continued support so that she knows that she can always come back to us for help. She's told us that she is proud of the step she's taken and feels her life is beginning to change. Her son has already stayed over, bringing her one step closer to having him back in her care.

**names have been changed to protect Residents*

AMATUK

Trustees' Report For the Year Ended 31 March 2025

WORKING IN COLLABORATION WITH PARTNER ORGANISATIONS

AMAT's partnership working supports homeless people by ensuring that their needs can be met by specialist agencies and joint working. AMAT's longstanding history of collaboration with organisations throughout the homeless, and related, sectors is considered exemplary.

90% of Residents agree AMAT helps them to connect with other groups and services that can help them.

During 2024/2025, AMAT has continued to grow and develop its network of partners with a wide range of statutory and voluntary services across Medway, Maidstone and the Southeast, and has proudly maintained its position as a lead in the homeless sector in Medway. The charity's combination of innovation, consistency, a person-centred approach and long-standing expertise, positions AMAT uniquely within the local landscape.

This year we have been approached by various organisation to not only provide them with services, but to also share our expertise and experience.

MVA - MVA approached us to ask if we could provide their frontline staff with professional boundaries training. Our in-house trainer provided professional boundaries training to MVA, this is a clear sign that the wider sector recognises AMAT as a best practice organisation.

Medway Council - We were approached by Medway Council to provide a week of severe weather provision as the commissioned winter shelter was not ready to open – meaning that when the temperature was set to be at a low of 1 degree for more than two nights, that we opened the doors of The HIVE to people that were experiencing rough sleeping, and provided them with a warm, welcoming and safe environment for them to sleep. As well as having access to showers, toilets, cooking facilities and the advice and guidance of our staff.

Kent Supported Housing (KSH) – KSH is another local organisation that provides supported housing, who approached us to say that they were losing a house from their portfolio, and would we be able to help with accommodating the 4 Residents within that property. Not only were we able to help provide them with accommodation, but we also managed to keep these 4 individuals together in the same property, which caused the least disruption and worry to these Residents and ensured a smooth transition to a new housing provider.

Rough Sleeper Initiative (RSI) Medway Council - In the last year we have also provided Medway Council RSI team with accommodation for people involved with the RSI team. The people experiencing homelessness that we have accommodated have received intensive wrap around support. This has been multi-disciplinary working at its best, as well as the RSI team we have worked alongside the Medway MEAM team, Complex Care Nurse, and Mental health nurse. In the last year we have achieved the following:

- Housed 18 RSI clients for a total of 1473+ nights. On average they stay with us for 122 nights before moving on to secure accommodation or being asked to leave because of unmanageable behaviour.
- Delivered 190 hours of focused support, 20 hours ad hoc support via The HIVE, 58 hours of housing related support, 37 hours of incident related support – reducing blue light intervention.
- We have also made 23 partner agency referrals to ensure that entrenched rough sleepers are getting access to the vital services that they need to reclaim, reshape and rebuild their lives.

Salvation Army Chatham - We were also thrilled this year to host a Christmas event with the Chatham Salvation Army in which they came to the centre of our community, we provided Residents and staff with hot chocolate and bacon rolls whilst the Salvation Army's brilliant brass band played Christmas Carols for our staff and Residents to enjoy. Christmas can be a very difficult and isolating time for people experiencing homelessness, and providing our community with something so joyous, nostalgic and wholesome was an absolute pleasure.

Support staff regularly work with, and refer to, partner agencies to ensure that Residents get the expert support and guidance that they need to address individual issues. Accessing specialist support to address the issues that often contributed to being homeless in the first place, reduces the likelihood of repeat homelessness. The following services are ones that AMAT uses and partners with frequently:

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Service	Function
Oasis	Domestic Abuse Service
Sateda	Domestic Abuse Service
Forward Trust - RIVER	Medway substance misuse service
One Big Family	Provide donation packs of clothes and start up furniture packs
Salvation Army	Coffee mornings and food bank vouchers
Probation	Statutory service
Dept of Work & Pensions	For benefit enquiries and support with claims
Christians Against Poverty	Debt management and consolidation charity
CGL Maidstone	Substance Misuse Service
Medway and Maidstone Safeguarding Teams	Statutory Service
Police	Statutory Service
Dogs Trust	AMAT UK is now affiliated with the Dogs Trust to ensure that any Resident accommodated with a dog, can also access animal support and pet instant living kits, as well as medical interventions for their dogs.
Cats Protection League	AMAT UK is now affiliated with the Cats Protection League Medway. This means that when Residents need access to cat food or have their animal neutered and chipped, this can be accessed via the Bredhurst Cat's Protection League.
Medway Foodbank	Supporting Residents experiencing food poverty to access essential items
Maidstone Foodbank	Supporting Residents experiencing food poverty to access essential items
Open Road	Supporting Residents in recovery to access volunteering opportunities and support.
Criminal Justice System	We have liaised with Medway and Maidstone Courts to ensure that Residents attend their hearings and have someone to advocate for them.
GP Surgeries	We have worked with numerous GP surgeries in Medway and Maidstone to make sure that our Residents and other vulnerable community members are
Health Watch	Supporting Residents to feedback their experience with health care providers in Medway and Maidstone and challenging the barriers that they may face.

AMAT staff attend various local forums to ensure that the charity is not only sharing best practice and information with relevant voluntary and statutory agencies, but that AMAT shapes and influences policy and delivery. Through networking at various forums, the organisation continues to forge and develop relationships with statutory and voluntary organisations.

AMAT currently attends:

- DWP meeting – to discuss complex needs clients.
- Medway Homeless Forum
- Kent Homelessness Forum
- MARAC Forum
- Blue Light Meeting
- RSI – Complex Needs Meeting
- Offender Task Group

As well as regular meetings, AMAT hosted and attended several networking events. A strategic aim for the organisation in 2024/25 was to improve the organisation's public profile, which was achieved by inviting key partners and stakeholders to visit the project and see how the charity works as well as forge more meaningful relationships with partners.

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AMAT was recognised for the key role it plays in the local community by being nominated for a second year for Kent Large Charity of the Year. Staff from the charity attended the Kent Charity Awards celebration dinner and Medway Council World Homelessness Day networking event. The organisation has also attended consultations with Medway Council about potential projects and continues to work closely with the Supported Housing Improvement Programme (SHIP) team. AMAT has invited and received Medway Labour and Conservative politicians, including the leader and deputy leader of Medway Council, showing them first-hand exactly how the organisation contributes to the community and how essential the service is to Medway. In addition, ensuring that the organisation has a direct relationship to facilitate the rapid raising of issues affecting the constituencies in which AMAT operates.

AMAT continued with the precedent set in 2022/23 and held a public AGM in The HIVE, which was well attended by staff, volunteers, senior members of Medway Council, partner agencies and stakeholders. It was an opportunity to celebrate the organisation and publicly acknowledge the dedication and hard work of AMAT's workforce. The AGM also included the launch of our first Impact Report, a significant milestone in our history which allows us to evidence and publish the work that we complete and the excellent outcomes that we achieve as an organisation. Our AGM was also an opportunity to acknowledge and celebrate 20 years of service from our devoted CEO Jodie Geddes. The event was again catered for via AMAT's community café, with food prepared by our brilliant and dedicated volunteers.

Across the year 2024/25 AMAT continued to 'house' and work with partner agencies in The HIVE. These relationships not only generate income through the rental of space, but also mean that AMAT's Residents, and other vulnerable members of the community, have a direct referral route into these agencies, resulting in fast tracked help, at the point that they choose to engage. During 2024/2025 The HIVE has welcomed 802 community members accessing partner agencies.

Highlights from this year include:

- Tracy, is a complex needs nurse, holding weekly clinics in The HIVE, which has meant that Residents and vulnerable community members can access health advice and prescriptions without having to navigate difficult GP online appointment systems and be seen in a space that is familiar, welcoming and psychologically informed.
- Forward Trust/RIVER remain to be an important partner working from The HIVE. Not only do they see community members, but they offer AMAT clients rapid access to drug and alcohol treatment. Being under the same roof has meant that the joint working between the two organisations has resulted in some incredible outcomes being achieved by our joint clients.
- During the winter of 2024/2025 the organisation further strengthened our strong partnership with MSA – a local charity that holds several soup kitchens throughout Medway every week. The HIVE opened on a Thursday evening and welcomed the MSA team so that they could deliver the soup kitchens in a dry, warm safe place. This partnership resulted in feeding an average 80 people per week. AMAT UK also provided staff for these sessions, so that community members accessing the soup kitchen could also be supported with advice and guidance around accommodation, benefit enquiries, and access the shower and computer suite. MSA will be returning to The HIVE in winter 25/26.
- Pathways – giving Residents community access to volunteering opportunities and support groups for those in recovery. Meeting monthly at The HIVE to work together on joint projects that offer AMAT Residents and community members meaningful use of time.
- Gardening project – this year we have had the benefit of a wonderful external volunteer – Margaret – who has ensured that our greenhouse is filled with produce that can be used in our café, as well as showing Resident volunteers' new skills in maintaining and planting vegetables and flowers on our terrace.
- During 24/25 we have had the pleasure of hosting Lisa, a DWP specialist who ensures people are claiming the correct benefits and offers help around navigating the benefit system. This partnership continues to be invaluable to our Residents and community members.
- Vita Health Group, the commissioned talking therapies for NHS Medway and Kent, came on board as a partner organisation and have been utilising the therapy room in 2024/25, this has also created a new referral path for the people that AMAT accommodates and vulnerable community members.

Agencies that the Hive accommodated during 2024/25 included:

- Forward Trust – RIVER
- Complex Needs Nurse
- HEP C Nurse
- Medway Council Rough Sleeping Initiative (RSI) Team.
- VHG – Talking Therapies
- DWP – providing benefit workshops

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As well as partner agencies, AMAT also has independent facilitators working with Residents and members of the community to provide activities that reduce social isolation, increase wellbeing, and develop personal and social skills.

“I only have positive things to say about The HIVE, it is such a valuable resource for the vulnerable and homeless Medway community. Being able to run our service from such a welcoming building, where there are so many other services available is invaluable”.

Stephen Barnes, Medway RIVER Service Manager

STAFF AND STAFF DEVELOPMENT

AMAT UK's trustees want to acknowledge the dedication and commitment of the staff without whom the charity would not be the exceptional organisation it is. In the most recent Business Plan (2024 - 2027) AMAT upgraded our strategic intention of 'improving the workplace' to the new strategic intention of 'attracting and retaining the best talent regionally'.

We are pleased to report that AMAT continues with steady, tangible progress on this strategic intention. We have achieved remarkable workforce stability, with an average length of service of 13 years across the organisation. This exceptional retention rate demonstrates both the quality of our workplace culture and the commitment of AMAT staff to our mission of reducing and preventing homelessness.

Recruitment efficiency has improved substantially – where we previously experienced an average of 5.5 vacant posts remaining unfilled for 56 days, we now maintain an average of just 1.8 vacant posts for 29 days. This improvement reduces service disruption and demonstrates our enhanced reputation as a regional employer.

Staff wellbeing metrics show equally impressive progress. Long-term sickness absence has decreased dramatically from 272 days in 2023-24 to just 48 days in 2024-25, while short-term absence has also improved from 325 days to 252 days over the same period. These improvements reflect our investment in staff support and workplace conditions.

As part of our strategic workforce development, AMAT continues to implement its first comprehensive succession plan. The second stage of organisational restructuring has recently created three internal promotion opportunities, demonstrating our commitment to developing existing talent and providing clear career pathways for our dedicated staff.

Working with The Cranfield Trust and following a comprehensive six-month workforce analysis, the Senior Management Team has implemented targeted changes to optimise resource deployment and enhance service delivery. These changes include restructuring our Core department to improve efficiency whilst maintaining our commitment to staff development and organisational stability.

Following the restructuring, the analysis confirmed that our operational workforce structure remains robust, with no further redundancies anticipated. These strategic adjustments position AMAT to continue delivering exceptional services to our Residents while maintaining our reputation as a stable, innovative employer in the homelessness sector.

With 27 years of successful operation and demonstrable progress across all key performance indicators, AMAT UK remains well-positioned to achieve our enhanced strategic intention of becoming the region's employer of choice for homelessness services. Our strong foundation of staff dedication, operational efficiency, and strategic partnership continues to drive our mission forward.

Alongside AMAT's annual E-learning refreshers, the following training and development opportunities were provided:

- Management Development training
- Foundation to Success training for staff around our Mission, Vision and Values and our Theory of change.
- Applied Suicide Intervention Skills Training (ASIST)
- Mental Health First Aid for key workers
- Emergency First Aid at Work.

AMAT is committed to improving the health and wellbeing of the staff and we actively promote several initiatives and schemes to achieve this including:

- the Action for Happiness monthly calendars which are distributed monthly
- Medway Council wellbeing webinars
- AMAT's walking challenge – an annual staff event held in February aiming to encourage everyone to take more steps and get active. Walking is one of the most accessible forms of exercise, it's free, and something most of us do every day anyway

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and of course, it has excellent physical and mental health benefits. the prizes were: 1st Place: 1-day annual leave, 2nd Place: 0.5-day annual leave and Most Improved: £20 Amazon Voucher. 11 staff took part and collectively they walked a total of 2,389,478 steps across 4 weeks of the competition. The winners were in 1st place - Orane 2nd - Mia. With the most improved being Sam. Staff have requested that we hold the event in the spring next year so it's lighter and hopefully a bit warmer.

- AMAT continue to offer an extra day's leave for non-smokers.

In January 2025, AMAT held its staff winter event. The timing felt better after Christmas, when life is less pressured both personally and professionally and gives staff something to look forward to after the festivities, to stave off the January blues. 23 staff went bowling locally, enjoying food and drinks in amongst some healthy competition, without any financial burden after the expense of Christmas. It was a very enjoyable evening and lovely to see so many staff there.

There were also two staff events in a similar vein to our Resident FIFA Frenzy activities. These events were an opportunity for staff to have fun together in an alcohol-free environment, share concerns, highlight ways of managing mental health and socialise. The events were also an opportunity for teambuilding, developing further rapport between staff, and nurturing stronger working relationships, especially between those members of staff whose departments may not work closely together. The events were received well, and staff have asked for more of these in the coming year.

Due to the success of AMAT's first friends and family day, the charity held the event again in 2024/25. This family friendly event with refreshments like fish and chips and ice cream, and activities like an inflatable slide, cornhole, jumbo Jenga, tin can ally, hook the duck, a raffle, lucky dip and music, encourages connection and building relationships within the staff team, ensuring inclusivity and promoting healthy fun. Almost 80 people attended, and it was very well received by staff, with ex-staff members also attending. It also is an opportunity to hand out staff awards as celebrating AMAT's staff and their achievements is an important part of valuing the people that make the most difference in working with Residents.

Staff decided that it was time to change the categories of the awards to keep things interesting. The following people were winners in their categories:

Newcomer Winner – Joy Runners up – Devon & Liz	Core Staff Winner – Jas Runner ups – Devon & Becky	Front Office & lates Winner – Natasha Runners up – Christian & Mel
Maintenance Winner – Peter Runners up – Jamie & Dan	HST Winner – Scott Runners up – Claire & Joy	Cleaners Winner – Reg Runners up – Jason & Alan
Support Team & The HIVE Winner – Riaz Runners up – Sam & Shar	AMAT Values Award Winner – Jo Runners up – Liam & Cat	

Natasha was chosen for staff member of the year award. This is because she has such a positive attitude and really goes above and beyond to improve the lives of our Residents.

As I stood there, listening to the wonderful comments being shared by our Chief Support and Partnership Officer, Cat, about a colleague, I never expected her to call my name for the award of Staff Member of the year. As I walked across the field, feeling completely stunned, I could hardly believe it—my first thought was that it was some kind of setup! Winning the award was such an honor. I absolutely love my job—no two days are ever the same, and the service users make each day truly meaningful. I started with the organisation three years ago, working the late shift. I enjoyed every moment, even though it wasn't always easy. Regardless, I looked forward to work every evening. Later, I transitioned to the reception role, which gave me a whole new perspective on how the organization operates and supports our service users. The level of care and support we offer our service users speaks volumes about what sets us apart as an organization. This same care and support is also extended to staff, and without the guidance and encouragement from my line manager, Liam, I doubt I would have come close to receiving this award.

When I received the award, my appreciation and gratitude were silent. I stood there with Jodie, Cat, and Liam, completely in awe. I took on this job because I needed something for myself—something beyond household chores and school runs. I never imagined I'd become part of a community or that I'd be recognized for doing a job I simply needed. As much as we are here to support our service users in their unique ways, they also support us in ways we don't always realise.

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STRATEGIC DEVELOPMENT AND FUTURE PLANS

AMAT UK continue to make good progress on the organisation's strategic development. Throughout 2024/25, the strategic documents have been consistently updated and maintained by the Senior Management Team and trustees receive a full review of progress at each Board meeting. Across the year nearly 37% (13 out of 35) of the strategic intentions set in April 2023 were achieved and an additional 6 were added.

AMAT held the third Board awayday in 2024. This was an opportunity for the Board, CEO and Senior Management team to consider our fundraising strategy and look at the objectives of The HIVE to consider if it could be incorporated as a CIC or CIO. This was a very valuable experience, getting to each other better more informally, as the more experienced Board members worked with the newer Board members so they could understand even more about the organisation and generally was an interesting and thought-provoking day.

Of the previous five main goals, AMAT wanted to:

- Improve the standard of support and accommodation provision. After being awarded funding for suicide prevention support – AMAT delivered focused support to a targeted caseload of 42 Residents, and support a further 4,412 individuals to access events, activities and opportunities that have increased wellbeing and reduced social isolation, resulting in AMAT providing 5,330 hours of extra support targeted towards improving mental health. AMAT also trained 4 staff in suicide prevention techniques and delivered mental health first aid training to all front-line staff. Worked with the Rough Sleeper Initiative from Medway Council to set up 2 specific houses and deliver the support in partnership with them. Hosted MSA soup kitchens again on Thursday evening. Worked with partner agency Kent Supported Housing to prepare house and accommodate 4 people to prevent them returning to rough sleeping. Extended volunteer opportunities. Worked with Rochester Church to deliver 51 meals, either takeaway or at the church and coordinated their transport. Visited and assessed by Medway Council's Supported Housing Improvement Programme (SHIP) staff against the Medway Quality Assessment Framework – the team were pleased with the standard of support delivery. Due to the changes brought about by the new law on XL Bullies, AMAT supported Residents who needed new licenses and first year of insurance, ensuring that these pet owners weren't made homeless.
- Improve financial stability. AMAT continued to diversify income streams, as well as achieve two successful rent reviews. AMAT was able to purchase its first residential property.
- Improve the workplace environment for the staff. AMAT was able to award another pay increase, including an element of performance related increase for the first time. Sickness and absence improved substantially as instances decreased by 82%. We temporarily adjusted bank holidays over the Christmas period as a trial to assess how the change would impact our service. This allowed us to determine whether to implement the change permanently for the coming year. Created more training opportunities. Created a training session for staff to improve their understanding of our Mission, Vision and Values. Concluded the work force analysis, created 3 promotion opportunities. The CEO has held Good News Wednesday meetings with all operational departments, giving staff an opportunity to celebrate the success with Residents and working with colleagues.
- Governance development. AMAT produced its Annual Impact Report which was launched at our AGM. AMAT worked with Cranfield Trust again to deliver the next phase of the restructure of the charity and deliver against a change management plan. In doing so, AMAT achieved a Journey to Excellence badge to acknowledge the work and progress made. AMAT's CEO and Chair took part in the toolkit development for Stronger Communities.
- Fundraising and communication development. AMAT recruited a Fundraising Officer to support the Senior Management team in making applications. A newsletter has been developed to inform stakeholders of our accomplishments.

Over the course of the year, the CEO and Senior Management Team meet weekly and send the Board the action plan minutes, this keeps trustees informed on a weekly basis of the management of the organisation.

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For the Year Ended 31 March 2025



Theory of Change for AMAT

Version 1 (Date 10/10/22)



FUTURE PLANS

<p>1) Residents' strengths, needs and outcomes are at the centre of all AMAT's work.</p>	<p>2) AMAT will attract and retain the best talent regionally.</p>
<ul style="list-style-type: none"> Secure continuation funding for The HIVE Gender specific support service for Women Funding for financial resilience for Residents, reducing debt and evictions for non-payment of rent shortfall. Successfully tender for Local Authority support contracts. Open a clothing bank. Work with SHIP team regarding the SHIP license. Review evaluation of diversity and inclusion plan based on the Homeless Link tool. Improve our intervention process Secret shopper exercise. 	<ul style="list-style-type: none"> Evaluate service delivery against the changes made to Bank Holiday working for staff. Continue to develop the wage structure Review the training and development plan Develop and deliver mentoring scheme. Carry out evaluation of diversity and inclusion plan – is everything that could be done, being done? Develop a training session for delivering feedback for staff and Line Managers. Simplify our procedure documents using AI. Review staff feedback forms for Appraisals, so they're more user friendly.

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<p>3) AMAT will be a well-known and respected organisation locally and within the homeless sector.</p>	<p>4) AMAT will own its own property and be financially secure.</p>
<ul style="list-style-type: none"> ○ Recruit according to the gaps from the skills audit. ○ Review the Board induction process. ○ Create a more diverse board ○ Review the evaluation of diversity and inclusion plan based on the Homeless Link tool. ○ Develop the AGM. ○ Hold an event specifically for local councillors. ○ The board will hold an event to fundraise and increase profile. ○ Media policy and Media training for relevant key personnel. 	<ul style="list-style-type: none"> ○ AMAT will purchase property ○ AMAT will work with a social investor ○ AMAT will diversify its income. ○ Carry out a feasibility study on converting existing property owned by AMAT into units of accommodation. ○

FUNDRAISING

AMAT UK continues to implement the 2024 – 2027 Fundraising Strategy and during the past year, a significant development has been the employment of a Fundraising Officer in December 2024 who supports the Deputy CEO in writing applications, reviewing marketing tools and ensuring all administration and compliance is completed.

The organisation is placed in a strong reputational position with excellent feedback from the stakeholders and the community, confirmed with its nomination as Kent Large Charity of the Year in the Kent Charity Awards 2024. This was the second year running that AMAT has been selected and although sadly, the organisation didn't win, it's a testament to the hard work of staff, the enthusiasm of Residents for the service AMAT provides and the support of partners that we were nominated for this prestigious award. Much of this is due to the improved communications of the organisation.

During 2024-2025 We have put more resources into ensuring that our online presence is felt by a wider reaching audience and posting more regularly on social media. In the last year we closed our account with Twitter, AMAT felt that our values no longer aligned with that of the organisation – we have opened a Bluesky and TikTok accounts. The numbers for these accounts are increasing monthly. Our social media has also driven more traffic to our website over the year. This year we have had 14,063 visitors to the website, an increase of 105% from last years, 6856 visits. This strategy has been a tool to increase our profile, and has also resulted in some unsolicited donations via the website.

Fundraising successes included raising a variety of funds to support Residents in activities such as FIFA Frenzy and Cookery Club from MVA – Vital 5 & Swale respectively. The funding was based around innovative ways to improve mental health - particularly in men aged 30 – 50. Castle Barn supported the gym membership for Residents with a generous £3,000 grant, providing crucial support for their physical and mental health. In addition, Medway Food Partners granted AMAT £1,800 to deliver healthy eating events and classes which have proved very popular and had Residents requesting more. Alongside this Medway Champions supported the gardening project which has ensured volunteers have kept our greenhouse full of produce to be used in AMAT's community café. AMAT UK also received a £5,000 B&Q Neighbourly Grant to refurbish property, providing good quality homes for Residents.

2024-25 saw the final instalment of a multi-year grant from Garfield Weston Foundation (£15,000) to continue activities from The HIVE supporting both AMAT Residents and the wider local homeless community, the activities over the last three years have flourished so well with this funding stability and AMAT has been very grateful. This year also saw the second year of funding by the DHSC (£77,463) for the suicide prevention project, which has had some extraordinary results and will continue to provide vital knowledge within the organisation going forward.

AMAT UK continued to build its relationship with the corporate and business sector, and we were awarded some funding from St. James Wealth Management around supporting our Residents to engage in activities that would improve their physical and mental health, as well as running a successful fundraising campaign through The Big Give's Christmas Challenge to support Alive & Singing's work.

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The fundraising climate continues to be challenging, with significant funders of homeless organisations changing their eligibility criteria and with more organisations in competition for a decreasing pot of available funds. Several significant applications were made to new funders, but due to the length of lead-in times AMAT won't know if they were successful until the next financial year. AMAT also has used this planned reorganisation to review how it might develop the service to better serve the needs of specific, marginalised groups of people experiencing homelessness. Conversations, interviews, focus groups and co-produced events have taken place in which identified groups – e.g. women experiencing homelessness, homeless adults with pets, etc – have reflected on how the service supports them and what could be improved or developed.

AMAT will continue to diversify its income and despite the climate, The HIVE has a number of partners who contribute financially to the development of this vital community resource, as well as contracts with elements of Medway Council such as the RSI team. AMAT will persevere and with renewed resources in the dedicated Fundraising Officer is looking forward to a more robust Fundraising portfolio in the next 3 years with the further implementation of its Fundraising and Communications Strategy.

QUALITY MANAGEMENT SYSTEM

AMAT achieved the Charity excellence framework standard. AMAT have continued to maintain the Charity excellence framework standard. The Audit team carried out 43 audits, they found 45 observations and issues – 43 of them were resolved. The Board and Management team reviewed 91 policy and procedure documents.

RISK MANAGEMENT

The trustees have assessed the major risks to which the charitable company is exposed, With the production of a comprehensive risk register and accompanying action plan, the team were able to remove covid as a Risk. We were able to achieve 7 mitigations, and we added 4 additional risks to existing risk categories, which didn't impact the overall risks

The board are satisfied that systems and procedures are in place to mitigate the charitable company's exposure to most major risks. The charitable company continues to implement the findings made by its auditors regarding improvements required to the financial systems.

FINANCIAL MANAGEMENT

AMAT employ a continuous improvement strategy to its financial policy, procedures, and staff to maintain relevance in terms of trends and sector forecasts, in addition to ensuring it is informed in terms of statutory requirements. Trustees routinely review all charitable income, expenditure and reporting through regular Management Accounts, to ensure the financial health of the Charity is being nurtured for sustainability, value for money and quality service delivery.

TREND ANALYSIS

Due to the rapid pace of change in the sector the Senior Management Team remain vigilant to the emerging environment and carrying out an environmental scanning exercise annually. AMAT will continue to develop its staff teams, ensuring that training is up-to-date and ensuring that staff competencies are high. AMAT's senior staff will continue to hold good relationships with key partner organisations and develop new official partnerships wherever possible.

FINANCIAL REVIEW

Income for the year amounted to £4.36m, a 12% increase compared to the previous year. The principal reason for the rise was the increase in core housing and support income, but income from all charitable activities was improved.

Total expenditure for the year was also up, rising to £4.35m. The charity's two largest costs were once again by far accommodation rent (£1.78m – 40.1%) and staff costs (£1.47m – 33.7%).

The result for the year was a small surplus of £7k compared to the deficit of £74k in 2023/24.

At 31 March 2025, the charity therefore had fund balances of £1.07m. Of these £10k (2024: £15k) related to restricted funds leaving £1.06m (2024: £1.05m) in unrestricted funds.

Unrestricted funds do include capitalised fixed assets which are hence not available to freely spend on any of the charity's purposes. At 31 March 2025, the net book value of fixed assets, including property held for charitable purposes, was £904k (2024: £742k) and there were related loans secured on these assets related to their purchase of £324k (2024: £331k). Unrestricted funds therefore include a net £580k (2024: £411k) in relation to property and other tangible assets.

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Trustees' Report For the Year Ended 31 March 2025

The charity's true 'free' reserves as at 31 March 2025, after deducting the net amounts tied up in fixed assets, therefore amounted to £479k (2024: £636k).

RESERVES POLICY

It is the trustees' policy to ensure at any one time there are sufficient free reserves to meet the immediate operating costs of the charitable company for a minimum of up to four weeks - approximately £335k. This level has been achieved and the continuation of our three year fundraising strategy should ensure that the charitable company develops reserves further over the next few years. In the long term the charitable company will aim for funds equivalent to the operating costs of 3 months as reserves.

CLOSING STATEMENT

The Board are pleased to report on the progress made this year. It has been a great first year of working through the new business plan. The AMAT team have achieved a lot of strategic intentions and remain passionate about continuously improving. This resulted in a surplus and the purchase of our first property for accommodation.

As always, the team worked hard in challenging circumstances and being shortlisted for the Kent Charity Awards, Large Charity of the Year for the 2nd year running certainly evidences this.

The Board of Trustees are particularly proud of the vital focus on suicide prevention delivered to our Residents and community members thanks to funding provided by the department of Health and Social care. We were able to provide specialist training to our front-line staff and achieve some inspiring outcomes. In world where mental health issues are on the increase, this is a national problem. Another significant milestone was the launch of the first Impact Report at our AGM and publishing it on our website, enables people to see, at a glance, the difference we make with AMAT's work.

Additionally, we achieved the journey to excellence recognition badge from The Cranfield Trust after successfully completing another project. As always, we thank them for their continued support.

With homelessness increasing again by 14% this year. It's clear to see that the need for our service continues to grow. In conclusion the Board and team look forward to systemic change and the end of homelessness so that AMAT no longer needs to exist

Auditor

The auditors, UHY Hacker Young, have indicated their willingness to remain in office, and the appointment of auditors for 2025/26 will be considered at the forthcoming Annual General Meeting.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that, so far as that Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the trustees and signed on their behalf by:

Signed by:

 COC318149AC3480...
Mr. G. Crozer, Chair

Signed by:

 B97F73811F6E4B0...
Mrs. E. Paterson

Date: 18 November 2025

AMATUK**(A Company Limited by Guarantee)**

**Statement of Trustees' responsibilities
For the Year Ended 31 March 2025**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:

Signed by:



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Mr. G. Crozer
(Chair of Trustees)

Date: 18 November 2025

AMATUK
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of AMATUK

Opinion

We have audited the financial statements of AMATUK (the 'charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

AMATUK
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

How the audit was considered capable of detecting 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:

- we identified the laws and regulations applicable to the charity through discussions with management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the charity, including the Companies Act 2006;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

AMATUK

(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

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

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

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

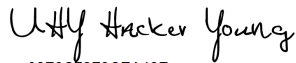
- agreeing financial statement disclosures to underlying supporting documentation;
- reading minutes of meetings of those charged with governance; and
- enquiring of management and representatives of Trustees as to actual and potential litigation and claims.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

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

DocuSigned by:

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Allan Hickie BSc FCA (Senior statutory auditor)

for and on behalf of

UHY Hacker Young

Chartered Accountants

Statutory Auditors

Thames House

Roman Square

Sittingbourne

Kent

ME10 4BJ

Date: 09 December 2025

AMATUK
(A Company Limited by Guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 March 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	4	7,890	99,362	107,252	142,846
Charitable activities	5	4,251,259	-	4,251,259	3,739,113
Investments	6	2,141	-	2,141	2,109
Total income		4,261,290	99,362	4,360,652	3,884,068
Expenditure on:					
Raising funds		3,664	-	3,664	3,930
Charitable activities	7	4,245,525	104,625	4,350,150	3,953,953
Total expenditure		4,249,189	104,625	4,353,814	3,957,883
Net movement in funds		12,101	(5,263)	6,838	(73,815)
Reconciliation of funds:					
Total funds brought forward		1,046,831	15,263	1,062,094	1,135,909
Net movement in funds		12,101	(5,263)	6,838	(73,815)
Total funds carried forward	16	1,058,932	10,000	1,068,932	1,062,094

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

The notes on pages 27 to 40 form part of these financial statements.

AMATUK
(A Company Limited by Guarantee)
Registered number: 05159125

Balance Sheet
As at 31 March 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	12	904,038	742,276
		<u>904,038</u>	<u>742,276</u>
Current assets			
Debtors	13	640,927	571,024
Cash at bank and in hand		147,137	460,067
		<u>788,064</u>	<u>1,031,091</u>
Current liabilities			
Creditors: amounts falling due within one year	14	(305,099)	(382,117)
Net current assets		<u>482,965</u>	<u>648,974</u>
Total assets less current liabilities		<u>1,387,003</u>	<u>1,391,250</u>
Creditors: amounts falling due after more than one year	15	(318,071)	(329,156)
Total net assets		<u><u>1,068,932</u></u>	<u><u>1,062,094</u></u>
Charity funds			
Restricted funds	16	10,000	15,263
Unrestricted funds	16	1,058,932	1,046,831
Total funds		<u><u>1,068,932</u></u>	<u><u>1,062,094</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime, and were approved and authorised for issue by the Trustees and signed on their behalf by:

Signed by:

George Crozer

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Mr. G. Crozer
(Chair of Trustees)

Signed by:

Emma Paterson

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Mrs. E. Paterson

Date: 18 November 2025

The notes on pages 27 to 40 form part of these financial statements.

AMATUK
(A Company Limited by Guarantee)

Statement of Cash Flows
For the Year Ended 31 March 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash used in operating activities	18	(80,562)	(64,481)
Cash flows from investing activities			
Dividends, interests and rents from investments		2,141	2,109
Proceeds from the sale of tangible fixed assets		8,391	270,118
Purchase of tangible fixed assets		(220,831)	(64,782)
Net cash (used in)/provided by investing activities		(210,299)	207,445
Cash flows from financing activities			
Cash inflows from new borrowing		-	34,769
Repayments of borrowing		(22,069)	(153,296)
Net cash used in financing activities		(22,069)	(118,527)
Change in cash and cash equivalents in the year		(312,930)	24,437
Cash and cash equivalents at the beginning of the year		460,067	435,630
Cash and cash equivalents at the end of the year	19	147,137	460,067

The notes on pages 27 to 40 form part of these financial statements

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

1. General information

The charitable company is a company limited by guarantee, registered in England and Wales. Its registered office is 411 High Street, Chatham, England, ME4 4NU.

2. Accounting policies**2.1 Basis of preparation of financial statements**

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

AMATUK meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The trust is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the trust being wound up, the liability in respect of the guarantee is limited to £1 per member of the trust.

2.3 Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern.

The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Homelessness is a real and growing national issue. AMATUK is the largest supplier of services in supported accommodation in Medway for those who are, or who are at risk of homelessness. AMATUK have developed through continuous improvement, an exemplar service and builds upon the success of the Charity year on year.

2.4 Income

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

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

2. Accounting policies (continued)

2.5 Expenditure (continued)

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

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

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

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 10-25% straight line

2.7 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.8 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.9 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Provision for doubtful debts:

AMATUK's policy is set to allow residents the best possible opportunity to pay debts off which means longstanding debts remain in debtors longer than expected times in a commercial environment. Residents who leave the service in debt and return within a two year period have their debt remain and be managed. All bad debt is written off two years after the resident has vacated.

Fair value of Freehold Property:

The charity's freehold property was professionally valued in 2022 on an open market basis. No formal valuation has been obtained for the 2025 year end - the trustees have opted to review the market and have concluded that no material change to the valuation from 2022 need be reflected. However, there is an inevitable degree of judgement involved in that the property is unique and value can only ultimately be reliably tested in the market itself.

There are no further significant areas of judgement or key assumptions that affect items in the financial statements other than those included within the accounting policies described above.

4. Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	7,890	-	7,890	18,322
Grants	-	99,362	99,362	124,524
	<u>7,890</u>	<u>99,362</u>	<u>107,252</u>	<u>142,846</u>
<i>Analysis of 2024 total</i>	<u>68,322</u>	<u>74,524</u>	<u>142,846</u>	

5. Income from charitable activities

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Housing and support	3,840,616	3,840,616	3,384,458
Temporary accommodation	207,110	207,110	165,100
Provision of facilities	203,533	203,533	189,555
	<u>4,251,259</u>	<u>4,251,259</u>	<u>3,739,113</u>
<i>Analysis of 2024 total</i>	<u>3,739,113</u>	<u>3,739,113</u>	

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

6. Investment income

	Unrestricted funds 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Bank interest	2,141	2,141	2,109
<i>Analysis of 2024 total</i>	2,109	2,109	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	<i>Total 2024 £</i>
Housing and support	4,245,525	104,625	4,350,150	3,953,953
<i>Analysis of 2024 total</i>	3,868,065	85,888	3,953,953	

8. Analysis of expenditure by activities

	Activities undertaken directly 2025 £	Support costs 2025 £	Total funds 2025 £	<i>Total funds 2024 £</i>
Housing and support	4,245,665	104,485	4,350,150	3,953,953
<i>Total 2024</i>	3,847,146	106,807	3,953,953	

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Staff costs	1,468,566	1,294,685
Depreciation	50,194	53,902
Rent	1,777,643	1,559,428
Repairs and maintenance	223,072	196,469
Security services	1,408	8,038
Fire, health and safety	7,088	7,718
Training and staff costs	12,257	19,075
Motor and travel	24,512	18,279
Telephone	66,354	61,494
Gas and utilities	234,082	206,089
Council tax and water rates	160,851	136,438
Hostel supplies and refreshments	25,615	88,874
Cleaning and laundry	37,729	26,841
Legal and professional	53,567	58,544
Counselling fees	-	8,500
Finance charges and interest	5,224	11,416
Insurance	41,102	60,268
Bad debts	43,236	33,916
Sundry	13,165	(2,828)
	<u>4,245,665</u>	<u>3,847,146</u>

Analysis of support costs

	Total funds 2025 £	<i>Total funds 2024 £</i>
Postage, stationery and computing	55,379	52,592
Legal and professional	10,860	10,800
Outsourced payroll processing fees	7,325	7,567
Finance charges and interest	30,921	35,848
	<u>104,485</u>	<u>106,807</u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

9. Auditors' remuneration

	2025	<i>2024</i>
	£	£
Fees payable to the charity's auditor for the audit of the charity's annual accounts	10,860	<i>10,800</i>
	<u>10,860</u>	<u><i>10,800</i></u>

10. Staff costs

	2025	<i>2024</i>
	£	£
Wages and salaries	1,329,726	<i>1,175,231</i>
Social security costs	111,692	<i>95,560</i>
Contribution to defined contribution pension schemes	27,148	<i>23,894</i>
	<u>1,468,566</u>	<u><i>1,294,685</i></u>

£10,150 in statutory redundancy payments were paid to one employee during the year (2024: £Nil).

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

	2025	<i>2024</i>
	No.	No.
Management	8	<i>8</i>
Other staff	44	<i>47</i>
	<u>52</u>	<u><i>55</i></u>

The average headcount expressed as full-time equivalents was:

	2025	<i>2024</i>
	No.	No.
Management	8	<i>8</i>
Other staff	36	<i>43</i>
	<u>44</u>	<u><i>51</i></u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	<i>2024</i>
	No.	No.
In the band £60,001 - £70,000	1	<i>-</i>
In the band £70,001 - £80,000	1	<i>-</i>

The key management personnel of the charitable company comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the charitable company was £269,177 (2024 - £204,247).

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL).

During the year ended 31 March 2025, expenses totalling £748 were reimbursed or paid directly to 2 Trustees (2024 - £715 to 2 trustees). The expenses for this year were to reimburse the trustees for travel, computer and telephone costs.

12. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 April 2024	675,000	45,310	268,877	989,187
Additions	191,730	12,686	16,415	220,831
Disposals	-	(12,190)	-	(12,190)
At 31 March 2025	<u>866,730</u>	<u>45,806</u>	<u>285,292</u>	<u>1,197,828</u>
Depreciation				
At 1 April 2024	22,682	23,115	201,114	246,911
Charge for the year	13,450	10,582	26,161	50,193
On disposals	-	(3,314)	-	(3,314)
At 31 March 2025	<u>36,132</u>	<u>30,383</u>	<u>227,275</u>	<u>293,790</u>
Net book value				
At 31 March 2025	<u>830,598</u>	<u>15,423</u>	<u>58,017</u>	<u>904,038</u>
At 31 March 2024	<u>652,318</u>	<u>22,195</u>	<u>67,763</u>	<u>742,276</u>

The brought forward freehold property was independently valued by Knight Freeman Chartered Surveyors on 14 March 2022 at a value of £675,000. During the year the charity acquired an additional property at a cost of £191,730.

The charity has adopted a policy of revaluation for freehold property. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2025	2024
	£	£
Freehold property	<u>714,804</u>	<u>535,118</u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

13. Debtors

	2025	<i>2024</i>
	£	£
Trade debtors	485,227	<i>439,308</i>
Prepayments and accrued income	155,700	<i>131,716</i>
	<u>640,927</u>	<u><i>571,024</i></u>

14. Creditors: Amounts falling due within one year

	2025	<i>2024</i>
	£	£
Bank loans	11,640	<i>11,640</i>
Other loans	4,000	<i>14,983</i>
Trade creditors	129,262	<i>82,961</i>
Other taxation and social security	53,343	<i>45,698</i>
Other creditors	33,314	<i>153,285</i>
Accruals and deferred income	73,540	<i>73,550</i>
	<u>305,099</u>	<u><i>382,117</i></u>

Deferred income, analysed below, comprises housing benefit, shortfall and rental income relating to the next accounting period:

	2025	<i>2024</i>
	£	£
Deferred income at 1 April 2024	23,201	<i>40,392</i>
Resources deferred during the year	28,822	<i>23,201</i>
Amounts released from previous periods	(23,201)	<i>(40,392)</i>
	<u>28,822</u>	<u><i>23,201</i></u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

15. Creditors: Amounts falling due after more than one year

	2025	<i>2024</i>
	£	£
Bank loans	312,404	<i>319,489</i>
Other loans	5,667	<i>9,667</i>
	<u>318,071</u>	<u><i>329,156</i></u>

Bank loans comprise:

A mortgage secured over 409-415 High Street, Chatham, a freehold property owned by the trust. The mortgage is repayable by variable monthly repayments over 25 years until 2043 at a variable interest rate of the base rate plus 3.6%.

Other loans comprise:

A loan of £20,000 from Kent Community Foundation via the Kent Social Enterprise Loan Fund, to assist with the purchase and installation of a lift at 411 High Street, Chatham. The loan is repayable over 5 years at an interest rate of 5% per annum. The amount outstanding at 31 March 2025 was £9,667.

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2025	<i>2024</i>
	£	£
Payable or repayable by instalments	<u>265,843</u>	<u><i>272,980</i></u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2024	Income	Expenditure	Balance at 31 March 2025
	£	£	£	£
Unrestricted funds				
General Fund	1,046,831	4,261,290	(4,249,189)	1,058,932
Restricted funds				
Suicide Prevention Grant	-	77,464	(77,464)	-
Garfield Weston Foundation	10,000	15,000	(15,000)	10,000
The Neighbourly B&Q Foundation	-	5,000	(5,000)	-
Medway Food Partners	1,800	-	(1,800)	-
Medway Champions	463	-	(463)	-
St James's Place	3,000	-	(3,000)	-
Vital	-	1,598	(1,598)	-
Swale	-	300	(300)	-
	15,263	99,362	(104,625)	10,000
Total of funds	1,062,094	4,360,652	(4,353,814)	1,068,932

The specific purposes for which the funds are to be applied are as follows:

Restricted funds

The Suicide Prevention Grant is funding suicide prevention services at AMATUK.

The Garfield Weston Foundation provided funding of £15k per annum for 3 years, to fund the running of The Hive Medway.

The Neighbourly B&Q Foundation provided a grant to help with the refurbishment of the charity's properties, and this was fully spent in the year.

Medway Food Partners provided funding for healthy eating and food related activities.

Medway Champions provided funding for healthy eating and growing produce.

St James's Place provided funding for gym membership for residents to facilitate a healthier lifestyle.

Vital fund - this relates to income and expenditure for the Vital FIFA 'Frenzy Project'.

The Swale fund - this relates to income and expenditure for cooking lessons.

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

16. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2023</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2024</i>
	£	£	£	£	£
Unrestricted funds					
General Fund	919,063	3,759,544	(3,821,995)	190,219	1,046,831
Players of People's Postcode Lottery	-	50,000	(50,000)	-	-
Revaluation reserve	190,219	-	-	(190,219)	-
	<u>1,109,282</u>	<u>3,809,544</u>	<u>(3,871,995)</u>	<u>-</u>	<u>1,046,831</u>
Restricted funds					
Ground Work UK	-	250	(250)	-	-
Nationwide Foundation	8,219	-	(8,219)	-	-
Albert Hunt Trust	3,502	-	(3,502)	-	-
Garfield Weston Foundation	10,000	15,000	(15,000)	-	10,000
The National Lottery Fund - Performance for All	2,722	-	(2,722)	-	-
Fidelity UK Foundation Community Development Fund	2,184	-	(2,184)	-	-
The National Lotteries Cost of Living	-	37,074	(37,074)	-	-
Medway Food Partners	-	1,800	-	-	1,800
Medway Champions	-	900	(437)	-	463
St James's Place	-	3,000	-	-	3,000
Vital	-	16,500	(16,500)	-	-
	<u>26,627</u>	<u>74,524</u>	<u>(85,888)</u>	<u>-</u>	<u>15,263</u>
Total of funds	<u><u>1,135,909</u></u>	<u><u>3,884,068</u></u>	<u><u>(3,957,883)</u></u>	<u><u>-</u></u>	<u><u>1,062,094</u></u>

AMATUK
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Notes to the Financial Statements
For the Year Ended 31 March 2025

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £
Tangible fixed assets	904,038	-	904,038
Current assets	778,064	10,000	788,064
Creditors due within one year	(305,099)	-	(305,099)
Creditors due in more than one year	(318,071)	-	(318,071)
Total	1,058,932	10,000	1,068,932

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2024 £</i>	<i>Restricted funds 2024 £</i>	<i>Total funds 2024 £</i>
Tangible fixed assets	742,276	-	742,276
Current assets	1,015,828	15,263	1,031,091
Creditors due within one year	(382,117)	-	(382,117)
Creditors due in more than one year	(329,156)	-	(329,156)
Total	1,046,831	15,263	1,062,094

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

	2025 £	2024 £
Net income/expenditure for the year (as per Statement of Financial Activities)	6,838	(73,815)
Adjustments for:		
Depreciation charges	50,193	53,902
Dividends, interests and rents from investments	(2,141)	(2,109)
Loss/(profit) on the sale of fixed assets	485	(11,646)
Increase in debtors	(69,903)	(52,673)
Increase/(decrease) in creditors	(66,034)	21,860
Net cash used in operating activities	(80,562)	(64,481)

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

19. Analysis of cash and cash equivalents

	2025	<i>2024</i>
	£	£
Cash in hand	147,137	460,067

20. Analysis of changes in net debt

	At 1 April	Cash flows	At 31 March
	2024	£	2025
	£	£	£
Cash at bank and in hand	460,067	(312,930)	147,137
Debt due within 1 year	(26,623)	10,983	(15,640)
Debt due after 1 year	(329,156)	11,085	(318,071)
	<u>104,288</u>	<u>(290,862)</u>	<u>(186,574)</u>

21. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £27,148 (2024 - £23,894). Contributions of £7,957 (2024 - £6,752) were payable to the fund at the balance sheet date and are included in creditors

22. Operating lease commitments

At 31 March 2025 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2025	<i>2024</i>
	£	£
Not later than 1 year	1,750,420	1,000,615
Later than 1 year and not later than 5 years	3,300,574	2,159,661
Later than 5 years	352,002	49,208
	<u>5,402,996</u>	<u>3,209,484</u>

Some of the leases included in the commitment note above include break clauses. However, as these are not expected to be used, the commitment for the full lease term has been disclosed.

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2025

23. Related party transactions

Recruitment Warehouse, a business controlled by Mr. G. Crozer, trustee and director

Goods and services amounting to £23,533 (2024 - £20,979) were purchased from Recruitment Warehouse for waste disposal. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association. At 31 March 2025, the charity owed £1,896 (2024 - £268) to Recruitment Warehouse.

Ms. C. Smithurst, the daughter of trustee and director, Mr. D. Bloomfield

Services amounting to £1,900 (2024 - £1,950) were provided by Ms. C. Smithurst. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association. At 31 March 2025, the charity owed £Nil (2024 - £Nil) to Ms. C. Smithurst.

The Redfords, a business controlled by Mr. M. Crozer, the son of trustee and director, Mr. G. Crozer

Services amounting to £Nil (2024 - £2,682) were provided by The Redfords. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association. At 31 March 2025, the charity owed £Nil (2024 - £Nil) to The Redfords.

Other relationships

C Smithurst, the daughter of trustee and director, Mr. D. Bloomfield is employed by the Charity and is part of key management.

Income transactions

During the year the charity received rental income of £900 for garage space from a close family member of a trustee, and a £150 donation from a company under the control of another trustee.

AMAT UK

England & Wales - Charity number 1111057

Accounts

Registered number: 05159125
Charity number: 1111057

AMATUK
(A Company Limited by Guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 March 2024



AMATUK
(A Company Limited by Guarantee)

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AMATUK
(A Company Limited by Guarantee)

**Reference and Administrative Details of the Charity, its Trustees and Advisers
For the Year Ended 31 March 2024**

Trustees	Mr. A. Alexander Ms. A. Ashdown (appointed 12 December 2023) Mr. D. Bloomfield Mr. J. Clay Mr. G. Crozer, Chair Ms. K. Epps Ms. I. Macaulay (appointed 10 October 2023) Mrs. E. Paterson Mr. S. Phipps Mr. R. Sharma (appointed 16 January 2024) Ms. A. McNally (resigned 22 December 2023) Ms. A. Bostock (resigned 13 June 2023)
Company registered number	05159125
Charity registered number	1111057
Registered office	411 High Street Chatham Kent ME4 4NU
Company secretary	Mrs. E. Paterson
Independent auditors	UHY Hacker Young Chartered Accountants Statutory Auditors Thames House Roman Square Sittingbourne Kent ME10 4BJ
Bankers	Lloyds Bank plc 82 Mount Pleasant Road Tunbridge Wells Kent TN1 1RP

AMATUK

Trustees' Report For the Year Ended 31 March 2024

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, present their annual report together with the audited financial statements of AMAT UK for the year ended 31 March 2024. The trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of its governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities".

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The charity is a charitable company limited by guarantee and is governed by its Memorandum and Articles of Association dated 21 June 2004. The registered company and charity numbers are stated on the first page of this annual report.

Method of appointment or election of trustees

Trustees are appointed by existing trustees in accordance with the Articles of Association. No other bodies or individuals are entitled to nominate or appoint trustees.

Policies adopted for the induction and training of trustees

Induction for trustees is arranged and coordinated on an individual basis. New trustees are mentored by existing, experienced trustees.

Organisational structure and decision making

Under the terms of the Articles of Association, the charitable company is managed by a council of management which must have a minimum of 3 members. One third of council members retire annually on rotation but retiring members are eligible for re-election. The trustees in office at the year-end are shown on page 1. The trustees delegate the day-to-day responsibility for running the charitable company to its Chief Executive Officer, Senior Managers, Managers, and staff.

OBJECTIVES AND ACTIVITIES

The charitable company's objects under its Memorandum of Association are:

- To relieve those in need, particularly, but not exclusively, single adults who are homeless or experiencing financial hardship, by providing them with temporary and permanent accommodation.
- To further such other charitable purposes as the trustees in their absolute direction see fit for the benefit of such persons.

Activities for achieving objectives

The principal activities of the charitable company are:

- accommodation for homeless people;
- supporting homeless people; and
- collaboration with partner organisations.

AMAT provides safe and suitable accommodation for homeless people in Medway and Maidstone.

Accommodation is currently supplied through a variety of private landlords and is intensively managed by the charitable company under management agreements. Income, to fund rents, housing management and maintenance costs, is generated through rent charges which are subsidised by way of housing benefit. Being a registered charity and a provider of support to very vulnerable people, AMAT accesses an enhanced level of housing benefit to pay for intensive housing management.

AMAT UK has 26 years' experience of supporting homeless people and refers to those accommodated by the organisation as Residents rather than service users. Over the course of 2023/4 AMAT accommodated and supported 412 Residents in total. AMAT uses a strength-based and trauma-informed approach to achieve the best possible outcomes for homeless people, with the aim of addressing the complex issues that can cause and perpetuate their risk of homelessness, so they can work towards independent living.

AMAT Residents and the local community also access 411 Hive (previously known as the HUB). This project is run by AMAT and operates as a 'one-stop shop', providing bespoke, person-centered support, peer-led well-being activities; employment, education and volunteering opportunities, alongside effective partnership working with specialist agencies to address any additional complex and/or specialist needs that homeless people may have.

AMATUK

Trustees' Report For the Year Ended 31 March 2024

Over the course of 2023/24, AMAT UK's trustees, alongside the CEO and Senior Managers have reviewed the organisation's progress against its 2021-24 Business Plan and concluded that excellent progress has taken place over the last three years. However, whilst the organisation has continued to strengthen its infrastructure, demand on its services have increased due to the aftermath of the pandemic and the cost-of-living crisis. In particular, the charity has noticed that the multiple and complex needs the majority of AMAT's Residents arrive with, have increased 8% on average in the last year alone.

AMAT's organisational theory of change has become even more relevant due to these pressing needs and increase in demand, hence in reviewing the new Business Plan 2024-27, the charitable company aims to achieve the following goals:

- Residents' strengths, needs and outcomes are at the centre of all AMAT's work.
- AMAT will be a well-known and respected organisation locally and within the homelessness sector.
- AMAT will attract and retain the best talent regionally.
- AMAT will own its properties and be financially secure.

These goals define AMAT's strategic direction as it continues to go from strength to strength as a vital player in the local homelessness sector in Medway and Kent.

In 2023/24 AMAT's vision, mission and values remained the same:

VISION

For all homeless adults to have access to safe accommodation and the necessary support to rebuild their lives.

MISSION

To reduce and prevent homelessness by providing accommodation and re-building lives, through personalised support and collaboration with other partner organisations.

OUR VALUES AND GUIDING PRINCIPLES

- **Positive Outlook:** AMAT UK gives chances, celebrates accomplishments, and uses a positive approach to inspire and build confidence amongst Residents.
- **Person-centred:** AMAT UK provides tailored services for each Resident; recognising that each adult requires support specific to their needs and circumstances – there is no 'one size fits all' approach.
- **Strength-based:** AMAT UK recognises and builds on the strengths of its Residents and staff, promoting positive connections within the service of the organisation, and the wider community.
- **Reflective Practice:** AMAT UK promotes self-responsibility in both Residents and staff; recognising all people have different ways of coping with adversity and encourages development through reflective practice.
- **In Partnership:** AMAT UK works with partner organisations and community groups to enable a wide range of opportunities for Residents and access to vital support.
- **Respect & Dignity:** AMAT UK is committed to ensuring staff, Residents, and partners operate in a way that safeguards people's dignity and always treats them with respect.
- **Accountable:** AMAT UK commits to being accountable to its Residents and the communities that it serves.
- **Co-production:** Residents and staff are encouraged to shape AMAT services to best meet the needs of the local community.

PUBLIC BENEFIT STATEMENT

The trustees have reviewed and developed the aims, objectives and activities of the charity, as well as the progress AMAT has made over its 26 years of operation. This report looks at what AMAT has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits that AMAT has brought to those homeless and at risk of homelessness. The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to AMAT's aims, objectives and current strategic intentions.

AMATUK

Trustees' Report For the Year Ended 31 March 2024

ACTIVITIES AND ACHIEVEMENTS

During 2023/24 AMAT continued to use the goals, outcomes and indicators identified in its Theory of Change for successful service delivery. The overall goals relate to the principal activities of providing accommodation and support, alongside collaboration with partners and result in the following short- and long-term outcomes:

SHORT TERM GOALS FOR NEW RESIDENTS

- Residents live in safe, decent and well maintained, supported accommodation
- Residents and their pets, basic needs for food, water and heating are met

AMAT accommodates a broad range of people who become homeless, from those sleeping rough to the 'hidden homeless' who may be sofa-surfing or staying with friends. Homeless people are referred (or self-refer) from a variety of sources, e.g., local authorities, the prison service, voluntary sector organisations, etc. The charity provides a variety of properties from single rooms in shared housing to flats depending on the individual's need.

The majority of AMAT's Residents arrive with multiple and complex needs, and the organisation has noticed that these needs have increased by an average of 8% from 2022/23 as well. Across the year 2023/24 the needs of AMAT Residents were as follows:

- 97% of Residents are unemployed
- 92% report a mental health issue (increase of 4% from 2022/23)
- 78% have physical health problems (increase of 10%)
- 73% have a physical or learning disability (increase of 8%)
- 55% have been convicted of an offence (increase of 7%)
- 25% report struggling with alcohol issues
- and 72% cite drug misuse (an increase of 11% from 2022/23)

During 2023/2024, AMAT UK:

- Provided accommodation and support services to a total of 412 residents across the year.
- Received approximately 575 referrals for or from people experiencing homelessness.
- Housed approximately 116 new residents, 12 of whom were housed with their pets.
- Accepted approximately 13 families into AMAT Temporary Accommodation for local authorities.
- Moved 68 Residents internally preventing 'revolving door homelessness', through a trauma-informed approach that recognise that shared accommodation can be challenging and seeks to match housemates for the best outcomes.

AMAT has worked hard to provide decent and well-maintained accommodation for Residents and has been very proud to have reduced the 0.75% of its properties designated as High Risk across the year to 0, achieving a key strategic intention. The headlines from 2023/24 regarding properties were:

- AMAT was 100% compliant with the relevant Gas Safety and Electrical Inspection Condition Reports.
- There were 4 new or partial kitchen refits and 3 new or partial bathroom refits.
- 5 properties were redecorated.
- 3 properties were discharged due to issues with their location.
- 8 properties had new carpets for communal areas/halls/ stairwells.
- AMAT worked with Landlords to upgrade windows to UPVC on 3 properties.
- AMAT also replaced all the windows in 411 to UPVC, which has improved the asset and increased its energy efficiency.

"The improvements that have been made in our house have made such a difference, I love the new kitchen – it's made such a difference, and made it feel more like home."

The overall improvement of AMAT's properties and the adverse weather conditions this year have led to a 26% rise in reactive jobs. For example, reactive jobs for plumbing were 599 – up 133 from previous year, for carpentry they were 495 – up 138 from the previous year, and electrical jobs were up 34 from the previous year, a total of 302. Some maintenance jobs are reported under windows, gardens, fences, and are not included in the previous totals.

AMATUK

Trustees' Report For the Year Ended 31 March 2024

The charity continues to be the largest provider of supported accommodation in Medway. AMAT has 98 intensively managed properties, which includes six properties in Maidstone, Kent. This equates to 329 units of accommodation. Whilst AMAT aims to provide accommodation to those least likely to access housing support elsewhere (single people between 25-60 years old) AMAT will sometimes accommodate couples and individuals with pets who may find accommodation difficult to access which supports the organisation's aim to prevent homelessness.

FURTHER SHORT-TERM OUTCOMES FOR RESIDENTS

- **Residents feel welcome and supported**
- **Residents are supported to identify their skills and strengths**
- **Residents sustain their accommodation**

AMAT is committed to reflecting on its practise and encouraging Residents to be involved in decision making about the service. To this end, the organisation engaged an external evaluator to work with Residents in reviewing the annual Resident survey and surveying methods, ensuring they were fit for purpose.

A redrafted survey was delivered by volunteer Residents, rather than AMAT staff, to prevent bias. Residents' time was valued with a voucher, and comments were encouraged. This approach resulted in an increase of participation by over 20%, with the Annual Survey completed by 70% of the 256 Residents accommodated at that time.

AMAT's experience of supporting Residents, particularly those with complex and multiple needs, demonstrates a flexible, tailored approach that delivers impact and encourages independent living. AMAT recognises that the causes of homelessness are multiple and therefore support should offer a variety of strategies to engage and empower Residents.

When Residents are referred to AMAT, the induction process is led by one experienced support worker, who facilitates the whole process from start to finish resulting in the initial support plan and risk assessment. Residents choose from a support menu and are empowered to decide which key needs should be met first, these support plans place the Resident's view at the centre and are kept up to-date through regular monitoring.

In the 2023/24 survey of Residents:

- **96% said "I feel welcome at AMAT"**
- **79% agreed they felt part of the AMAT community**
- **91% said "I feel accepted for who I am"**
- **92% said "AMAT staff are helpful"**

All Residents are involved in and agree a support plan within 6 weeks of arriving. A minimum of 4 goals are identified and transferred into an action plan which sets agreed priorities. The support plan is reviewed with the Resident every 6, 9 or 12 months, depending on the assessment level of low, medium or high need, or when there is a substantial change of circumstances. All support plans are monitored and approved by the Senior Support Worker.

89% of the Residents surveyed said that their support worker was helpful and approachable.

"AMAT makes me feel safe and supports me to address my problems."

"AMAT is amazing, they gave me a home and the support I needed – I don't know where I would be without them."

LONGER TERM OUTCOMES FOR RESIDENTS

AMAT's support of Residents is fundamental to achieving the following successful long term outcomes:

- **Independence**
- **Life-skills and housing**
- **Social skills, friendships, and relationships**

AMATUK

Trustees' Report For the Year Ended 31 March 2024

AMAT does this through a combination of approaches:

- Supporting Residents through 1-2-1 relationships with designated AMAT support workers
- Access to AMAT's 411 Hive: a 'one-stop shop' providing opportunities, activities, training, & events.
- Collaboration with partner organisations which complement AMAT's own work to achieve positive outcomes.
- Supporting those at risk of homelessness in the community through access to 411 Hive and AMAT support workers.

These approaches support Residents to address issues that contribute to causing homelessness, to rediscover their strengths and talents and to rebuild their lives to independence.

81% of Residents told us that their life is better because they live at AMAT.

92% of Residents felt that they were treated with respect and dignity by our team members.

79% of Residents agreed that AMAT supports them to engage with the services they need to rebuild, reclaim, and reshape their lives.

In AMAT's 2023/24 annual survey, Residents were asked if AMAT embodied its values – they said:

92% of Residents feel that we operate in a person-centred way.

80% of AMAT Residents feel that they are involved in decision making about the service and how we can make sure it is meaningful and fit for purpose.

78% of our Residents feel that AMAT helps them to reflect on the difficult decisions and choices they have made and turn this into the foundations of building the future they want.

75% of our Residents feel that we help them to focus on the positives and recognise when they've made achievements or good things have happened.

"AMAT has helped me in a massive way – I've been sober for 2 years."

"Life is definitely better now; I've sorted myself out and got a job and have prospects for the future – thank you for letting me stay."

AMAT's values mean that staff not only make referrals to specialist agencies to address specific and pressing issues, but by taking a holistic and strength-based approach to supporting Residents so they can have an ongoing positive relationship. This has excellent impact; for instance, a Resident encouraged to attend an event or activity – provides harm minimisation, meaningful use of time, opportunities to make new friends and reduces social isolation.

Often these types of events and activities take place at 411 Hive, AMAT's community resource. AMAT's Hive brings together partner organisations, services and social opportunities under one roof and is a crucial element of AMAT's support.

81% of Residents use our Community Project the HIVE.

78% of Residents believe that the HIVE is an essential service.

Over 2023/24, the Hive at 411 High Street saw 5,193 individual interactions with homeless and vulnerable adults accessing the Hive for a multitude of reasons.

Below is a breakdown highlighting how these individuals utilise the space.

AMATUK

Trustees' Report For the Year Ended 31 March 2024

Agency	External Individuals (members of the homeless community)	Residents accommodated by AMAT UK
Hive Food Based Events	40	367
Hive Events and Activities (Ping Pong, Bingo etc.)	70	242
Choir	55	62
Volunteering/Peer Mentors	2	12
IT Suite/benefits/emails/ etc.	424	2207
External and Partner Agencies (Residents and non-Residents meeting with Forward Trust, Rough Sleeper Initiative and other Partner agencies)	1726	

As well as providing support to AMAT Residents, the Hive also provides support to members of the community, such as:

- Former Residents of AMAT's supported housing who need assistance to maintain their permanent accommodation by receiving help understanding letters and paying bills.
- Those who are on probation seeking ways to meaningfully use their time.
- Individuals experiencing digital poverty can access the internet in the free-to-use IT suite. Help is available via the Hive Facilitator for those who are not computer literate.
- People who are socially isolated benefit from the many clubs, activities, and events.
- Volunteering and educational opportunities are available for those looking for ways to personally develop.
- Accessing key partner agencies in relation to physical and mental health, benefits, substance use and support, advice and guidance around accommodation.

There have been many events this year that have been facilitated by the Hive, leading to a remarkable **578% increase** of homeless and vulnerable adults coming through the Hive's doors to access the support that they need. This demonstrates both the increased need in the homeless community and that locally, the Hive is a place that homeless adults and vulnerable community members know that they will be welcomed, supported to address any immediate issues, and shown kindness and respect.

In 2023/24 AMAT saw 814 homeless adults and vulnerable community members attend food-based events. As well as food poverty being a basic need that the organisation supports the local community with – these events have also been an opportunity for people to socialise in a safe space, develop appropriate relationships and access much needed sustenance.

This year AMAT held the first International Women's Day event. Women who live with AMAT and members of the community, were invited to come and celebrate, take stock and acknowledge all that they have been through, and the strength and power that they possess to get them to where they are now. It was a wonderful day that celebrated diverse women of all ages and cultures with a focus on how working together, and being part of a matriarch can often make life's challenges a little easier. This will hopefully become an annual event and expanded next year.

Health events were still a big part of the Hive's programming this year, as well as regular HEP C testing being available to Residents and community members. AMAT also invited the Medway Sexual Health team in on HIV/AIDS awareness day, and ran a publicity campaign so that Residents, staff and community members were aware that there was a safe, confidential place that they could come and be tested.

AMAT's choir – Alive & Singing – is still going strong, and performed at several gigs, with the annual Christmas concert was the most successfully attended event to date and overachieved fundraising goals. Alive & Singing was also invited to perform at the Grain National Grid (a previous sponsor) Christmas breakfast. They also closed the AMAT UK AGM, performing to other community members, staff and stakeholders.

In 2023/24, the organisation was thrilled to move and launch AMAT's community café back to 14 Meadowbank. The Square café has incorporated cultural celebrations into the menu and provides residents and community members an opportunity to try different foods, learn how to cook healthy, balanced meals and be in the fantastic Dig IN garden, funded by Medway Champions. The garden was renovated by B&Q volunteers and is now a beautiful place to be, surrounded by growing things that are being nurtured for good use in the café. This has also created more volunteering opportunities working in the garden or the Café.

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The project *Home is where the ART is*, culminated in an exhibition that was presented during the AGM's Open Day. This included the premiere of a film made about Residents' stories and community members that AMAT supports. It was a beautiful reminder that the people that AMAT serves, were not always homeless, that they had a life before coming to AMAT – that they are more than their accommodation status. The exhibition also featured a time lapse video of the amazing mural that adorns the side of 411 Hive building being painted by talented local artist Sam Collins, who designed the mural in collaboration with the AMAT community.

Terry* – Case Study

Terry came to us after a relationship breakdown, he had to leave his marital home and after some months sofa surfing with his family, he was no longer able to stay with them so he applied to AMAT for accommodation. Terry has undiagnosed learning difficulties and lacks basic social skills. We were able to accommodate him and assisted him with registering with key providers such as Department of Work & Pensions (DWP), a GP surgery, etc. After a while, Terry started to engage with our community project the Hive. Here he was supported to update his CV, complete some e-learning courses and engage in our volunteer programme. This not only increased Terry's skills, but also reduced the social isolation he was experiencing, and increased his wellbeing, along with improving his personal and social skills.

After living with us and engaging for a few years, Terry began job searching and eventually found part time employment. We worked with Terry to adjust his benefits, and to make sure that he had updated DWP, as well as supporting him to look for alternative affordable accommodation. This included setting up a budgeting and savings plan, ensuring that Terry was able to read metres, and knew how to change his address and pay his bills so that we could reduce the risk of future homelessness. Terry did find permanent accommodation and moved out of AMAT in February 2024, we still maintain contact with him and have supported him when he has needed help to read letters. Terry still accesses and uses the Hive IT suite.

John* – Case Study

John came to AMAT after his relationship with his wife broke down and he was asked to leave the family home, as well as the trauma of his marriage failing, John also suffers with Bi-polar Type 2 Diabetes, Hypertension and had an Abdominal Ulcer. We started by supporting John to first address his physical and mental health needs – we helped him set up appointments with the diabetic nurse, engage with the GP regarding his other physical and mental health issues, John was issued medication and has been supported to ensure that he takes this daily as prescribed. John also started engaging with activities at the HIVE which reduced his loneliness and meant that he could engage with other friends and family online by using our IT suite. Once we had helped John to address his physical and mental health needs, we started looking at more suitable, permanent accommodation. We helped John register for home choice, made sure that he knew how to bid for properties, and took him to view a property that was appropriate, he accepted the offer of a one bedroom ground floor flat. We supported John with budgeting plans and helped him to change his address, and made sure that he knew how to read meters and was prepared for independent living. John is now living independently.

**names have been changed to protect Residents*

WORKING IN COLLABORATION WITH PARTNER ORGANISATIONS

AMAT's partnership working supports homeless people by ensuring that their needs can be met by specialist agencies and joint working. AMAT's longstanding history of collaboration with organisations throughout the homeless, and related, sectors is considered exemplary.

79% of Residents agree AMAT helps them to connect with other groups and services that can help them.

During 2023/2024, AMAT has continued to grow and develop its network of partners with a wide range of statutory and voluntary services across Medway, Maidstone and the Southeast, and has proudly maintained its position as a lead in the homeless sector in Medway. The charity's combination of innovation, consistency, a person-centred approach and long-standing expertise, positions AMAT uniquely within the local landscape.

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This position was further highlighted by the results from a Partner and Stakeholder Review conducted in 2023 by external evaluator Anna Ludvigsen, where 100% of respondents agreed with the statement 'AMAT is respected for its work with homeless people' with one partner stating: *'Strong and effective partnership relationship with AMAT. Very flexible, open minded and creative when it comes to tailoring services to complex hard to reach individuals.'* Overall the findings show that those that have worked or engaged with AMAT were positive about their experiences. They described AMAT's staff as professional, approachable and passionate about improving the outcomes for homeless people in Medway.

In addition, 91% agreed that they **'hear positive feedback about AMAT from community stakeholders'** and partners commented: *'the level of support via accommodation and the Hive is fantastic'* and *'The Hive is an innovative service that has enabled me to make treatment accessible to some of the hardest to reach service users in Medway.'* 81% of respondents said that AMAT currently offer the support that is most needed by homeless people in Medway. *'We have always found AMAT responsive, as both a commissioned service and an integral part of the provision of supported and temporary accommodation to vulnerable people in Medway and partner at multi agency forums'.*

Key comments from partners about what they want to see from AMAT in the future were *'Continue with the changes you have implemented'* and *'Continue to be an answer to homelessness for local people in Medway. Continue to run Hive'.*

Support staff regularly work with, and refer to, partner agencies to ensure that Residents get the expert support and guidance that they need to address individual issues. Accessing specialist support to address the issues that often contributed to being homeless in the first place, reduces the likelihood of repeat homelessness. The following services are ones that AMAT uses frequently:

Service	Function
Oasis	Domestic Abuse Service
Sateda	Domestic Abuse Service
Forward Trust - RIVER	Medway substance misuse service
One Big Family	Provide donation packs of clothes and start up furniture packs
Salvation Army	Coffee mornings and food bank vouchers
Probation	Statutory Service
Dept of Work & Pensions	For benefit enquiries and support with claims
Christians Against Poverty	Debt management and consolidation charity
CGL Maidstone	Substance Misuse Service
Rubicon Cares	Victims of Crime Counselling.
Medway and Maidstone Safeguarding Teams	Statutory Service
Police	Statutory Service
Local Foodbanks	AMAT issued Residents with foodbank vouchers
Dogs Trust	AMAT UK is now affiliated with the Dogs Trust to ensure that any Resident accommodated with a dog, can also access animal support and pet instant living kits, as well as medical interventions for their dogs.
Cats Protection League	AMAT UK is now affiliated with the Cats Protection League Medway. This means that when Residents need access to cat food or have their animal neutered and chipped, this can be accessed via the Bredhurst Cat's Protection League.

AMAT staff attend various local forums to ensure that the charity is not only sharing best practice and information with relevant voluntary and statutory agencies, but that AMAT shapes and influences policy and delivery. Through networking at various forums, the organisation continues to forge and develop relationships with statutory and voluntary organisations. AMAT currently attends: these individuals that are accommodated by the organisation.

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AMAT currently attends:

- DWP meeting- to discuss complex needs clients.
- Medway Homeless Forum
- MARAC Forum
- Blue Light Meeting
- RSI – Complex Needs Meeting
- Offender Task Group

As well as regular meetings, AMAT hosted and attended several networking events. A strategic aim for the organisation in 2023/24 was to improve the organisation's public profile, which was achieved by inviting key partners and stakeholders to visit the project and see how the charity works as well as forge more meaningful relationships with partners.

AMAT was recognised for the key role it plays in the local community by being nominated for Kent Large Charity of the Year. Staff from the charity attended the Kent Charity Awards celebration dinner and Medway Council World Homelessness Day networking event. The organisation has also attended consultations with Medway Council about potential projects and the Supported Housing Improvement Programme (SHIP) launch. AMAT has invited and received Medway Labour and Conservative politicians, showing them first-hand exactly how the organisation contributes to the community and how essential the service is to Medway. In addition, ensuring that the organisation has a direct relationship to facilitate the rapid raising of issues affecting the constituencies in which AMAT operates.

AMAT continued with the precedent set in 2022/23 and again held a public AGM in 411 Hive, which was well attended by staff, volunteers, partner agencies and stakeholders. It was an opportunity to celebrate the organisation's achievements, and publicly acknowledge the dedication and hard work of AMAT's workforce. The AGM also included the *Home is Where the Art is* exhibition, a performance from the Alive & Singing Choir, and was catered for via AMAT's community café.

Across the year 2023/24 AMAT continued to 'house' and work with partner agencies in 411 Hive. These relationships not only generate income through the rental of space, but also means that AMAT's Residents, and other vulnerable members of the community, have a direct referral route into these agencies, resulting in fast tracked help, at the point that they choose to engage.

Highlights from this year include:

- Welcoming Tracy, a complex needs nurse, to hold regular clinics in 411 Hive, which has meant that Residents and vulnerable community members can access health advice and prescriptions without having to navigate difficult GP online appointment systems and be seen in a space that is familiar, welcoming and psychologically informed.
- Formalising the relationship with Forward Trust/RIVER when the Hive became their permanent satellite centre for Medway. The Forward Trust main office has now moved to Gillingham, and they recognised the importance of retaining a presence in Chatham, in an accessible building. Forward Trust work from the Hive 5 days a week, and AMAT is exploring the idea of opening in the evening and weekends to be able to engage with more people.
- Agreeing to host students from Ocean Counselling, completing their level 4 qualification. In order to complete this qualification, students need to complete 100 hours of therapy. Students utilise the counselling room, in exchange for AMAT staff being able to fast track refer residents, community members and staff that are in need of talking therapies at no cost.
- During the winter of 2023/24 the organisation further strengthened the strong partnership-working with Medway Street Angels (MSA) – a local charity that holds several soup kitchens throughout Medway every week. The Hive opened on a Thursday evening and welcomed the MSA team so that they could deliver the soup kitchens in a dry, warm safe place. This partnership resulted in feeding an average 80 people per week. AMAT UK also provided staff for these sessions, so that community members accessing the soup kitchen could also be supported with advice and guidance around accommodation, benefit enquiries, and access the shower and computer suite. MSA are returning to a car park for the summer months and AMAT will be welcoming them back in Winter 2024/25.
- Talks began with the DWP engaging them to run clinics in understanding benefit claims. This will mean that Residents can access advice about their benefits, have information explained to them in an environment that isn't intimidating or judgemental.
- In February 2024, AMAT approached the Vita Health Group, as the newly commissioned talking therapies for NHS Medway and Kent, because they were looking for a venue. They will hopefully utilise the therapy room in 2024/25, creating a new referral path for the people that AMAT accommodates.

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Agencies that the Hive accommodated during 23/24 included:

- Forward Trust – RIVER
- Complex Needs Nurse
- HEP C Nurse
- Medway Council Rough Sleeping Initiative (RSI) Team.

As well as partner agencies, AMAT also has independent facilitators working with Residents and members of the community to provide activities that reduce social isolation, increase wellbeing, and develop personal and social skills.

“The HIVE is such an important resource for the homeless community, homeless adults are the hardest to reach and the least likely to address their health issues, seeing people from the HIVE means people are receiving the treatment they need, in a space they feel comfortable.”

Tracy, Complex Care Outreach Nurse

STAFF AND STAFF DEVELOPMENT

AMAT UK’s trustees want to acknowledge the dedication and commitment of the staff. The organisation has made such good progress on the strategic intention of ‘improving the workplace’ that it will upgrade in 2024 – 2027 to a new strategic intention of ‘attracting and retaining the best talent regionally’.

Key to this process has been the creation of a succession plan, so that good quality staff can be recruited for the senior roles within the organisation and contribute to the futureproofing of the organisation. The Senior Managers also delivered the first management development training with four staff members who successfully completed the course. Their feedback was obtained and has been used to improve the training for the next four candidates.

To better support AMAT staff through the cost-of-living crisis, the charity was able award a pay increase for all staff for the third year running, and increase pay for the exceptional performers, which is a significant achievement. It also ensured that there are no staff on minimum wage, as it works towards becoming Living Wage Foundation employer. AMAT also changed staff who needed it from monthly to weekly pay.

The team researched and sourced new a workplace pension provider, which has brought the added benefit to staff of having a rewards programme. A new corporate partner – Adams & Bowles – has secured access to further financial wellbeing and advice for staff (this is in addition to salary finance which was already in place).

Alongside AMAT’s annual E-learning refreshers, the organisation instituted changes to the E-learning platform and the following training and development opportunities were provided:

- Training included Risk Assessment for Support Services
- CRAFT (Certified Practitioner in the delivery of community reinforcement approach and family training. Training) for four key staff members.
- Mental Health First Aid for key workers
- Emergency First Aid at Work.

AMAT is committed to improving the health and wellbeing of the staff and were able to achieve the Medway Workplace Wellbeing Award Gold Standard, a significant upgrade from the previous Bronze Standard. Initiatives like implementing access for staff to a student counsellor in the Hive and further promotion of wellbeing activities through Action for Happiness monthly calendars and Medway Council wellbeing webinars contribute to a healthy, happier workplace. AMAT continue to offer an extra day’s leave for non-smokers and the starting annual leave entitlement was increased by an additional 5 days to 33 days (pro rata).

Due to the success of AMAT’s first friends and family day, the charity held the event again in 2023/24. This family friendly event with refreshments like fish and chips and ice cream, and activities like face painting, an inflatable slide, cornhole, jumbo Jenga, tin can ally, hook the duck, a raffle, lucky dip and music, encourages connection and building relationships within the staff team, ensuring inclusivity and promoting healthy fun. Almost 80 people attended, and it was very well received by staff, with ex-staff members also attending.

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Celebrating AMAT's staff and their achievements is an important part of valuing the people that make the most difference in working with Residents. The following people were winners in their categories:

Mr/Ms Congeniality – Hattie for the second year running
Encouraging Word – Cat
Neatest Nook – Lisa B
Behaviour and Value award – Jo C for the second year running
Teamwork award – Christian
Rookie award – Mel

Excellence in Humour – Emma L
Healthy living promoter – Marcin
Behind the scenes wonder – Hollie
Calm in the eye of the storm – Christian for the second year running.
Outside the box thinker – Jo C
Manager's award – Christian

Christian was chosen for the Staff Member of the Year award because he is hard working, helpful and remains calm when dealing with any crisis situations.

I never would have anticipated myself winning the Staff Member of the Year Award as I fulfil my duties to the best I can without any expectations of receiving any praise in return. In the nine years of employment with AMAT, my focus has always been to give my all to the organisation and support our service users to the best I can. Seeing my colleagues at the family fun day receive awards for their work gave me a real sense of pride, especially seeing some of my team receive them too! It also reminded me of the great work we all do each day helping to rebuild people's lives.

When the award was announced, I was tending to my new-born baby and was completely oblivious to my name being announced. When Liam shouted my name out for the second time the shock hit me immediately and left me speechless! I couldn't believe it and certainly wasn't expecting it.

I am very grateful for the opportunities I have been given whilst working at AMAT and would like to thank everyone who has supported me throughout my journey within our organisation. Working at AMAT has most certainly shaped me as a person for the better and I will be forever grateful for this.

STRATEGIC DEVELOPMENT AND FUTURE PLANS

AMAT UK continue to make good progress on the organisation's strategic development. Throughout 2023/24, the strategic documents have been consistently updated and maintained by the Senior Management Team and trustees receive a full review of progress at each Board meeting. Across the year nearly 42% (20 out of 47) of the strategic intentions set in April 2023 were achieved and an additional 8 were added.

AMAT held the second Board awayday in 2023. This was an opportunity for the Board, CEO and Senior Management team to review all the organisation's strategic documents. This was a very valuable experience, getting to each other better more informally, as the more experienced Board members worked with the newer Board members so they could understand even more about the organisation and generally was an interesting and thought-provoking day.

Of the previous five main goals, AMAT wanted to:

- **Improve the standard of support and accommodation provision.** AMAT achieved the following: The resident survey was externally evaluated and using the findings within the evaluation, AMAT was able to allocate some funding to gift the participating Residents with a voucher as a token of valuing their time. AMAT was also able to pay for the license and insurance that two Residents needed to keep their XL Bully's with them. AMAT developed their partnership with the Cat's Protection League, which gives Residents access to free neutering and other support to keep their cats healthy. AMAT achieved 0% high risk property score. Extended the services operating out of 411 Hive. The Café was moved to 14MB kitchen and created a lovely garden space for Residents and the community to enjoy.
- **Improve financial stability.** AMAT continued to diversify income streams, as well as achieve two successful rent reviews. AMAT was able to sell 423 as a way of being able to purchase own property to be used for accommodation.

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- **Improve the workplace environment for the staff.** AMAT changed the pension provider to a company which also offers a rewards programme. Started working with Adam and Bowles, an organisation that came in to give financial workshops to staff and offered free financial advice. Trained and launched Champions for Staff, around the menopause, mental health and domestic violence. Worked on pay rises for 2024/25. Were able to reward the organisation's best performers with an incremental pay increase beyond the standard cost of living rise. AMAT now has a succession plan. The management development course had the first four participants complete, with the next cohort of four set to start in April 2024.
- **Governance development.** AMAT was able to recruit new board members and maintain the level of board members at 10. AMAT welcomed their first female board member with lived experience of being homeless. Following the previous AGM, the Board have decided to change the format of the AGM for this year so that is more accessible and engaging. There was an external evaluation of AMAT stakeholders.
- **Fundraising and communication development.** The team have been able to merge the communication and fundraising strategy into one document which is more streamlined and demonstrated the progress AMAT has been able to make with these two areas. For the first time there is now a dedicated staff member looking at social media as part of their role, which has led to a 16% increase in followers. The Charity shop has been refurbished and rebranded to the Hive Charity Shop. The creation of an impact report as a more visual way of reporting the work AMAT carries out and the difference it makes will reach more supporters.

Over the course of the year, the CEO and Senior Management Team meet weekly and send the Board the action plan minutes, this keeps trustees informed on a weekly basis of the management of the organisation.

The Business plan was reviewed and updated for 2024-2027 and because of the extensive progress on the previous plan, AMAT was able to utilise the goals defined during the Theory of Change exercise completed in 2022 (see below) as its new goals going forward, streamlining the aims and objectives, and embedding the goals further into the charity. The focus of the overall direction of the organisation has shifted from improving to developing and futureproofing.



Theory of Change for AMAT

Version 7 (Date 10/10/22)



AMATUK

Trustees' Report For the Year Ended 31 March 2024

FUTURE PLANS

<p>1) Residents' strengths, needs and outcomes are at the centre of all AMAT's work.</p> <ul style="list-style-type: none"> ○ Secure continuation funding for 411 Hive ○ Support Residents regarding access to their children. ○ Successfully tender for Local Authority support contracts. ○ Improve Resident survey. ○ Reduce number of Residents who abandon the service. ○ Work with SHIP team regarding the SHIP license. ○ Review evaluation of diversity and inclusion plan based on the Homeless Link tool. 	<p>AMAT will attract and retain the best talent regionally.</p> <ul style="list-style-type: none"> ○ Continue to develop the wage structure ○ Review the training and development plan ○ Develop and deliver mentoring scheme. ○ Carry out evaluation of diversity and inclusion plan – is everything that could be done, being done? ○ Carry out workforce analysis ○ Work with Cranfield Trust on next phase of the restructure.
<p>2) AMAT will be a well-known and respected organisation locally and within the homeless sector.</p> <ul style="list-style-type: none"> ○ Recruit according to the gaps from the skills audit. ○ Create a more diverse board ○ Review the evaluation of diversity and inclusion plan based on the Homeless Link tool. ○ Develop the AGM. ○ Hold more events to raise profile 	<p>3) AMAT will own its own property and be financially secure.</p> <ul style="list-style-type: none"> ○ AMAT will purchase a property ○ AMAT will work with a social investor ○ AMAT will diversify its income. ○ Consistent language for communication ○ Impact statement development ○ Website development ○ Fundraising and communication strategy developed and maintained.

FUNDRAISING

In reviewing the Business Plan, AMAT UK also began the process of reviewing the fundraising and communication strategies. The organisation continues to significantly improve its funding capability and is now focusing on development and futureproofing, guided by the goals identified in the Theory of Change workshops in 2022.

During 2023/24, AMAT developed its first Impact Report, drawing together information from the Trustees report 2022/23, the Residents annual survey and the new Partner and Stakeholder Review. All of these documents have proved valuable as fundraising tools. In addition, AMAT continued to develop its fundraising infrastructure, alongside the staff to deliver this crucial core function of the organisation. Although AMAT started 2023/24 with a new Development Officer in role, they were unfortunately head-hunted for another organisation, but the benefit of this role was felt with 2023/24 being a successful year for fundraising with the organisation raising more than £140,000.

Fundraising successes included raising much needed funds from The National Lottery Cost-of-Living Fund (£37,074), the Suicide Prevention Fund (£94,357 from the Department of Health and Social Care over 15 months), People's Postcode Lottery (£50,000) and B&Q Foundation (£1,000). The second instalment of a multi-year grant from Garfield Weston Foundation (£15,000) to continue activities from 411 Hive supporting both AMAT Residents and the wider local homeless community was also gratefully received.

Significantly the organisation increased corporate donations to over £8,000 from organisations such as Cooling Castle Barn, Adam & Bowles Financial, Southern Water and REMET, as well as those corporate organisations who donate to The Big Give's Christmas Challenge. Small but vital funding also supported AMAT Residents from Medway Council Wellbeing Champions and Medway Council Food Partnership.

This year the organisation also received many 'in kind' donations, including a fish and chip van coming to AMAT's main Square of properties and feeding more than 80 residents. Events like this also had a public profile, and were featured in local and social media posts, further increasing the value of them.

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AMAT continues to develop the website and amplify AMAT's social media presence. Regular CEO Blogs and 'case study' social media posts have received a good engagement and have been important tools in conveying the issues AMAT faces and addresses. A part-time communications role was allocated to an existing member of staff which has continued to develop and improve AMAT's social media presence, increasing followers during 2023/24 by 16%.

AMAT UK is in a strong position to leverage more funds through diversifying its approach, adopting focussed fundraising efforts and developing the organisation's profile and image. The funding climate is likely to continue to be tough, however AMAT has created strong relationships and should be able to draw on these in the future.

QUALITY MANAGEMENT SYSTEM

AMAT achieved the Charity excellence framework standard. AMAT have continued to maintain the Charity excellence framework standard. The Audit team carried out 51 audits, they found 47 observations and issues – 45 of them were resolved. The Board and Management team reviewed 91 policy and procedure documents.

RISK MANAGEMENT

The trustees have assessed the major risks to which the charitable company is exposed, With the production of a comprehensive risk register and accompanying action plan, the team were able to remove covid as a Risk. We were able to achieve 5 mitigations and we added 9 additional risks to existing risk categories, which didn't impact the overall risks.

The board are satisfied that systems and procedures are in place to mitigate the charitable company's exposure to most major risks. The charitable company continues to implement the findings made by its auditors regarding improvements required to the financial systems.

FINANCIAL MANAGEMENT

AMAT employ a continuous improvement strategy to its financial policy, procedures, and staff to maintain relevance in terms of trends and sector forecasts, in addition to ensuring it is informed in terms of statutory requirements. Trustees routinely review all charitable income, expenditure and reporting through regular Management Accounts, to ensure the financial health of the Charity is being nurtured for sustainability, value for money and quality service delivery.

TREND ANALYSIS

Due to the rapid pace of change in the sector the Senior Management Team remain vigilant to the emerging environment and carrying out an environmental scanning exercise annually. AMAT will continue to develop its staff teams, ensuring that training is up-to-date and ensuring that staff competencies are high. AMAT's senior staff will continue to hold good relationships with key partner organisations and develop new official partnerships wherever possible.

FINANCIAL REVIEW

Income for the year amounted to £3.88m, down £370k compared to income in 2022/2023. The principal reason for the fall was the loss of the floating support contract equating to £400k.

Total expenditure for the year was also down, falling slightly to £3.96m. Most of this expenditure related to the costs relating to the floating support contract mentioned above.

The result for the year was a deficit of £74k, compared to a surplus of £174k in the previous year.

At 31 March 2024, the charity therefore had fund balances of £1.06m, down slightly from £1.14m in the prior year. Of these £15k (2023: £27k) related to restricted funds leaving £1.05m (2023: £1.1m) in unrestricted funds.

Unrestricted funds do include capitalised fixed assets which are hence not available to freely spend on any of the charity's purposes. At 31 March 2024, the net book value of fixed assets, including property held for charitable purposes, was £742k (2023: £989k) and there were related loans secured on these assets related to their purchase of £331k (2023: £445k). Unrestricted funds therefore include a net £411k (2023: £544k) in relation to property and other tangible assets.

The charity's true 'free' reserves as at 31 March 2024, after deducting the net amounts tied up in fixed assets, therefore amounted to £636k (2023: £565k).

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Trustees' Report For the Year Ended 31 March 2024

RESERVES POLICY

It is the trustees' policy to ensure at any one time there are sufficient free reserves to meet the immediate operating costs of the charitable company for a minimum of up to four weeks - approximately £320k. This level has been achieved and the continuation of our three year fundraising strategy should ensure that the charitable company develops reserves further over the next few years. In the long term the charitable company will aim for funds equivalent to the operating costs of 3 months as reserves.

CLOSING STATEMENT

The board are pleased to report on the progress made this year. The AMAT team have achieved a lot of strategic intentions and remain passionate about continuously improving. As always, the team worked hard in challenging circumstances and being shortlisted for the Kent Charity Awards, Large Charity of the Year certainly evidences this.

The cost-of-living crisis and subsequent recession had two impacts on AMAT. Firstly, there was an estimated increase in homelessness nationally of 25% which meant there was a greater need for AMAT's service. This was an impact felt right across the sector and homeless services generally. Secondly there a sharp increase in costs, which sadly affected the bottom line of the organisation. Whilst the situation is not ideal, AMAT were grateful to have been awarded some funding from The National Lottery Cost of Living Fund and the People's Postcode Lottery specifically which supported AMAT to be in a better position financially than it would have otherwise been.

With a new Business plan written and approved for 2025-2027, AMAT is set up to face the challenges ahead. The Board and team look forward to systemic change and the end of homelessness so that AMAT no longer needs to exist.

Auditor

The auditors, UHY Hacker Young, have indicated their willingness to remain in office, and the appointment of auditors for 2022/23 will be considered at the forthcoming Annual General Meeting.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that, so far as that Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the trustees and signed on their behalf by:



Mr. G. Crozer, Chair

Date: 9 October 2024



Mrs. E. Paterson

AMATUK
(A Company Limited by Guarantee)

Statement of Trustees' responsibilities
For the Year Ended 31 March 2024

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:

Mr. G. Crozer
(Chair of Trustees)



Date: 9 October 2024

AMATUK
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of AMATUK

Opinion

We have audited the financial statements of AMATUK (the 'charity') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

AMATUK
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

How the audit was considered capable of detecting 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:

- we identified the laws and regulations applicable to the charity through discussions with management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the charity, including the Companies Act 2006;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

AMATUK
(A Company Limited by Guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

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

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

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

Allan Hickie BSc FCA (Senior statutory auditor)
for and on behalf of
UHY Hacker Young
Chartered Accountants
Statutory Auditors
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

Date: 22 November 2024

AMATUK
(A Company Limited by Guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 March 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	4	68,322	74,524	142,846	74,227
Charitable activities	5	3,739,113	-	3,739,113	4,173,768
Investments	6	2,109	-	2,109	3,985
Total income		3,809,544	74,524	3,884,068	4,251,980
Expenditure on:					
Raising funds		3,930	-	3,930	6,456
Charitable activities	7	3,868,065	85,888	3,953,953	4,071,303
Total expenditure		3,871,995	85,888	3,957,883	4,077,759
Net movement in funds		(62,451)	(11,364)	(73,815)	174,221
Reconciliation of funds:					
Total funds brought forward		1,109,282	26,627	1,135,909	961,688
Net movement in funds		(62,451)	(11,364)	(73,815)	174,221
Total funds carried forward	17	1,046,831	15,263	1,062,094	1,135,909

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

The notes on pages 24 to 38 form part of these financial statements.

AMATUK
(A Company Limited by Guarantee)
Registered number: 05159125

Balance Sheet
As at 31 March 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible assets	12	742,276	739,868
Investment property	13	-	250,000
		<u>742,276</u>	<u>989,868</u>
Current assets			
Debtors	14	571,024	518,351
Cash at bank and in hand		460,067	435,630
		<u>1,031,091</u>	<u>953,981</u>
Creditors: amounts falling due within one year	15	(382,117)	(363,524)
Net current assets		<u>648,974</u>	<u>590,457</u>
Total assets less current liabilities		<u>1,391,250</u>	<u>1,580,325</u>
Creditors: amounts falling due after more than one year	16	(329,156)	(444,416)
Total net assets		<u><u>1,062,094</u></u>	<u><u>1,135,909</u></u>
Charity funds			
Restricted funds	17	15,263	26,627
Unrestricted funds	17	1,046,831	1,109,282
Total funds		<u><u>1,062,094</u></u>	<u><u>1,135,909</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Mr. G. Crozer
 (Chair of Trustees)



Mrs. E. Paterson

Date: 9 October 2024

The notes on pages 24 to 38 form part of these financial statements.

AMATUK
(A Company Limited by Guarantee)

Statement of Cash Flows
For the Year Ended 31 March 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	19	(64,481)	99,990
Cash flows from investing activities			
Dividends, interests and rents from investments		2,109	3,985
Proceeds from the sale of tangible fixed assets		270,118	750
Purchase of tangible fixed assets		(64,782)	(33,446)
Net cash provided by/(used in) investing activities		207,445	(28,711)
Cash flows from financing activities			
Cash inflows from new borrowing		34,769	58,256
Repayments of borrowing		(153,296)	(41,494)
Net cash (used in)/provided by financing activities		(118,527)	16,762
Change in cash and cash equivalents in the year		24,437	88,041
Cash and cash equivalents at the beginning of the year		435,630	347,589
Cash and cash equivalents at the end of the year	20	460,067	435,630

The notes on pages 24 to 38 form part of these financial statements

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

1. General information

The charitable company is a company limited by guarantee, registered in England and Wales. Its registered office is 411 High Street, Chatham, England, ME4 4NU.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

AMATUK meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The trust is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the trust being wound up, the liability in respect of the guarantee is limited to £1 per member of the trust.

2.3 Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern.

The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Homelessness is a real and growing national issue. AMATUK is the largest supplier of services in supported accommodation in Medway for those who are, or who are at risk of homelessness. AMATUK have developed through continuous improvement, an exemplar service and builds upon the success of the Charity year on year.

2.4 Income

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

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Notes to the Financial Statements
For the Year Ended 31 March 2024

2. Accounting policies (continued)

2.5 Expenditure (continued)

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

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

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

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 10-25% straight line

2.7 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.8 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

2.9 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

AMATUK
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Notes to the Financial Statements
For the Year Ended 31 March 2024

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Provision for doubtful debts:

AMATUK's policy is set to allow residents the best possible opportunity to pay debts off which means longstanding debts remain in debtors longer than expected times in a commercial environment. Residents who leave the service in debt and return within a two year period have their debt remain and be managed. All bad debt is written off two years after the resident has vacated.

Fair value of Freehold Property:

The charity's freehold property was professionally valued in 2022 on an open market basis. No formal valuation has been obtained for the 2024 year end - the trustees have opted to review the market and have concluded that no material change to the valuation from 2022 need be reflected. However, there is an inevitable degree of judgement involved in that the property is unique and value can only ultimately be reliably tested in the market itself.

There are no further significant areas of judgement or key assumptions that affect items in the financial statements other than those included within the accounting policies described above.

4. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donations	18,322	-	18,322	13,452
Grants	50,000	74,524	124,524	60,775
	<u>68,322</u>	<u>74,524</u>	<u>142,846</u>	<u>74,227</u>
<i>Analysis of 2023 total</i>	<u>13,452</u>	<u>60,775</u>	<u>74,227</u>	

5. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Housing and support	3,384,458	3,384,458	3,439,932
Temporary accommodation	165,100	165,100	154,441
Provision of facilities	189,555	189,555	579,395
	<u>3,739,113</u>	<u>3,739,113</u>	<u>4,173,768</u>
<i>Analysis of 2023 total</i>	<u>4,173,768</u>	<u>4,173,768</u>	

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

6. Investment income

	Unrestricted funds 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Rent receivable	-	-	3,583
Bank interest	2,109	2,109	402
	<u>2,109</u>	<u>2,109</u>	<u>3,985</u>
<i>Total 2023</i>	<u>3,985</u>	<u>3,985</u>	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	<i>Total 2023 £</i>
Housing and support	3,868,065	85,888	3,953,953	4,071,303
<i>Analysis of 2023 total</i>	<u>4,018,065</u>	<u>53,238</u>	<u>4,071,303</u>	

8. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £	<i>Total funds 2023 £</i>
Housing and support	3,847,146	106,807	3,953,953	4,071,303
<i>Total 2023</i>	<u>3,976,781</u>	<u>94,522</u>	<u>4,071,303</u>	

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	1,294,685	1,362,370
Depreciation	53,902	56,324
Rent	1,559,428	1,569,808
Repairs and maintenance	196,469	200,427
Security services	8,038	89,930
Fire, health and safety	7,718	9,221
Training and staff costs	19,075	18,892
Motor and travel	18,279	16,795
Telephone	61,494	65,750
Gas and utilities	206,089	183,565
Council tax and water rates	136,438	135,795
Hostel supplies and refreshments	88,874	75,955
Cleaning and laundry	26,841	21,998
Legal and professional	58,544	54,037
Counselling fees	8,500	-
Finance charges and interest	11,416	6,366
Insurance	60,268	50,501
Bad debts	33,916	36,888
Sundry	(2,828)	22,159
	<u>3,847,146</u>	<u>3,976,781</u>

Analysis of support costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Postage, stationery and computing	52,592	48,678
Legal and professional	10,800	10,000
Payroll and management accountancy	7,567	7,478
Finance charges and interest	35,848	28,366
	<u>106,807</u>	<u>94,522</u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

9. Auditors' remuneration

	2024	<i>2023</i>
	£	<i>£</i>
Fees payable to the charity's auditor for the audit of the charity's annual accounts	10,800	<i>10,000</i>

10. Staff costs

	2024	<i>2023</i>
	£	<i>£</i>
Wages and salaries	1,175,231	<i>1,238,055</i>
Social security costs	95,560	<i>98,764</i>
Contribution to defined contribution pension schemes	23,894	<i>25,551</i>
	<u>1,294,685</u>	<u><i>1,362,370</i></u>

No statutory redundancy payments were paid to employees (2023: £2,250 was paid to one employee).

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

	2024	<i>2023</i>
	No.	<i>No.</i>
Management	8	<i>8</i>
Other staff	47	<i>50</i>
	<u>55</u>	<u><i>58</i></u>

The average headcount expressed as full-time equivalents was:

	2024	<i>2023</i>
	No.	<i>No.</i>
Management	8	<i>8</i>
Other staff	43	<i>47</i>
	<u>51</u>	<u><i>55</i></u>

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

The key management personnel of the charitable company comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the charitable company was £204,247 (2023 - £196,205).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

11. Trustees' remuneration and expenses (continued)

During the year ended 31 March 2024, expenses totalling £715 were reimbursed or paid directly to 2 Trustees (2023 - £NIL to no trustees). The expenses were to reimburse the trustees for travel costs, mobile costs, computer costs and DBS checks.

12. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 April 2023	675,000	39,666	247,766	962,432
Additions	-	18,495	46,287	64,782
Disposals	-	(12,851)	(25,176)	(38,027)
At 31 March 2024	<u>675,000</u>	<u>45,310</u>	<u>268,877</u>	<u>989,187</u>
Depreciation				
At 1 April 2023	11,341	21,303	189,920	222,564
Charge for the year	11,341	10,767	31,794	53,902
On disposals	-	(8,955)	(20,600)	(29,555)
At 31 March 2024	<u>22,682</u>	<u>23,115</u>	<u>201,114</u>	<u>246,911</u>
Net book value				
At 31 March 2024	<u>652,318</u>	<u>22,195</u>	<u>67,763</u>	<u>742,276</u>
At 31 March 2023	<u>663,659</u>	<u>18,363</u>	<u>57,846</u>	<u>739,868</u>

The freehold property was independently valued by Knight Freeman Chartered Surveyors on 14 March 2022 at a value of £675,000.

The charity has adopted a policy of revaluation for tangible fixed assets. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2024 £	2023 £
Freehold property	<u>535,118</u>	<u>547,212</u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

13. Investment property

	Investment property £
At 1 April 2023	250,000
Disposals	(250,000)
At 31 March 2024	-

The investment property had been independently valued at £250,000 on 14 March 2022, and was sold on 14 February 2024.

14. Debtors

	2024 £	2023 £
Trade debtors	439,308	384,170
Prepayments and accrued income	131,716	134,181
	<u>571,024</u>	<u>518,351</u>

15. Creditors: Amounts falling due within one year

	2024 £	2023 £
Bank loans	11,640	14,667
Other loans	14,983	15,223
Trade creditors	82,961	48,636
Other taxation and social security	45,698	64,890
Other creditors	153,285	128,553
Accruals and deferred income	73,550	91,555
	<u>382,117</u>	<u>363,524</u>

Deferred income, analysed below, comprises housing benefit, shortfall and rental income relating to the next accounting period:

	2024 £	2023 £
Deferred income at 1 April 2023	40,392	40,407
Resources deferred during the year	23,201	40,392
Amounts released from previous periods	(40,392)	(40,407)
	<u>23,201</u>	<u>40,392</u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

16. Creditors: Amounts falling due after more than one year

	2024	2023
	£	£
Bank loans	319,489	430,749
Other loans	9,667	13,667
	<u>329,156</u>	<u>444,416</u>

Bank loans comprise:

A mortgage secured over 409-415 High Street, Chatham, a freehold property owned by the trust. The mortgage is repayable by variable monthly repayments over 25 years until 2043 at a variable interest rate of the base rate plus 3.6%.

Other loans comprise:

A loan of £20,000 from Kent Community Foundation via the Kent Social Enterprise Loan Fund, to assist with the purchase and installation of a lift at 411 High Street, Chatham. The loan is repayable over 5 years at an interest rate of 5% per annum. The amount outstanding at 31 March 2024 was £13,667.

A credit agreement of £28,866 with Close Brothers Premium Finance, taken out in respect of the various annual insurance premiums. Repayments are made in 10 monthly instalments, with the final payment to be made in June 2024. The amount outstanding at 31 March 2024 was £8,644.

A credit agreement of £5,902 with Axa Insurance, taken out in respect of the fleet insurance premium. Repayments are made in 11 monthly instalments, with the final payment to be made in August 2024. The amount outstanding at 31 March 2024 was £2,646.

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2024	2023
	£	£
Payable or repayable by instalments	<u>272,980</u>	<u>370,354</u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2024 £
Unrestricted funds					
General Fund	919,063	3,759,544	(3,821,995)	190,219	1,046,831
Players of People's Postcode Lottery	-	50,000	(50,000)	-	-
Revaluation reserve	190,219	-	-	(190,219)	-
	<u>1,109,282</u>	<u>3,809,544</u>	<u>(3,871,995)</u>	<u>-</u>	<u>1,046,831</u>
Restricted funds					
Ground Work UK	-	250	(250)	-	-
Nationwide Foundation	8,219	-	(8,219)	-	-
Albert Hunt Trust	3,502	-	(3,502)	-	-
Garfield Weston Foundation	10,000	15,000	(15,000)	-	10,000
The National Lottery Fund - Performance for All	2,722	-	(2,722)	-	-
Fidelity UK Foundation Community Development Fund	2,184	-	(2,184)	-	-
The National Lotteries Cost of Living	-	37,074	(37,074)	-	-
Medway Food Partners	-	1,800	-	-	1,800
Medway Champions	-	900	(437)	-	463
St James's Place	-	3,000	-	-	3,000
Suicide Prevention Grant	-	16,500	(16,500)	-	-
	<u>26,627</u>	<u>74,524</u>	<u>(85,888)</u>	<u>-</u>	<u>15,263</u>
Total of funds	<u><u>1,135,909</u></u>	<u><u>3,884,068</u></u>	<u><u>(3,957,883)</u></u>	<u><u>-</u></u>	<u><u>1,062,094</u></u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

17. Statement of funds (continued)

The specific purposes for which the funds are to be applied are as follows:

Restricted funds

Ground Work UK provided funding for activities relating to the King's coronation.

The Nationwide Foundation grant (managed by Kent Community Foundation) is funding to supply a resettlement worker to assist residents to successfully move on to independent, permanent living. The grant, awarded in 2019/20, was fully spent in 2023/24.

The Albert Hunt Trust grant provided funds for The Hive Medway. This was fully spent in 2023/24.

The Garfield Weston Foundation provided funding of £15k per annum for 3 years, to fund the running of The Hive Medway.

The National Lottery Fund - Performance for All grant is funding to provide creative sessions with Residents and work to produce art which depicts the history of AMATUK. This was used to produce a mural for the side of 411 High Street and a bespoke collage art piece depicting a selection of supporting activities AMATUK provide. This was fully spent in 2023/24.

The Fidelity UK Foundation Community Development Fund grant provides platforms and consultancy to help AMATUK develop a comprehensive fundraising strategy including a donor management platform. This was fully spent in 2023/24.

The National Lotteries Cost of Living grant funds assistance with breakfast provision rises due to inflation, in addition to Hive extended opening hours to assist service users with a safe warm place.

Medway Food Partners provided funding for healthy eating and food related activities.

Medway Champions provided funding for healthy eating and growing produce.

St James's Place provided funding for gym membership for residents to facilitate a healthier lifestyle.

The Suicide Prevention Grant is funding suicide prevention services at AMATUK.

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

17. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2022</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2023</i>
	£	£	£	£
Unrestricted funds				
General Fund	752,379	4,191,205	(4,024,521)	919,063
Revaluation reserve	190,219	-	-	190,219
	<u>942,598</u>	<u>4,191,205</u>	<u>(4,024,521)</u>	<u>1,109,282</u>
Restricted funds				
Edward Gostling Foundation	-	5,000	(5,000)	-
Ground Work UK	-	1,500	(1,500)	-
Kent Community Foundation	-	6,000	(6,000)	-
Nationwide Foundation	19,090	-	(10,871)	8,219
Albert Hunt Trust	-	7,000	(3,498)	3,502
Garfield Weston Foundation	-	15,000	(5,000)	10,000
Active Travel Grant	-	500	(500)	-
The National Lottery Fund - Performance for All	-	8,404	(5,682)	2,722
Fidelity UK Foundation Community Development Fund	-	12,864	(10,680)	2,184
The Neighbourly B&Q Foundation	-	4,507	(4,507)	-
	<u>19,090</u>	<u>60,775</u>	<u>(53,238)</u>	<u>26,627</u>
Total of funds	<u><u>961,688</u></u>	<u><u>4,251,980</u></u>	<u><u>(4,077,759)</u></u>	<u><u>1,135,909</u></u>

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

18. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	742,276	-	742,276
Current assets	1,015,828	15,263	1,031,091
Creditors due within one year	(382,117)	-	(382,117)
Creditors due in more than one year	(329,156)	-	(329,156)
Total	1,046,831	15,263	1,062,094

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	739,868	-	739,868
Investment property	250,000	-	250,000
Current assets	927,354	26,627	953,981
Creditors due within one year	(363,524)	-	(363,524)
Creditors due in more than one year	(444,416)	-	(444,416)
Total	1,109,282	26,627	1,135,909

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

	2024 £	2023 £
Net income/expenditure for the period (as per Statement of Financial Activities)	(73,815)	174,221
Adjustments for:		
Depreciation charges	53,902	56,324
Dividends, interests and rents from investments	(2,109)	(3,985)
Loss/(profit) on the sale of fixed assets	(11,646)	8,159
Increase in debtors	(52,673)	(93,316)
Increase/(decrease) in creditors	21,860	(41,413)
Net cash provided by/(used in) operating activities	(64,481)	99,990

AMATUK
(A Company Limited by Guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2024

20. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	460,067	435,630

21. Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	At 31 March 2024 £
Cash at bank and in hand	435,630	24,437	460,067
Debt due within 1 year	(29,890)	3,267	(26,623)
Debt due after 1 year	(444,416)	115,260	(329,156)
	(38,676)	142,964	104,288

22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £23,894 (2023 - £25,551). Contributions of £6,752 (2023 - £6,227) were payable to the fund at the balance sheet date and are included in creditors

23. Operating lease commitments

At 31 March 2024 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	2023 £
Not later than 1 year	1,000,615	984,049
Later than 1 year and not later than 5 years	2,159,661	2,471,846
Later than 5 years	49,208	-
	3,209,484	3,455,895

Some of the leases included in the commitment note above include break clauses. However, as these are not expected to be used, the commitment for the full lease term has been disclosed.

24. Related party transactions

Recruitment Warehouse, a business controlled by Mr. G. Crozer, trustee and director

Goods and services amounting to £20,979 (2023 - £14,301) were purchased from Recruitment Warehouse for waste disposal. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association. At 31 March 2024, the trust owed £268 (2023 - £Nil) to Recruitment Warehouse.

Ms. C. Smithurst, the daughter of trustee and director, Mr. D. Bloomfield

Services amounting to £1,950 (2023 - £8,860) were provided by Ms. C. Smithurst. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association. At 31 March 2024, the trust owed £Nil (2023 - £200) to Ms. C. Smithurst.

The Redfords, a business controlled by Mr. M. Crozer, the son of trustee and director, Mr. G. Crozer

Services amounting to £2,682 (2023 - £Nil) were provided by The Redfords. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association. At 31 March 2024, the trust owed £Nil (2023 - £Nil) to The Redfords.

Other relationships

C Smithurst, the daughter of trustee and director, Mr. D. Bloomfield is employed by the Charity and is part of key management.

Mr. A. Anderson, trustee and director, was a resident with AMAT until 7 July 2023. Therefore, housing benefit was claimed from the council in relation to him and the shortfall was paid by the trustee to AMAT.

AMAT UK

England & Wales - Charity number 1111057

Accounts

Registered number: 05159125
Charity number: 1111057

AMATUK
(A company limited by guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 March 2023



AMATUK
(A company limited by guarantee)

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AMATUK

(A company limited by guarantee)

Reference and Administrative Details of the Charity, its Trustees and Advisers For the Year Ended 31 March 2023

Trustees	Mr. G. Crozer, Chair of Trustees Mrs. E. Paterson Ms. A. McNally (appointed 7 February 2023) Mrs. S. Burley (resigned 2 March 2023) Mr. S. Phipps Mr. D. Bloomfield Mr. C. Doyle (resigned 24 October 2022) Ms. K. Epps Ms. A. Bostock (resigned 13 June 2023) Mr. A. Alexander (appointed 11 May 2022) Mr. J. Clay (appointed 11 May 2022)
Company registered number	05159125
Charity registered number	1111057
Registered office	411 High Street Chatham Kent ME4 4NU
Company secretary	Mrs. E. Paterson
Independent auditors	UHY Kent LLP t/a UHY Hacker Young Chartered Accountants Thames House Roman Square Sittingbourne Kent ME10 4BJ
Bankers	Lloyds Bank plc 82 Mount Pleasant Road Tunbridge Wells Kent TN1 1RP

AMATUK

Trustees' Report For the Year Ended 31 March 2023

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, present their annual report together with the audited financial statements of AMATUK for the year ended 31 March 2023. The trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of its governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities".

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The charity is a charitable company limited by guarantee and is governed by its Memorandum and Articles of Association dated 21 June 2004. The registered company and charity numbers are stated on the first page of this annual report.

Method of appointment or election of trustees

Trustees are appointed by existing trustees in accordance with the Articles of Association. No other bodies or individuals are entitled to nominate or appoint trustees.

Policies adopted for the induction and training of trustees

Induction for trustees is arranged and coordinated on an individual basis. New trustees are mentored by existing, experienced trustees.

Organisational structure and decision making

Under the terms of the Articles of Association, the charitable company is managed by a council of management which must have a minimum of 3 members. One third of council members retire annually on rotation but retiring members are eligible for re-election.

The trustees in office at the year-end are shown on page 1.

The trustees delegate the day-to-day responsibility for running the charitable company to its Chief Executive Officer, Senior Managers, Managers, and staff.

OBJECTIVES AND ACTIVITIES

The charitable company's objects under its Memorandum of Association are:

- To relieve those in need, particularly, but not exclusively, single adults who are homeless or experiencing financial hardship, by providing them with temporary and permanent accommodation.
- To further such other charitable purposes as the trustees in their absolute direction see fit for the benefit of such persons.

Activities for achieving objectives

The principal activities of the charitable company are:

- accommodation for homeless people;
- supporting homeless people; and
- collaboration with partner organisations.

AMAT provides safe and suitable accommodation for homeless people in Medway and Maidstone. Accommodation is supplied through a variety of private landlords and is intensively managed by the charitable company under management agreements. Income, to fund rents, housing management and maintenance costs, is generated through rent charges which are subsidised by way of housing benefit. Being a registered charity and a provider of support to very vulnerable people, AMAT is able to access an enhanced level of housing benefit to pay for intensive housing management.

AMAT has 25 years' experience of supporting homeless people and refers to those accommodated by the organisation as Residents. A full schedule of celebratory events marked AMAT's 25th anniversary: a Great Birthday Bake Off, a volunteers afternoon tea and awards ceremony, a street party to celebrate the jubilee and our friends and family day. The AGM was held to coincide with World Homeless Day, with the organisation's first quiz night in November 2022, and the annual Christmas concert at a local venue – The Pantry.

AMAT uses a strength-based and trauma-informed approach to achieve the best possible outcomes for homeless people, with the aim of addressing the complex issues that can cause and perpetuate their risk of homelessness, so they can work towards independent living.

AMATUK

Trustees' Report For the Year Ended 31 March 2023

In addition to supporting over 500 AMAT residents, during 2022/23 AMAT were awarded a contract from Medway Council to provide floating support to up to 250 people at risk of homelessness across Medway at any one time, as well as supporting recently arrived Ukrainian refugees.

AMAT Residents and the local community also access 411 Hive (previously known as the HUB) which operates as a 'one-stop shop'. Providing bespoke, person-centered support, peer-led well-being activities; employment, education and volunteering opportunities, alongside effective partnership working with specialist agencies to address any additional complex and/or specialist needs that homeless people may have.

Over the course of 2022/23, AMAT UK's trustees, alongside the CEO and Senior Managers reviewed the organisation's activities designed to achieve the objectives of the charitable company to ensure they were fit for purpose and the reflections are that AMAT is needed now more than ever. The on-going impact of the pandemic, a cost-of-living crisis, the war in Ukraine – each have been major events and have impacted in different ways on the work that AMAT does – but all have contributed to a more pressing need for AMAT's services in the local area.

AMAT has responded to this increase in demand, whilst at the same time continuing to strengthen the infrastructure of the charity, including developing an organisational theory of change outlining milestones, indicators and outcomes for the charitable company to achieve the following goals:

- Residents' strengths, needs and outcomes are at the centre of all AMAT's work.
- AMAT will be a well-known and respected organisation locally and within the homelessness sector.
- AMAT will attract and retain the best talent regionally.
- AMAT will own its properties and be financially secure.

These goals define the strategic direction of the organisation as it completes on excellent second year on its Business Plan and continues go from strength to strength as a vital player in the local homelessness sector in Medway and Kent. In 2022/23 AMAT's vision, mission and values remained the same:

VISION

For all homeless adults to have access to safe accommodation and the necessary support to rebuild their lives.

MISSION

To reduce and prevent homelessness by providing accommodation and re-building lives, through personalised support and collaboration with other partner organisations.

OUR VALUES AND GUIDING PRINCIPLES

- **Positive Outlook:** AMAT UK gives chances, celebrates accomplishments, and uses a positive approach to inspire and build confidence amongst Residents.
- **Person-centred:** AMAT UK provides tailored services for each Resident; recognising that each adult requires support specific to their needs and circumstances – there is no 'one size fits all' approach.
- **Strength-based:** AMAT UK recognises and builds on the strengths of its Residents and staff, promoting positive connections within the service of the organisation, and the wider community.
- **Reflective Practice:** AMAT UK promotes self-responsibility in both Residents and staff; recognising all people have different ways of coping with adversity and encourages development through reflective practice.
- **In Partnership:** AMAT UK works with partner organisations and community groups to enable a wide range of opportunities for Residents and access to vital support.
- **Respect & Dignity:** AMAT UK is committed to ensuring staff, Residents, and partners operate in a way that safeguards people's dignity and always treats them with respect.
- **Accountable:** AMAT UK commits to being accountable to its Residents and the communities that it serves.
- **Co-production:** Residents and staff are encouraged to shape AMAT services to best meet the needs of the local community.

**Trustees' Report
For the Year Ended 31 March 2023**

PUBLIC BENEFIT STATEMENT

The trustees have reviewed and developed the aims, objectives and activities of the charity, as well the progress AMAT has made over its 25 years of operation. This report looks at what AMAT has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits that AMAT has brought to those homeless and at risk of homelessness. The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to AMAT's aims, objectives and current strategic intentions.

ACTIVITIES AND ACHIEVEMENTS

During 2022/23 AMAT continued to use the goals, outcomes and indicators identified in its Theory of Change for successful service delivery. The overall goals relate to the principal activities of providing accommodation and support, alongside collaboration with partners and result in the following short- and long-term outcomes:

SHORT TERM GOALS FOR NEW RESIDENTS

- **Residents live in safe, decent and well maintained, supported accommodation**
- **Residents and their pets, basic needs for food, water and heating are met**

AMAT accommodates a broad range of people who become homeless, from those sleeping rough to the 'hidden homeless' who may be sofa-surfing or staying with friends. Homeless people are referred (or self-refer) from a variety of sources, e.g., local authorities, the prison service, voluntary sector organisations, etc. The charity provides a variety of properties from single rooms in shared housing to flats depending on the individual's need.

The majority of AMAT's Residents arrive with multiple and complex needs, we have noticed that these needs have increased by an average of 9% from 2021/22 as well. Across the year 2022/23, the needs of AMAT Residents were as follows:

- 98% of Residents are unemployed
- 88% report a mental health issue (increase of 10% from 2021/22)
- 68% have physical health problems (increase of 5%)
- 65% have a physical or learning disability (increase of 25%)
- 48% have been convicted of an offence (increase of 5%)
- 26% report struggling with alcohol issues (increase of 3%)
- and 61% cite drug misuse (an increase of 8% from 2021/22)

During 2022/2023, AMATUK:

- Provided accommodation and support services to an average of 273 residents at any one time.
- Received approximately 505 referrals for or from people experiencing homelessness.
- Housed approximately 135 new residents, 9 of whom were housed with their pets.
- Accepted approximately 15 families into AMAT Temporary Accommodation for local authorities.
- Moved 58 Residents internally preventing 'revolving door homelessness', through a trauma-informed approach that recognises shared accommodation can be challenging and seeks to match housemates for the best outcomes.
- Supported 101 families living in Temporary accommodation via the Floating Support contract from Medway Council. Included in this figure are the Ukrainian families AMAT were asked to support additionally after the contract started.
- Supported 640 individuals via Floating Support.

AMATUK

Trustees' Report For the Year Ended 31 March 2023

- **100%** of Residents surveyed in 2022/23 said that their life is better now they live with AMAT. They feel safe, supported, they have someone to turn to, and they know that AMAT are there for them.
-
- When asked about housing services team, Residents said: *"I really enjoy my chats with them, and they are very helpful with any house problems"* *"Doing a great job"* *"Amazing"* *"There when you need them"*
-
- And **95%** agree that AMAT achieves its mission: *"To reduce and prevent homelessness by providing accommodation and re-building lives, through personalised support and collaboration with other partner organisations."*

AMAT has worked hard to provide decent and well-maintained accommodation for Residents and has been very proud to have reduced the 1.5% of its properties designated as High Risk across the year to 0.75%. By May 2023 it is anticipated AMAT will have 0% high risk properties.

During 2022/23, some properties were discharged due to poor condition and two landlords did not renew leases, however we sourced new higher standard accommodation including five flats in one block. AMAT was 100% compliant with the relevant Gas Safety and Electrical Inspection Condition Reports. In terms of refurbishments, the maintenance team carried out nine kitchen refits, seven bathroom, seventeen units were redecorated throughout, and 16 new carpets were fitted for communal areas/halls/ stairwells. A total of 1,265 Maintenance jobs were reported and completed across Medway and Maidstone, this is a 43.9% decrease on the total of 2,498 from 2021/2022.

When asked about the maintenance team, Residents said: *"Prompt with repairs and always polite"* *"They let me know what is going on"* *"Quick reaction"* *"Helpful"*

The charity continues to be the largest provider of supported accommodation in Medway. AMAT has 100 intensively managed properties, which includes six properties in Maidstone, Kent. This equates to 344 units of accommodation. Whilst we aim to provide accommodation to those least likely to access housing support elsewhere (single people between 25-60 years old) AMAT will sometimes accommodate couples and individuals with pets who may find accommodation difficult to access which supports the organisation's aim to prevent homelessness.

FURTHER SHORT-TERM OUTCOMES FOR RESIDENTS

- **Residents feel welcome and supported**
- **Residents are supported to identify their skills and strengths**
- **Residents sustain their accommodation**

AMAT's experience of supporting Residents, particularly those with complex and multiple needs, demonstrates a flexible, tailored approach that delivers impact and encourages independent living. AMAT recognises that the causes of homelessness are multiple and therefore support should offer a variety of strategies to engage and empower Residents. When Residents are referred to AMAT, the induction process is led by one experienced support worker, who facilitates the whole process from start to finish resulting in the initial support plan and risk assessment. Residents choose from a support menu and are empowered to decide which key needs should be met first, these support plans place the Resident's view at the centre and are kept up to-date through regular monitoring. In the 2022/23 survey of Residents:

- **91%** said *"I feel welcome at AMAT"*
- **75%** agreed they felt part of the AMAT community
- **80%** said *"I feel accepted for who I am"*
- **85%** said *"AMAT staff are helpful"*

All Residents are involved in and agree a support plan within 6 weeks of arriving. A minimum of 4 goals are identified and transferred into an action plan which sets agreed priorities. The support plan is reviewed with the Resident every 6, 9 or 12 months, depending on the assessment level of low, medium or high need, or when there is a substantial change of circumstances. All support plans are monitored and approved by the Support and Safeguarding Manager and/or Senior Support Worker.

AMATUK

Trustees' Report For the Year Ended 31 March 2023

When asked about the support worker team, Residents said: *“I have someone to turn to with any worries or problems.”*
“Helpful all the time” “Doing a brilliant job” “Is a credit to AMAT for all they do” “Amazing” “Brilliant, always there to help with issues” “So friendly, helpful and always polite”

LONGER TERM OUTCOMES FOR RESIDENTS

AMAT’s support of Residents is fundamental to achieving the following successful long term outcomes:

- **Independence**
- **Life-skills and housing**
- **Social skills, friendships, and relationships**

AMAT does this through a combination of three approaches:

- Supporting Residents through 1-2-1 relationships with designated AMAT support workers
- Access to AMAT’s 411 Hive: a ‘one-stop shop’ providing opportunities, activities, training, & events.
- Collaboration with partner organisations which complement our own work to achieve positive outcomes.
- Supporting those at risk of homelessness in the community through access to support workers and the Hive. For example, AMAT were awarded a contract from Medway council to provide floating support to people at risk of homelessness across Medway. AMAT also supported Ukrainian refugees.

These approaches support Residents to address issues that contribute to causing homelessness. AMAT’s Hive brings together partner organisations, services and social opportunities under one roof and is a crucial element of this support.

During 22/23 411 Hive saw 3,023 individual interactions with homeless and vulnerable adults access the Hive for a multitude of reasons.

Agency	External Individuals (members of the homeless community)	Residents accommodated by AMAT UK
Turning point	920	4
Math and English Courses	82	5
Creativity sessions	0	11
Choir	66	115
Local Authority	25	0
Volunteering/peer mentors	9	299
IT Suite/benefits/emails/ etc.	259	1228

AMAT’s values mean that outside of making referrals to specific agencies to address the immediate and obvious issues, the holistic and strength-based approach taken by staff also has a positive effect; for instance someone attending an event or activity – provides harm minimisation, meaningful use of time, opportunities to make new friends and reduces social isolation.

AMATUK

Trustees' Report For the Year Ended 31 March 2023

In AMAT's 2022/23 annual survey, Residents were asked if AMAT embodied its values – they said:

- **80% believe AMAT helps people see the good in things to help them feel better about themselves**
- **90% believe AMAT knows every person is different and helps people in a way that works for them**
- **84% believe AMAT looks for strengths in people, and helps them work with other groups to make their lives better**
- **83% believe AMAT helps people think about themselves, and how they can improve their own lives**
- **89% believe AMAT helps residents to connect with other groups and services that can help them**
- **89% believe AMAT makes sure everyone is respected**
- **83% believe AMAT ask Residents for their thoughts to help change things for the better**
- **84% believe AMAT includes Residents in decisions about the kinds of support offered**

As well as providing support to AMAT Residents, the 411 Hive also provides support to members of the community, such as:

- Former Residents of AMAT's supported housing who need assistance to maintain their permanent accommodation by receiving help understanding letters and paying bills.
- Those who are on probation seeking ways to meaningfully use their time.
- Individuals experiencing digital poverty can access the internet in the free-to-use IT suite. Help is available via the Hive Facilitator for those who are not computer literate.
- People who are socially isolated benefit from the many clubs, activities, and events.
- Volunteering and educational opportunities are available for those looking for ways to personally develop.

To celebrate the late Queens Diamond Jubilee, like many other communities all over the country, AMAT UK held a street party. As many of AMAT's community often feel isolated and look on from the fringes of society, it is important to provide opportunities to participate and engage with moments of national significance. These kind of events are a reminder for Residents, that they do count, they are thought of and included. The organisation applied to the local authority to close Meadowbank Road, decorated it with union jack bunting, and ensured there was a safe place for people to celebrate. The street party included a BBQ catering for 100 people, music and games. The turnout for the event was excellent and enjoyed by Residents, community members and staff – all celebrating together as part of one community.

As well as the street party, AMAT applied for the Let's Create Fund to enable community members and Residents to take part in art sessions. The project "Home is where the Art is" consisted of three sections, focusing on different mediums delivered by Kent and Medway based artists. Residents have engaged with the design of the new beautiful road side mural on 411 Hive, a tapestry design, and a short film documenting the stories of Residents, particularly focusing on their strengths. This project will culminate into a public exhibition to be held later this year. Other Jubilee activities included "The Great British Bake Off", where AMAT connected with another local provider and ran a workshop cooking Jubilee recipes. The event was well attended and included a prize for the best tasting recipe.

AMAT's commitment to supporting the community's mental and physical health remains as robust as ever, with partners like Rubicon Cares and Hep C nurse supporting Residents. These examples of working collaboratively with external providers are a vital part of what AMAT does (see more under Working in Collaboration with Partner Organisations). AMAT also co-produces regular social events with Residents – bingo, quiz, darts, film showings, barbeques, Sunday lunches – at 411 Hive which create safe opportunities for members of the community to meet others, share experiences, reduce social isolation, develop new skills and increase self-esteem and wellbeing.

A case study from our Floating Support contract with Medway Council

AMAT received a referral from Housing Options to support Sally to apply for a disability Bus Pass and mobility scooter. Although social workers were already involved, it wasn't disclosed at referral stage that Sally had poor physical health, including type 1 diabetes, issues with substance misuse and a range of other physical and mental health issues. Sally was currently living in Temporary Accommodation (TA), as she'd had to leave her permanent accommodation because it was unsuitable for her physical needs and there was a history of anti-social behaviour linked to substance misuse. Sally comes from a travelling community where there was a history of substance misuse within the family. Sally disclosed to her AMAT support worker that she grew up with domestic abuse from her father towards her mother and siblings, including herself. Sally also disclosed she had experienced domestic abuse from the father of her children.*

Having established this level of trust and rapport with Sally, AMAT supported Sally to attend health appointments – which she'd been missing – and worked with Sally so that she was able to contact the GP independently and follow up on any appointments. AMAT's support worker contacted social services and worked collaboratively with them to address Sally's substance misuse, including referrals and support to attend specialist appointments. In addition AMAT supported Sally to contact the landlord regarding repairs to the TA property and arrange for a replacement washing machine, improving how she felt about where she was currently living and being able to care for herself better. AMAT also supported Sally with change of details with the bank and her disability benefits, so that she was able to monitor her finances effectively.

A case study from AMAT's supported housing.

Francis was a resident for 6 years, he became homeless because his previous landlord sold the property and served him with a section 21 order. AMAT's recent support worker supported Francis for 3 years. He was supported with GP registering and referrals made to Forward trust to address substance misuse. He was also supported fortnightly with universal credit job search in order to maintain his benefits. AMAT supported Francis with Hospital and GP appointments, collecting medications and requesting repeat prescriptions, as well as with Budget plans regarding shortfall arrears in order for him to maintain his accommodation. Supported and prompted with room and personal hygiene.*

When Francis was diagnosed with stage 4 cancer, AMAT's support worker made referrals to end of life care and advocated for him to be moved to a hospice, and it was clear that he was deteriorating – despite the hospice not wanting to take Francis on, his support worker fought hard to ensure that he was moved to a more appropriate place where he could access 24 hour care and pass away peacefully.

AMAT's support worker advocated for Francis to be moved to the Wisdom Hospice despite them not wanting to take him because of "the type of client he was" i.e. a drinker. The support worker ensured that Francis had the very best care at the end of his life, so that he could pass away with dignity. Francis did not have any family that he wanted to contact, and after he moved into the Wisdom Hospice, his support worker maintained regular contact and weekly visits with him until he passed away.

Without the support worker's intervention, Francis would have had a much more painful and undignified end to his life.

**names have been changed to protect Residents*

WORKING IN COLLABORATION WITH PARTNER ORGANISATIONS

AMAT's longstanding history of collaboration with organisations throughout the homeless, and related, sectors is considered exemplary. During 2022/2023, AMAT has continued to grow and develop its network of partners with a wide range of statutory and voluntary services across Medway, Maidstone and the Southeast, and has proudly maintained its position as a lead in the homeless sector in Medway. The charity's combination of innovation, consistency, a person-centered approach and long-standing expertise, positions AMAT uniquely within the local landscape. AMAT's Resident survey found that 89% believe AMAT helps Residents to connect with other groups and services that can help them.

To celebrate 25 years of AMAT, the organisation held its first public AGM. Key stakeholders were invited to attend the event, members of the local authority, other services that AMAT work closely with and organisations that have generously donated funds to ensure that we can carry on doing what we do. There were displays around the building which detailed AMAT's history, how the organisation works with volunteers, and the homes and community that have been created for people that needed them the most. It was an opportunity to share AMAT's best practice, award winning way of working by demonstrating the support that's on offer, the high standards of accommodation, and to show off 411 Hive which can be accessed by members of the wider community. It was also an opportunity to champion and celebrate AMAT's wonderful staff, who make the biggest difference to the lives of the people that they work with.

To honour the way that AMAT UK has expanded in the last 25 years, and how the community project 411 Hive has become an integral part of our service to not only our Residents, but members of the community. The organisation decided to rebrand the space (from the HUB to 411 Hive). This is because it felt like a better description of the work that takes place in 411 High Street, Chatham, as bees represent change and signify hard work and community.

The organisation has continued to develop new partnerships. For example, Forward Trust approached AMAT in 2022/23 to explore joint-working. After several meetings together, and establishing a relationship based on mutual respect and open communication, Forward Trust will be providing substance misuse services from 411 Hive in 2023/24 and AMAT are looking forward to developing the relationship. Another local partner we work closely with – Sateda (domestic abuse service) – held an event to launch Shareware, a project that clothes women and children in need. Two of AMAT's team attended and made a donation of clothing from the organisation to the project.

This was one of a number of events AMAT attended now that face-to-face events and meetings were taking place again – all of which are useful opportunities to improve the visibility of the charity and make connections. AMAT's CEO attended the Medway WHY event, which celebrated the many benefits of peer-to-peer support and hear from their dedicated volunteers.

She also attended the Medway Council's World Homeless Day event on 10th October, and made connections with Homeless Link's regional manager, a representative from the Making Every Adult Matter initiative and MSA (formally known as Medway Street Angels). It was a good opportunity to share the sector's collective experience and explore best practice. The CEO was also approached by public health to share her thoughts about models of service delivery needed to best support people with addiction issues who are homeless or at risk of becoming homeless.

During 22/23 411 Hive continued to work with and "house" partner agencies. As well as generating income by renting the space to these agencies, it also means that our residents and the vulnerable members of the community that we work with have a direct referral route into these agencies, resulting in fast tracked help, at the point that they choose to engage.

Agencies that the Hive accommodated during 22/23 included:

- Turning Point – Substance Misuse
- Adult Education
- Rubicon Cares – Counselling Services
- HEP C Nurse
- Medway Council RSI Team.

As well as partner agencies, AMAT also has independent facilitators working with Residents and members of the community to provide activities that reduce social isolation, increase wellbeing, and develop personal and social skills.

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Support staff regularly work with, and refer to, partner agencies to ensure that Residents get the expert support and guidance that they need to address individual issues. This contributes to AMAT's overall goal, designed with Residents, of independence as it supports Residents to address the issues that contributed to being homeless in the first place and reduces the likelihood of this happening again.

Service	Function
Oasis	Domestic Abuse Service
Sateda	Domestic Abuse Service
Turning Point (and more recently Forward Trust)	Medway substance misuse service
One Big Family	Provide donation packs of clothes and start up furniture packs
Salvation Army	Coffee mornings and food bank vouchers
Probation	Statutory Service
Dept of Work & Pensions	For benefit enquiries
Christians Against Poverty	Debt management and consolidation charity
CGL Maidstone	Substance Misuse Service
Rubicon Cares	Victims of Crime Counselling.
Medway and Maidstone Safeguarding Teams	Statutory Service
Police	Statutory Service
Local Foodbanks	We are able to issue residents with foodbank vouchers
Dogs Trust	AMAT UK is now affiliated with the Dogs Trust to ensure that anyone we accommodate with a Dog, can also access animal support and pet instant living kits, as well as medical interventions for their dogs.

AMAT staff attend various forums to ensure that the charity is not only sharing best practice and information with relevant voluntary and statutory agencies, but that AMAT can shape and influence policy and delivery. Through networking at various forums, the organisation continues to forge and develop relationships with statutory and voluntary organisations. An example from 2022/23 are the relationships developed with key staff members of the prison service, as although AMAT has always taken referrals for adults leaving prison, developing these relationships has deepened the understanding of the risk management and support needs for each of these individuals that are accommodated by the organisation.

AMAT currently attends:

- DWP meeting- to discuss complex needs clients.
- Medway Homeless Forum
- MARAC Forum
- Blue Light Meeting
- RSI – Complex Needs Meeting
- Offender Task Group

"We just want to say a huge thank you for approaching us in the first place with the offer and continuing to support the counsellors during the last few months. All the initial things you guys did – cleaning the rooms / locks/ adding another day etc. - didn't go unnoticed. It really does make a big difference for us. In fact, our waiting list times have reduced from 10 months in Medway down to 4 months – and this is directly links to being able to offer more appointments across the week due to AMAT."

Rubicon Cares Clinical Manager

STAFF AND STAFF DEVELOPMENT

AMAT UK's trustees want to acknowledge the dedication and commitment of the staff. A key strategic intention was to improve the workplace and the organisation has continued to achieve this, so that AMAT will attract and retain the best talent regionally. A key challenge for 2022/23, was although a new pay structure had been created and implemented, national recruitment difficulties exacerbated by the pandemic, impacted AMAT's ability to recruit and retain. This was also in the context of the significant work required to develop a large work team to deliver on the Floating Support contract awarded by Medway Council from April 2022, with the need to TUPE staff, as well as recruit, retain and train new staff for vacant posts. Sadly due to financial constraints, the contract was taken in-house by the local authority despite AMAT's strong performance, and in March 2023 AMAT were required to support staff through the TUPE process again.

The charity was able award a pay increase for all staff, for the second year running, which is a significant achievement. It also ensured that there are no staff on minimum wage, as it works towards becoming Living Wage Foundation employers. Foundational work took place on the management development training ready to start in April 2023. The charity has had five staff express an interest in taking the course, a positive outlook as the organisation looks at succession planning in the coming year. Succession planning is a crucial part of future-proofing the organisation and AMAT are pleased to report in 2022/23, there were four internal promotions, two in operations and two in core functions. In addition, the charity implemented a brand-new development officer role to develop fundraising and communications.

Alongside of AMAT's annual e-learning refreshers, the following training and development opportunities were provided:

- Level 3 Award in Education and Training for a member of the management team.
- Level 3 IDVA Course, this is the first qualification of this kind a staff member has undertaken.
- Trauma Informed Approach Training for the Support and HIVE teams
- Fire Warden Training (multiple staff)
- Naloxone training through Turning Point (multiple staff)
- RSPH Level 2 Award in Tackling Gambling-Related Harms for support staff.
- Encouraged all staff to complete Aneemo rough sleeper mental health awareness training.

As an employer in an area of significant deprivation, AMAT aims to improve opportunities for staff. The organisation wants them to expand their horizons and supports them to achieve their goals. As an example of how this impact on staff, one member of the team described their training and what it meant:

"In Sept 2022 AMAT kindly helped me to do my Independent Domestic Violence Advocate course. This is a subject very close to my heart as I went through domestic abuse for 16 years, which then followed on with 3 of my 4 children going through it. Help for me 15 years ago was very poor, it has got better over the years but there are still massive gaps in the system. This has always been my lifelong dream to help others who need help to get themselves out of situations and help them to rebuild their lives and build confidence and take back control of their lives. I cannot thank AMAT enough for allowing me to follow my dreams and believing in me."

AMAT is committed to improving the health and wellbeing of the staff and completed the necessary work on the workplace wellbeing champions. These individuals will provide support for staff experiencing mental health difficulties, domestic abuse and menopause. In addition, AMAT offered an extra day's leave to non-smoking staff and staff who pledged to give up for 12 months, and the organisation successfully fundraised for an active travel grant from the local authority to purchase a bike rack and provide towels, deodorant, shampoo and shower gel – so that staff could freshen up after cycling, walking or running to work.

Alcohol has historically had a place in workplace culture, whether that's entertaining clients or socialising within the team. However, in recent years, companies have become more mindful of the issues that arise due to alcohol consumption during social work events and AMAT UK is no exception to that.

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Alcohol-free work social events are also vital as part of diversity strategies that respect cultural choices and personal preference. [32% of people](#) said they had avoided work social events due to the expectation to drink alcohol, so AMAT decided to put the spotlight back on the event itself – encouraging connecting and building relationships within the team, ensuring inclusivity and promoting healthy fun.

In light of this AMAT held its first Friends and Family Day during 2022 to host its annual Staff Awards. Holding this family friendly event with refreshments provided by a fish and chip van and an ice cream van and activities like face painting, an inflatable slide, cornhole, jumbo Jenga, tin can ally, hook the duck, a raffle, lucky dip and music provided by a DJ. Almost 100 people attended and it was very well received by the staff.

Celebrating AMAT's staff and their achievements is an important part of valuing the people that make the most difference in working with Residents. The following people were winners in their categories:

Mr/Ms Congeniality – Hattie

Excellence in Humour – Liam

Encouraging Word – Laura B

Healthy living promoter – Riaz

Neatest Nook – Lynne

Behind the scenes wonder – Lisa B

Behavior and Value award – Jo C

Calm in the eye of the storm – Christian

Teamwork award – Reg

Outside the box thinker – Liam

Rookie award – Marcin

Manager's award – Hattie

Hattie was chosen for her awards because she works tirelessly to give the best possible service to whoever she is supporting, she is kind and helpful with colleagues and is always on the go.

“Wow! Never in a million years did I ever think that I would achieve this award, it really came a shock, surprise and amazement all rolled into one. When I attended the family day which I knew would be fun, I went there to see my colleagues win the awards as I had recently moved over to Floating Support and was not as involved with everything as I was before, and really did not expect to receive an award, let alone Staff Member of the year.

I was completely flabbergasted when my name was called to receive this amazing award, I have always been grateful to AMAT for employing me at the age of 61. I had a slow start and a few ups and downs, but in time I found my feet and gained confidence and knowledge.

It is a such privilege to work with all our individual Residents and colleagues, I continue to believe that we do make a difference and the whole of AMAT does amazing things for the homeless. I am so lucky to have the best job in my life and the last job in my life as retirement is looming not that I will stop working it keeps me alive. But I cannot thank AMAT enough, winning this award gave me the funds to enjoy visiting my family in New Zealand who I had not seen in three years.”

STRATEGIC DEVELOPMENT AND FUTURE PLANS

**Trustees' Report
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AMAT UK continue to make good progress on the organisation’s strategic development. Throughout 2022/23, the strategic documents have been consistently updated and maintained by the Senior Management Team and trustees receive a full review of progress at each Board meeting. Across the year nearly 80% (29 out of 40) of the strategic intentions set in April 2022 were achieved and an additional 18 were added.

With AMAT celebrating its 25th anniversary, it felt appropriate that this year saw the first Board awayday. This was an opportunity for the Board, CEO and Senior Management team to review all the organisation’s strategic documents, to engage in a thorough SWOT analysis (Strengths, Weaknesses, Opportunities & Threats) exercise and discuss staff development. Everyone felt it was a very valuable experience, getting to each other better more informally, understand even more about the organisation and generally was a very interesting day.

In addition, during the course of the year, AMAT underwent an organisational Theory of Change facilitated workshop to review and assess the overall direction of the organisation. We established the goals we want to achieve, what the outcomes would like leading to these successful goals, and then the milestones and indicators that and how we will know we’re making the right progress. The following diagram outlines the organizational Theory of Change:



Theory of Change for AMAT

Version 1 (Date 10/10/22)



Our 5 main goals remained the same. We wanted to:-

**Trustees' Report
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- **Improve the standard of support and accommodation provision.** We had Wi-Fi installed in all of the Resident houses. We reviewed the Resident survey- whilst there were some improvements, we're still not satisfied with the level of response. We have secured funding to have an external evaluation of what we do. We became endorsed by Dogs Trust, this means that every homeless adult that is accommodated with a dog is able to access free vet treatment. The dog also receives a starter pack of goodies. AMAT became supporters of the keep our doors open campaign by Homeless link. Achieved 0.75% High risk property score. Installed a lift in 411 Hive.
- **Improve our financial stability.** AMAT continued to diversify our income streams, as well as achieve two successful rent reviews. The decision was taken to sell 423 as a way of being able to purchase our own property to be used for accommodation. 2022/23 has been a positive year, with a year-end surplus and maintenance of reserves, despite the challenging economic climate.
- **Improve the workplace environment for the staff.** We held our first friends and family day. Continued to work on Champions for Staff, around the menopause, mental health and domestic abuse. Surveyed the staff for their views about the restructure. Worked on pay rises for 23/24. The management development training was finalised ready for delivery at the start of 23/24.
- **Governance development.** The first ever Board away day, which included a skills audit for the Board and highlighted the need for more experience/expertise in fundraising and communications, IT and law. Board recruitment took place. AMAT developed an organisational Theory of Change.
- **Fundraising and communication development.** A Development Officer was recruited for 5 months across 2022/23. Significant progress was made on a fundraising and income diversification strategy, as well as developing the fundraising infrastructure of the organisation.

Over the course of the year, the CEO and Senior Management Team meet weekly and send the Board the action plan minutes, this keeps trustees informed on a weekly basis of the management of the organisation.

FUTURE PLANS

<p>1) Improving the standard of support and accommodation provision for our Residents</p>	<p>2) Continue to improve AMAT's financial stability:</p>
<ul style="list-style-type: none"> ○ Continue work with the local authority around the SHIP program. ○ Continue to review AMAT's property portfolio-operating formula. ○ Ensuring Residents are involved in the recruitment of the front-line staff. ○ Take the learning from the Resident survey evaluation and make relevant improvements. ○ Move the café to 14MB with a satellite unit at 411 Hive. ○ Achieve 0% high risk property score. ○ Continue to develop the Hive – more partners and greater options. 	<ul style="list-style-type: none"> ○ Sell 423 High Street. ○ Developing property assets. ○ Purchase property. ○ Diversification of income. ○ Social enterprise. ○ Continue to develop AMAT's financial operating position. ○ 3% efficiencies across 3 key areas of AMAT (Core, Support and Facilities) ○ CIO/CIC consideration. ○ Improving 411 Hive as an asset, through installation of UPVC windows for example.
<p>3) Improve the workplace environment for the staff:</p>	<p>4) Governance and fundraising:</p>
<ul style="list-style-type: none"> ○ Succession and staff development plan. ○ Obtain a higher grade of the Health and Wellbeing charter ○ Mentoring programme created and operational. ○ Review of annual leave allowance. ○ Performance related pay increases/development of pay spines for the pay structure. ○ Become living wage foundation employers 	<ul style="list-style-type: none"> ○ 25th Anniversary celebrations. ○ Development of Business plan 2024-2027 ○ Improve the Board's knowledge, communications, and skill base. ○ Increase Board diversity. ○ Continue to develop fundraising and communication strategies. ○ More attendance to events and conferences.

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<ul style="list-style-type: none">○ Review the Job Descriptions, person specifications and interview questions for every role.	<ul style="list-style-type: none">○ Hold more events for people to attend.○ Media training – creation of media policy.
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FUNDRAISING

AMAT UK continued to develop its fundraising and communication strategies across 2022/23, and it was a year that was marked by significant improvements in the fundraising infrastructure of the organisation.

This was in part due to the recruitment of a Development Officer who was able to develop its fundraising infrastructure by investigating impact monitoring and fundraising systems, alongside data collection and record keeping strategies in order to create a more secure, resilient and agile organisation. They also developed a significant strategy for diversifying income which AMAT began implementing and will be set to maximise in 2023/24.

Fundraising and diversifying income continues to be a challenge in the current climate, and many organisations that would have funded AMAT previously are looking to fund charities with smaller turnovers. However over 2022/23 AMAT successfully delivered for Medway Council's floating support contract of £400K. This saw the organisation providing its exceptional support to 250 vulnerable and disadvantaged people in the community at any one time. Over the course of the year AMAT delivered to 640 people at risk of homelessness.

The organisation continues to develop the website and amplify AMAT's social media presence. Regular CEO Blogs and 'case study' social media posts have received a good engagement and have been important tools in conveying the issues AMAT faces and addresses. The year also saw AMAT's most successful BIG GIVE Christmas Challenge, receiving £4,000 in donations for musical and creative activities offered to Residents.

Fundraising successes included Fidelity UK Foundation Kent Community Development Fund awarding AMAT UK a grant of £12,864 to develop the fundraising infrastructure of the organisation, and grants from Albert Hunt Foundation (£7,000) and Garfield Weston Foundation (£15,000) to continue activities from 411 Hive supporting both AMAT Residents and the wider local homeless community.

AMAT knows that in 2023/24 the Hive will become even more of a vital resource to the local community, with the cost of living crisis driving up homelessness, exacerbating health issues, and potentially culminating in more harmful coping strategies. To this end it becomes a vitally important resource to sustain and AMAT will continue to ensure that it is able to find the funding to do so.

QUALITY MANAGEMENT SYSTEM

AMAT achieved the Charity excellence framework standard. The Audit team carried out 51 audits, they found 121 observations and issues-115 of them were resolved. The Board and Management team reviewed 101 policy and procedure documents.

RISK MANAGEMENT

The trustees have assessed the major risks to which the charitable company is exposed. With the production of a comprehensive risk register and accompanying action plan, the team were able to remove Covid as a Risk. We were able to achieve 5 mitigations and we added 9 additional risks to existing risk categories, which didn't impact the overall risks.

The board are satisfied that systems and procedures are in place to mitigate the charitable company's exposure to most major risks. The charitable company continues to implement the findings made by its auditors regarding improvements required to the financial systems.

**Trustees' Report
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FINANCIAL MANAGEMENT

AMAT employ a continuous improvement strategy to its financial policy, procedures, and staff to maintain relevance in terms of trends and sector forecasts, in addition to ensuring it is informed in terms of statutory requirements. Trustees routinely review all charitable income, expenditure and reporting through regular Management Accounts, to ensure the financial health of the Charity is being nurtured for sustainability, value for money and quality service delivery.

TREND ANALYSIS

Due to the rapid pace of change in the sector the Senior Management Team remain vigilant to the emerging environment and carrying out an environmental scanning exercise annually. AMAT will continue to develop its staff teams, ensuring that training is up-to-date and ensuring that staff competencies are high. AMAT's senior staff will continue to hold good relationships with key partner organisations and develop new official partnerships wherever possible.

Financial review

Income for the year amounted to £4.3m, up £510k compared to income in 2021/2022. The principal reasons for the rise were the increase in income from the provision of facilities (up £366k) and housing and support (up £114k).

Total expenditure for the year was also up, rising to £4.1m. Most of this expenditure related to core costs incurred directly from the housing and support charitable activity.

The result for the year was a surplus of £174k, compared to a deficit of £99k in the previous year.

At 31 March 2023 the charity therefore had fund balances of £1.14m, up from £962k. Of these £27k (2022: £19k) related to restricted funds leaving £1.11m (2022: £943k) in unrestricted funds.

Unrestricted funds do include capitalised fixed assets which are hence not available to freely spend on any of the charity's purposes. At 31 March 2023 the net book value of fixed assets, including property held for charitable purposes, was £989k (2022: £1.02m) and there were related loans secured on these assets related to their purchase of £445k (2022: £458k). Unrestricted funds therefore include a net £544k (2022: £564k) in relation to property and other tangible assets.

The charity's true 'free' reserves as at 31 March 2023, after deducting the net amounts tied up in fixed assets, therefore amounted to £565k (2022: £378k).

Reserves policy

It is the trustees' policy to ensure at any one time there are sufficient free reserves to meet the immediate operating costs of the charitable company for a minimum of up to four weeks - approximately £320k. This level has been achieved and the continuation of our three year fundraising strategy should ensure that the charitable company develops reserves further over the next few years. In the long term the charitable company will aim for funds equivalent to the operating costs of 3 months as reserves.

Closing statement

The Board are pleased with progress this year, relieved that there is continuous improvement as AMAT goes from strength to strength. The landscape post pandemic is worrying for everyone, lurching straight into a cost-of-living crisis and a war in Ukraine. There has been an increase in homelessness, despite government promises to end homelessness by 2024.

AMAT UK's significant achievements over this year have been mobilising and successfully delivering on the Floating Support contract. Celebrating our 25th Anniversary so well, with our Residents, volunteers, partners and staff. AMAT continues to deliver an award-winning service locally. AMAT has finished this year in a strong position, to tackle the challenges ahead. The Board and team look forward to systemic change and the end of homelessness so that AMAT no longer needs to exist.

AMATUK

Trustees' Report For the Year Ended 31 March 2023

Auditor

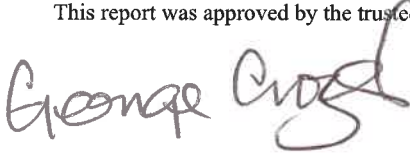
The auditors, UHY Hacker Young, have indicated their willingness to remain in office, and the appointment of auditors for 2022/23 will be considered at the forthcoming Annual General Meeting.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that, so far as that Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the trustees and signed on their behalf by:



Mr. G. Crozer, Chair

Date: 11 October 2023



Mrs. E. Paterson

AMATUK

(A company limited by guarantee)

Independent Auditors' Report to the Members of AMATUK

Opinion

We have audited the financial statements of AMATUK (the 'charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

AMATUK

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Independent Auditors' Report to the Members of AMATUK (continued)

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

How the audit was considered capable of detecting irregularities including fraud

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

- we identified the laws and regulations applicable to the charity through discussions with management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the charity, including the Companies Act 2006;

AMATUK

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Independent Auditors' Report to the Members of AMATUK (continued)

- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

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

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

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

Allan Hickie BSc FCA (Senior Statutory Auditor)

for and on behalf of
UHY Kent LLP
Chartered Accountants
Statutory Auditors
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

Date: 29 November 2023

AMATUK

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Statement of financial activities (incorporating income and expenditure account) For the Year Ended 31 March 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Income from:					
Donations and legacies	4	13,452	60,775	74,227	18,033
Charitable activities	5	4,173,768	-	4,173,768	3,705,158
Investments	6	3,985	-	3,985	18,642
Total income		4,191,205	60,775	4,251,980	3,741,833
Expenditure on:					
Raising funds		6,456	-	6,456	4,310
Charitable activities	7	4,018,065	53,238	4,071,303	3,836,489
Total expenditure		4,024,521	53,238	4,077,759	3,840,799
Net movement in funds before other recognised gains		166,684	7,537	174,221	(98,966)
Other recognised gains:					
Gains on revaluation of fixed assets		-	-	-	190,219
Net movement in funds		166,684	7,537	174,221	91,253
Reconciliation of funds:					
Total funds brought forward		942,598	19,090	961,688	870,435
Net movement in funds		166,684	7,537	174,221	91,253
Total funds carried forward	17	1,109,282	26,627	1,135,909	961,688

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

The notes on pages 24 to 39 form part of these financial statements.

AMATUK**(A company limited by guarantee)****Registered number: 05159125**

Balance Sheet
As at 31 March 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible assets	13	739,868	771,655
Investment property	12	250,000	250,000
Current assets			
Debtors	14	518,351	425,035
Cash at bank and in hand		435,630	383,150
		<u>953,981</u>	<u>808,185</u>
Creditors: amounts falling due within one year	15	(363,524)	(425,275)
Net current assets		<u>590,457</u>	<u>382,910</u>
Total assets less current liabilities		<u>1,580,325</u>	<u>1,404,565</u>
Creditors: amounts falling due after more than one year	16	(444,416)	(442,877)
Total net assets		<u><u>1,135,909</u></u>	<u><u>961,688</u></u>
Charity funds			
Restricted funds	17	26,627	19,090
Unrestricted funds	17	1,109,282	942,598
Total funds		<u><u>1,135,909</u></u>	<u><u>961,688</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Mr. G. Crozer
(Chair of Trustees)



Mrs. E. Paterson

Date: 11 October 2023

The notes on pages 24 to 39 form part of these financial statements.

AMATUK
(A company limited by guarantee)

Statement of Cash Flows
For the Year Ended 31 March 2023

	2023	<i>2022</i>
	£	<i>£</i>
Cash flows from operating activities		
Net cash used in operating activities	99,990	<i>(43,369)</i>
Cash flows from investing activities		
Dividends, interests and rents from investments	3,985	<i>18,642</i>
Proceeds from the sale of tangible fixed assets	750	<i>7,751</i>
Purchase of tangible fixed assets	(33,446)	<i>(28,043)</i>
Net cash used in investing activities	(28,711)	<i>(1,650)</i>
Cash flows from financing activities		
Cash inflows from new borrowing	58,256	<i>-</i>
Repayments of borrowing	(41,494)	<i>(110,144)</i>
Net cash provided by/(used in) financing activities	16,762	<i>(110,144)</i>
Change in cash and cash equivalents in the year	88,041	<i>(155,163)</i>
Cash and cash equivalents at the beginning of the year	347,589	<i>502,752</i>
Cash and cash equivalents at the end of the year	435,630	<i>347,589</i>

The notes on pages 24 to 39 form part of these financial statements

AMATUK

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2023

1. General information

The charitable company is a company limited by guarantee, registered in England and Wales. Its registered office is 411 High Street, Chatham, England, ME4 4NU.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

AMATUK meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The trust is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the trust being wound up, the liability in respect of the guarantee is limited to £1 per member of the trust.

2.3 Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern.

The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Homelessness is a real and growing national issue. AMATUK is the largest supplier of services in supported accommodation in Medway for those who are, or who are at risk of homelessness. AMATUK have developed through continuous improvement, an exemplary service and builds upon the success of the Charity year on year.

2.4 Income

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

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

AMATUK

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Notes to the Financial Statements For the Year Ended 31 March 2023

2. Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Land	- Nil
Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 10-25% straight line

2.7 Investment property

Investment property is measured at fair value at each reporting date with changes in fair value recognised in 'net gains on investment property' in the Statement of Financial Activities and added to reserves in a separate revaluation reserve.

2.8 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

AMATUK

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Notes to the Financial Statements For the Year Ended 31 March 2023

2. Accounting policies (continued)

2.10 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Provision for doubtful debts:

AMATUK's policy is set to allow residents the best possible opportunity to pay debts off which means longstanding debts remain in debtors longer than expected times in a commercial environment. Residents who leave the service in debt and return within a two year period have their debt remain and be managed. All bad debt is written off two years after the resident has vacated.

Fair value of Investment and Freehold Properties:

The charity's investment property and freehold properties were all professionally valued in 2022 on an open market basis. No formal valuation has been obtained for the 2023 year end, instead the trustees have opted to review the market and have concluded that no material changes to the valuations from 2022 need be reflected. However, there is an inevitable degree of judgement involved in that each property is unique and value can only ultimately be reliably tested in the market itself.

There are no further significant areas of judgement or key assumptions that affect items in the financial statements other than those included within the accounting policies described above.

4. Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	13,452	-	13,452	13,433
Grants	-	60,775	60,775	4,600
	<u>13,452</u>	<u>60,775</u>	<u>74,227</u>	<u>18,033</u>
<i>Analysis of 2022 total by fund</i>	<u>13,433</u>	<u>4,600</u>	<u>18,033</u>	

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Notes to the Financial Statements
For the Year Ended 31 March 2023

5. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Housing and support	3,439,932	3,439,932	3,326,390
Temporary accommodation	154,441	154,441	165,231
Provision of facilities	579,395	579,395	213,537
	<u>4,173,768</u>	<u>4,173,768</u>	<u>3,705,158</u>
<i>Analysis of 2022 total by fund</i>	<u>3,705,158</u>	<u>3,705,158</u>	

6. Investment income

	Unrestricted funds 2023 £	Total funds 2023 £	<i>Total funds 2022 £</i>
Rent receivable	3,583	3,583	18,624
Bank interest	402	402	18
	<u>3,985</u>	<u>3,985</u>	<u>18,642</u>
<i>Analysis of 2022 total by fund</i>	<u>18,642</u>	<u>18,642</u>	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	<i>Total 2022 £</i>
Housing and support	4,018,065	53,238	4,071,303	3,836,489
<i>Analysis of 2022 total by fund</i>	<u>3,758,233</u>	<u>78,256</u>	<u>3,836,489</u>	

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

8. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £	Total funds 2022 £
Housing and support	3,976,781	94,522	4,071,303	3,836,489
<i>Analysis of 2022 total by fund</i>	<i>3,756,112</i>	<i>80,377</i>	<i>3,836,489</i>	

Analysis of direct costs

	Total funds 2023 £	Total funds 2022 £
Staff costs	1,362,370	1,165,267
Depreciation	56,324	57,466
Rent	1,569,808	1,596,445
Repairs and maintenance	200,427	199,403
Security services	89,930	8,789
Fire, health and safety	9,221	26,930
Training and staff costs	18,892	15,060
Motor and travel	16,795	10,343
Telephone	65,750	41,330
Gas and utilities	183,565	229,816
Council tax and water rates	135,795	145,188
Hostel supplies and refreshments	75,955	65,221
Cleaning and laundry	21,998	28,476
Legal and professional	54,037	71,419
Counselling fees	-	3,969
Finance charges and interest	6,366	6,414
Insurance	50,501	41,868
Bad debts	36,888	28,271
Sundry	22,159	14,437
	3,976,781	3,756,112

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Notes to the Financial Statements
For the Year Ended 31 March 2023

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2023	<i>Total funds 2022</i>
	£	£
Postage, stationery and computing	48,678	45,325
Legal and professional	10,000	9,000
Payroll and management accountancy	7,478	7,414
Finance charges and interest	28,366	18,638
	<u>94,522</u>	<u>80,377</u>

9. Auditors' remuneration

	2023	<i>2022</i>
	£	£
Fees payable to the charity's auditor for the audit of the charity's annual accounts	<u>10,000</u>	<u>9,000</u>

10. Staff costs

	2023	<i>2022</i>
	£	£
Wages and salaries	1,238,055	1,067,368
Social security costs	98,764	78,486
Contribution to defined contribution pension schemes	25,551	19,413
	<u>1,362,370</u>	<u>1,165,267</u>

A statutory redundancy payment of £2,250 (2022: £2,448) was paid to one (2022: one) employee.

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

	2023	<i>2022</i>
	No.	No.
Management	8	8
Other staff	50	50
	<u>58</u>	<u>58</u>

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

10. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

	2023	<i>2022</i>
	No.	<i>No.</i>
Management	8	8
Other staff	47	44
	<u>55</u>	<u>52</u>

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

The key management personnel of the charitable company comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the charitable company was £196,205 (2022 - £146,213).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022 - *£NIL*).

During the year ended 31 March 2023, expenses totalling £NIL were reimbursed or paid directly to Trustees (2022 - *£83 to 1 Trustee*). The expenses in 2022 related to broadband charges in respect of being a board member.

12. Investment property

	Freehold investment property £
Valuation	
At 1 April 2022	250,000
At 31 March 2023	<u>250,000</u>

The freehold investment property was independently valued by Knight Freeman Chartered Surveyors on 14 March 2022 at a value of £250,000. The trustees have considered the valuation this year and deemed that there has been no change.

AMATUK
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Notes to the Financial Statements
For the Year Ended 31 March 2023

13. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 April 2022	675,000	39,666	288,475	1,003,141
Additions	-	-	33,446	33,446
Disposals	-	-	(74,155)	(74,155)
At 31 March 2023	<u>675,000</u>	<u>39,666</u>	<u>247,766</u>	<u>962,432</u>
Depreciation				
At 1 April 2022	-	15,131	216,355	231,486
Charge for the year	11,341	6,172	38,811	56,324
On disposals	-	-	(65,246)	(65,246)
At 31 March 2023	<u>11,341</u>	<u>21,303</u>	<u>189,920</u>	<u>222,564</u>
Net book value				
At 31 March 2023	<u>663,659</u>	<u>18,363</u>	<u>57,846</u>	<u>739,868</u>
At 31 March 2022	<u>675,000</u>	<u>24,535</u>	<u>72,120</u>	<u>771,655</u>

The freehold property was independently valued by Knight Freeman Chartered Surveyors on 14 March 2022 at a value of £675,000. The trustees have considered the valuation this year and deemed that there has been no change.

The charity has adopted a policy of revaluation for freehold property. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2023 £	2022 £
Freehold property	<u>547,212</u>	<u>559,306</u>

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Notes to the Financial Statements
For the Year Ended 31 March 2023

14. Debtors

	2023	<i>2022</i>
	£	<i>£</i>
Due within one year		
Trade debtors	384,170	<i>357,648</i>
Prepayments and accrued income	134,181	<i>67,387</i>
	<u>518,351</u>	<u><i>425,035</i></u>

15. Creditors: Amounts falling due within one year

	2023	<i>2022</i>
	£	<i>£</i>
Bank overdrafts	-	<i>35,561</i>
Bank loans	14,667	<i>14,667</i>
Other loans	15,223	<i>-</i>
Trade creditors	48,636	<i>137,100</i>
Other taxation and social security	64,890	<i>31,535</i>
Other creditors	128,553	<i>144,906</i>
Accruals and deferred income	91,555	<i>61,506</i>
	<u>363,524</u>	<u><i>425,275</i></u>
	2023	<i>2022</i>
	£	<i>£</i>
Deferred income at 1 April 2022	40,407	<i>28,668</i>
Resources deferred during the year	40,392	<i>40,407</i>
Amounts released from previous periods	(40,407)	<i>(28,668)</i>
	<u>40,392</u>	<u><i>40,407</i></u>

Deferred income comprises housing benefit, shortfall and rental income relating to the next accounting period.

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

16. Creditors: Amounts falling due after more than one year

	2023	<i>2022</i>
	£	<i>£</i>
Bank loans	430,749	442,877
Other loans	13,667	-
	<u>444,416</u>	<u>442,877</u>

Bank loans comprise:

A mortgage secured over 423 High Street, Chatham, a freehold property owned by the trust. The mortgage is repayable by equal monthly repayments over 25 years until 2042 at an initial fixed rate of 4% until 2030.

A mortgage secured over 409-415 High Street, Chatham, a freehold property owned by the trust. The mortgage is repayable by variable monthly repayments over 25 years until 2043 at a variable interest rate of the base rate plus 3.6%.

Other loans comprise:

A loan of £20,000 from Kent Community Foundation via the Kent Social Enterprise Loan Fund, to assist with the purchase and installation of a lift at 411 High Street, Chatham. The loan is repayable over 5 years at an interest rate of 5% per annum. The amount outstanding at 31 March 2023 was £17,667.

A credit agreement of £37,456 with Close Brothers Premium Finance, taken out in respect of the various annual insurance premiums. Repayments are made in 9 monthly instalments, with the final payment made in June 2023. The amount outstanding at 31 March 2023 was £11,223.

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2023	<i>2022</i>
	£	<i>£</i>
Payable or repayable by instalments	<u>370,354</u>	<u>382,482</u>

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

17. Statement of funds**Statement of funds - current year**

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
Unrestricted funds				
General Fund	752,379	4,191,205	(4,024,521)	919,063
Revaluation Reserve	190,219	-	-	190,219
	<u>942,598</u>	<u>4,191,205</u>	<u>(4,024,521)</u>	<u>1,109,282</u>
Restricted funds				
Edward Gostling Foundation	-	5,000	(5,000)	-
Ground Works	-	1,500	(1,500)	-
Kent Community Foundation	-	6,000	(6,000)	-
Nationwide Foundation	19,090	-	(10,871)	8,219
Albert Hunt Trust	-	7,000	(3,498)	3,502
Garfield Weston Foundation	-	15,000	(5,000)	10,000
Active Travel Grant	-	500	(500)	-
The National Lottery Fund - Performance for All	-	8,404	(5,682)	2,722
Fidelity UK Foundation Community Development Fund	-	12,864	(10,680)	2,184
The Neighbourly B&Q Foundation	-	4,507	(4,507)	-
	<u>19,090</u>	<u>60,775</u>	<u>(53,238)</u>	<u>26,627</u>
Total of funds	<u>961,688</u>	<u>4,251,980</u>	<u>(4,077,759)</u>	<u>1,135,909</u>

AMATUK

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2023

17. Statement of funds (continued)

The Nationwide Foundation grant (managed by Kent Community Foundation) is funding to supply a resettlement worker to assist residents to successfully move on to independent, permanent living. The grant, awarded in 2019/20, will be spent by September 2023

The National Lottery Fund - Performance for All grant is funding to provide creative sessions with Residents and work to produce art which depicts the history of AMAT UK. This was used to produce a mural for the side of 411 High Street and a bespoke collage art piece depicting a selection of supporting activities AMAT UK provide .

The Fidelity UK Foundation Community Development Fund grant provides platforms and consultancy to help AMAT develop a comprehensive fundraising strategy including a donor management platform.

Two Ground Works grants were received in the year. £1k was given for the provision of healthy cooking classes and £500 for Christmas activities and supplies.

The Edward Gostling Grant and Kent Community Foundation Gent funded the Lift Installation at 411 High Street.

The Albert Hunt Trust grant provided funds for The Hive Medway.

The Garfield Weston Foundation provided funding of £15k per annum for 3 years, to fund the running of The Hive Medway.

The Active Travel Grant provided by Medway Council gave funds to provide wellbeing assets for staff. AMAT used this money to purchase bike racks and showering kits.

The Neighbourly B&Q Foundation Grant provided funding for the refurbishment of property.

Prior year grants:

The National Lottery Community Fund grant received in the year is funding towards the 3 year AMATUK Hub project, which will run education and employment courses for homeless adults, and improve their access to healthcare opportunities, social situations and groups. Further funding was received by the National Lotteries to aid the organisation through the COVID 19 pandemic and enhancing digital services.

The People's Postcode Trust grant is funding towards equipment and perishables for the training kitchen and activities at 14 Meadowbank Road (as part of the Healthy Eating project).

The Reach Fund grant is funding to aid AMATUK in strategic business planning.

The Screwfix Foundation grant was received to increase maintenance in 411 High Street the primary home of the Hub.

Social investors Change Management funding has allowed AMATUK to deliver Change Management Training in a period of significant change for the organisation.

The project for which the B&Q funding was received was to completely refurbish one of our properties – work included decoration and a bathroom and kitchen refit. AMAT UK is one of the only supported housing providers that will accommodate couples. The property that was renovated is used to house a homeless couple who are by our team and resettlement officer to ensure that they are ready and have the necessary skills to return to independent living.

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

17. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2021</i>	<i>Income</i>	<i>Expenditure</i>	<i>Gains/ (Losses)</i>	<i>Balance at 31 March 2022</i>
	£	£	£	£	£
Unrestricted funds					
General Fund	777,689	3,737,233	(3,762,543)	-	752,379
Revaluation Reserve	-	-	-	190,219	190,219
	<u>777,689</u>	<u>3,737,233</u>	<u>(3,762,543)</u>	<u>190,219</u>	<u>942,598</u>
Restricted funds					
The National Lotteries Community Fund	44,734	-	(44,734)	-	-
Peoples PostCode Trust	894	-	(894)	-	-
Reach Fund	8,900	-	(8,900)	-	-
Nationwide Foundation	33,788	-	(14,698)	-	19,090
The Screwfix Foundation	4,280	-	(4,280)	-	-
Change Manage Social Investors	150	-	(150)	-	-
B&Q	-	4,600	(4,600)	-	-
	<u>92,746</u>	<u>4,600</u>	<u>(78,256)</u>	<u>-</u>	<u>19,090</u>
Total of funds	<u><u>870,435</u></u>	<u><u>3,741,833</u></u>	<u><u>(3,840,799)</u></u>	<u><u>190,219</u></u>	<u><u>961,688</u></u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
	£	£	£
Tangible fixed assets	739,868	-	739,868
Investment property	250,000	-	250,000
Current assets	927,354	26,627	953,981
Creditors due within one year	(363,524)	-	(363,524)
Creditors due in more than one year	(444,416)	-	(444,416)
Total	<u><u>1,109,282</u></u>	<u><u>26,627</u></u>	<u><u>1,135,909</u></u>

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2022 £</i>	<i>Restricted funds 2022 £</i>	<i>Total funds 2022 £</i>
Tangible fixed assets	771,655	-	771,655
Investment property	250,000	-	250,000
Current assets	789,095	19,090	808,185
Creditors due within one year	(425,275)	-	(425,275)
Creditors due in more than one year	(442,877)	-	(442,877)
Total	942,598	19,090	961,688

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

	2023 £	2022 £
Net income/expenditure for the year (as per Statement of Financial Activities)	174,221	(98,966)
Adjustments for:		
Depreciation charges	56,324	57,466
Dividends, interests and rents from investments	(3,985)	(18,642)
Loss/(profit) on the sale of fixed assets	8,159	(1,130)
Increase in debtors	(93,316)	(35,317)
Increase/(decrease) in creditors	(41,413)	53,220
Net cash provided by/(used in) operating activities	99,990	(43,369)

20. Analysis of cash and cash equivalents

	2023 £	2022 £
Cash in hand	435,630	383,150
Overdraft facility repayable on demand	-	(35,561)
Total cash and cash equivalents	435,630	347,589

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2023**

21. Analysis of changes in net debt

	At 1 April 2022	Cash flows £	At 31 March 2023
	£		£
Cash at bank and in hand	383,150	52,480	435,630
Bank overdrafts repayable on demand	(35,561)	35,561	-
Debt due within 1 year	(14,667)	(15,223)	(29,890)
Debt due after 1 year	(442,877)	(1,539)	(444,416)
	<u>(109,955)</u>	<u>71,279</u>	<u>(38,676)</u>

22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £25,551 (2022 - £19,413) were payable to the fund at the balance sheet date and are included in creditors.

23. Operating lease commitments

At 31 March 2023 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2023	2022
	£	£
Not later than 1 year	774,924	722,505
Later than 1 year and not later than 5 years	1,471,906	1,283,048
Later than 5 years	70,130	289,218
	<u>2,316,960</u>	<u>2,294,771</u>

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2023

24. Related party transactions

Recruitment Warehouse, a business controlled by Mr. G. Crozer, trustee and director

Goods and services amounting to £14,301 (2022 - £15,106) were purchased from Recruitment Warehouse for waste disposal. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2023 the trust owed £Nil (2022 - £1,610) to Recruitment Warehouse.

Ms. C. Smithurst, the daughter of trustee and director, Mr. D. Bloomfield

Services amounting to £8,860 (2022 - £21,853) were provided by Ms. C. Smithurst. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2023 the trust owed £200 (2022 - £Nil) to Ms. C. Bloomfield.

Branch Fire & Safety LLP, controlled by trustee and director Mrs. S. Burley and her husband Mr J Burley, Advisory board member, both of which resigned from 2nd March 2023

Services amounting to £5,086 (2022 - £29,128) were provided by Mr. J. Burley. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2022 the trust owed £Nil (2022 - £1,498) to Mr. J. Burley.

Other relationships

L Charles, the sister-in-law of trustee and director, Mr. C. Doyle is employed by the Charity and is part of key management.

C Smithurst, the daughter of trustee and director, Mr. D. Bloomfield is employed by the Charity and is part of key management.

Mr. A. Anderson, trustee and director is a resident with AMAT. Therefore housing benefit is claimed from the council in relation to them and the shortfall is paid by the trustee to AMAT.

AMAT UK

England & Wales - Charity number 1111057

Accounts

Registered number: 05159125
Charity number: 1111057

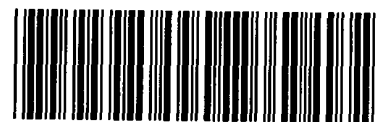
AMATUK
(A company limited by guarantee)

Trustees' Report and Financial Statements

For the Year Ended 31 March 2022



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COMPANIES HOUSE

AMATUK
(A company limited by guarantee)

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AMATUK

(A company limited by guarantee)

**Reference and Administrative Details of the Charity, its Trustees and Advisers
For the Year Ended 31 March 2022**

Trustees	Mr. G. T. Crozer, Chair of Trustees Mrs. E. Paterson Ms. A. McNally (resigned 27 April 2021) Mrs. S. Burley Mr. S. Phipps (appointed 14 April 2021) Mr. D. Bloomfield Mr. C. Doyle Ms. K. Bourne (appointed 5 July 2021) Mr. R. Kirwan (appointed 5 July 2021, resigned 20 December 2021) Mr. A. Alexander (appointed 11 May 2022) Mr. J. Clay (appointed 11 May 2022) Ms. A. Bostock (appointed 15 October 2021)
Company registered number	05159125
Charity registered number	1111057
Registered office	411 High Street Chatham Kent ME4 4NU
Company secretary	Mrs. E. Paterson
Independent auditors	UHY Kent LLP t/a UHY Hacker Young Chartered Accountants Thames House Roman Square Sittingbourne Kent ME10 4BJ
Bankers	Lloyds Bank plc 82 Mount Pleasant Road Tunbridge Wells Kent TN1 1RP

AMATUK

Trustees' Report For the Year Ended 31 March 2022

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, present their annual report together with the audited financial statements of AMATUK for the year ended 31 March 2022. The trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of its governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities".

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The charity is a charitable company limited by guarantee and is governed by its Memorandum and Articles of Association dated 21 June 2004. The registered company and charity numbers are stated on the first page of this annual report.

Method of appointment or election of trustees

Trustees are appointed by existing trustees in accordance with the Articles of Association. No other bodies or individuals are entitled to nominate or appoint trustees.

Policies adopted for the induction and training of trustees

Induction for trustees is arranged and coordinated on an individual basis. New trustees are mentored by existing, experienced trustees.

Organisational structure and decision making

Under the terms of the Articles of Association, the charitable company is managed by a council of management which must have a minimum of 3 members. One third of council members retire annually on rotation but retiring members are eligible for re-election.

The trustees in office at the year-end are shown on page 1.

The trustees delegate the day-to-day responsibility for running the charitable company to its Chief Executive Officer, Senior Managers, Managers, and staff.

OBJECTIVES AND ACTIVITIES

The charitable company's objects under its Memorandum of Association are:

- To relieve those in need, particularly, but not exclusively, single adults who are homeless or experiencing financial hardship, by providing them with temporary and permanent accommodation.
- To further such other charitable purposes as the trustees in their absolute direction see fit for the benefit of such persons.

Activities for achieving objectives

The principal activities of the charitable company are:

- accommodation for homeless people
- supporting homeless people
- collaboration with partner organisations.

AMAT provides safe and suitable accommodation for homeless people in Medway and Maidstone. Accommodation is supplied through a variety of private landlords and is intensively managed by the charitable company under management agreements. Income, to fund rents, housing management and maintenance costs, is generated through rent charges which are subsidised by way of housing benefit. Being a registered charity and a provider of support to very vulnerable people, AMAT is able to access an enhanced level of housing benefit to pay for intensive housing management.

AMAT has 24 years' experience of supporting homeless people (referred to as Residents) with the aim of addressing the complex issues that cause and perpetuate their homeless situation, so they can work towards independent living. The organisation uses the Homeless Star on Homelesslink's CRM, In-Form to create individual support plans and risk assessments and is continually developing a strength-based and trauma-informed approach to achieve the best possible outcomes for homeless Residents.

In addition to regular 1-2-1 meetings with support workers, AMAT Residents and the local community can also access the 411 HUB as a 'one-stop shop' which provides bespoke, person-centered support, peer-led well-being activities; employment, education and volunteering opportunities, alongside effective partnership working with specialist agencies to address any additional complex and/or specialist needs.

AMATUK

Trustees' Report For the Year Ended 31 March 2022

Over the course of 2021/22, AMAT UK's trustees, alongside the CEO and Senior Managers reviewed the organisation's activities designed to achieve the objectives of the charitable company to ensure they were fit for purpose. 2021/22 has seen AMAT remain resilient in the face of a dramatically changing world with continued challenges for the homeless community. At the same time, it has continued to develop and strengthen the infrastructure of the charity and completed an excellent first year on its new Business Plan in order to ensure that it continues to deliver an award-winning service working with and for those who find themselves homeless or at risk of homelessness.

VISION

For all homeless adults to have access to safe accommodation and the necessary support to rebuild their lives.

MISSION

To reduce and prevent homelessness by providing accommodation and re-building lives, through personalised support and collaboration with other partner organisations.

OUR VALUES AND GUIDING PRINCIPLES

- **Positive Outlook:** AMAT UK gives chances, celebrates accomplishments, and uses a positive approach to inspire and build confidence amongst Residents.
- **Person-centred:** AMAT UK provides tailored services for each Resident; recognising that each adult requires support specific to their needs and circumstances – there is no 'one size fits all' approach.
- **Strength-based:** AMAT UK recognises and builds on the strengths of its Residents and staff, promoting positive connections within the service of the organisation, and the wider community.
- **Reflective Practice:** AMAT UK promotes self-responsibility in both Residents and staff; recognising all people have different ways of coping with adversity and encourages development through reflective practice.
- **In Partnership:** AMAT UK works with partner organisations and community groups to enable a wide range of opportunities for Residents and access to vital support.
- **Respect & Dignity:** AMAT UK is committed to ensuring staff, Residents, and partners operate in a way that safeguards people's dignity and always treats them with respect.
- **Accountable:** AMAT UK commits to being accountable to its Residents and the communities that it serves.
- **Co-production:** Residents and staff are encouraged to shape AMAT services to best meet the needs of the local community.

PUBLIC BENEFIT STATEMENT

The trustees have reviewed and developed the aims, objectives and activities of the charity, as well the progress AMAT has made over its 24 years of operation. This report looks at what AMAT has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits that AMAT has brought to those homeless and at risk of homelessness. The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to AMAT's aims, objectives and current strategic intentions.

ACTIVITIES AND ACHIEVEMENTS

In November 2020, AMAT UK brought together key members of staff, the Board and Residents to identify a Theory of Change defining the work of the organisation. This Theory of Change, outlined in the graphic below, was formally adopted in May 2021 and has supported the charity with a unified approach to the foundations of what AMAT does to achieve its mission, vision, and values. It has also created a template for measuring the impact of what we do and our success in empowering change in the lives of homeless people.

Trustees' Report
For the Year Ended 31 March 2022



AMAT's Theory of Change for residents

Version 2 Date 11/01/21



Challenges	Services	Short-term	Long-term	Goals
<p>NEEDS AND STRENGTHS WE WORK TO MEET</p> <p>The needs we work to meet</p> <p>People become homeless for different reasons. Our adult residents often have multiple and complex needs, in addition to their housing needs</p> <p>This can include poor physical health and mental health difficulties, alongside harmful coping mechanisms often caused by past trauma and abuse, or adverse life events, such as bereavement, job loss or relationship breakdown</p> <p>Being homeless can, in turn, make many of these problems even harder to resolve, as barriers can prevent residents accessing appropriate services</p> <p>Residents' strengths</p> <p>Our residents are resilient and adaptable people, with well-developed abilities to get through life using humour and other coping strategies.</p> <p>Many have previous careers, skills and passions, and a desire to change their situation.</p>	<p>ACTIVITIES WE PROVIDE</p> <p>We offer timely supported housing to homeless adults in the Medway and Maidstone area Housing, which is safe and appropriate, and where residents can live as long as they need</p> <p>Experienced AMAT staff model healthy relationships and work using conflict resolution strategies. Staff are available 7 days a week, all year around</p> <p>We are developing a strength-based approach for support and advocacy for residents. Through tailored support and risk management plans, allocated support workers support residents by focusing on their strengths and by addressing any areas of need.</p> <p>Facilitated through 411 HUB, we provide multiagency support services, job searching, training and resettlement courses, social activities and clubs – building a community of social support</p> <p>Peer mentoring and volunteering enable on-going relationship building and opportunities for learning and practicing new skills</p>	<p>OUTCOMES FOR (NEW) RESIDENTS</p> <p>Residents live in safe, decent and well-maintained, supported housing</p> <p>Residents (and their pets) basic needs for food, water and heating are met</p> <p>Residents feel welcome and supported</p> <p>Residents sustain their accommodation</p> <p>Residents are supported to identify their skills and strengths</p> <p>Residents identify the issues that contributed to their homelessness</p>	<p>OUTCOMES FOR RESIDENTS</p> <p>Independence</p> <ul style="list-style-type: none"> Residents are addressing the issues that contributed to their homelessness Mental health issues and neuro-diversities (e.g. dyslexia, autism, bipolarity, ADHD) are recognised and supported Residents have better physical health and are accessing healthcare for any needs arising Residents appreciate their own skills and strengths, and are actively engaged to strengthen them Residents fulfil their aspirations for volunteering, training, education and employment <p>Life skills & housing</p> <ul style="list-style-type: none"> Residents identify and develop life skills needed for independent living (know how to shop, cook, clean, pay bills) Residents know where and how they want to live, and feel confident to move into independent accommodation Residents successfully manage the practical and emotional challenges of living independently <p>Social skills, friendships & relationships</p> <ul style="list-style-type: none"> Residents can deal with challenges in their lives, including in friendships and relationships, without depending on harmful coping strategies Residents feel rooted in their local community, and have positive social connections with those around them Residents know and can access peer to peer mentoring, helplines and specialist support. 	<p>OVERALL GOALS AMAT WORKS TOWARDS</p> <p>Residents live independent and fulfilling lives</p> <p>Residents live in safe, appropriate and stable accommodation</p> <p>Residents are able to sustain healthy friendships and relationships with themselves and others</p>

SHORT TERM GOALS FOR NEW RESIDENTS

- Residents live in safe, decent and well maintained, supported accommodation
- Residents and their pets, basic needs for food, water and heating are met

AMAT accommodates a broad range of people who become homeless, from those sleeping rough to the 'hidden homeless' who may be sofa-surfing or staying with friends. Homeless people are referred (or self-refer) from a variety of sources, e.g., local authorities, the prison service, voluntary sector organisations, etc. The charity provides a variety of properties from single rooms in shared housing to flats depending on the individual's need.

During 2021/2022, AMAT:

- Provided accommodation and support services to an average of 282 Residents at any one time.
- Received approximately 426 referrals for or from people experiencing homelessness.
- Housed approximately 146 new Residents, 5 of whom were housed with their pets. Taking the total number of Residents with pets to 28.
- Accepted approximately 13 families into AMAT Temporary Accommodation for local authorities.
- 54% of Residents who left AMAT last year left in a positive move-on, either to their own Homechoice accommodation, private rented accommodation, or a reconciliation with family members. This is significantly higher than the national average of 43% (source. Homelesslink report 2020).

**Trustees' Report
For the Year Ended 31 March 2022**

In 2021/22 AMAT achieved a decrease in 'high-risk property Health and Safety risk assessment scores' which went from 9.5% to 2.2%. We returned to carrying out assessments in all of our properties. Once again, AMAT achieved 100% compliance with Gas Safety, HMO's our Electrical Inspection condition report-(EICR) The Board and Senior Management pursued strategic intentions to consolidate the portfolio and improve the quality of the housing stock, including relinquishing an additional 4 properties. During 2021-2022, AMAT continued to reduce the outstanding maintenance jobs by completing a total of 1108, a reduction of 45% from the previous year alongside fully refurbishing 15 properties. We were also able to acquire 3 new properties of a higher standard.

The charity continues to be the largest provider of supported accommodation in Medway with 102 intensively managed properties. In addition, AMAT has a further 6 properties in Maidstone, Kent. This equates to 340 units of accommodation. Whilst we aim to provide accommodation to those least likely to access housing support elsewhere (single people between 25-60 years old) AMAT will sometimes accommodate couples and individuals with pets. Couples and those with pets are less likely to find accommodation, the provision we are able to supply meets our aims of preventing or reducing homelessness.

- **Residents feel welcome and supported**
- **Residents are supported to identify their skills and strengths**
- **Residents sustain their accommodation**

AMAT's experience of supporting Residents, particularly those with complex and multiple needs, demonstrates a flexible, tailored approach that delivers impact and encourages independent living. AMAT recognises that the causes of homelessness are multiple and therefore support should offer a variety of strategies to engage and empower Residents. When Residents are referred to AMAT, the induction process is led by one experienced support worker, who facilitates the whole process from start to finish resulting in the initial support plan and risk assessment. Residents choose from a support menu and are empowered to decide which key needs should be met first, these support plans place the Resident's view at the centre and are kept up to-date through regular monitoring.

All Residents are involved in and agree a support plan within 6 weeks of arriving. A minimum of 4 goals are identified and transferred into an action plan which sets agreed priorities. The support plan is reviewed with the Resident every 6, 9 or 12 months, depending on the assessment level of low, medium or high need, or when there is a substantial change of circumstances. All support plans are monitored and approved by the Support and Safeguarding Manager and/or Senior Support Worker.



Resident Survey Winter 2021



True or False: Resident Opinions

	True	False
I feel welcome at AMAT	83%	12%
AMAT staff are helpful	81%	12%
I feel part of the AMAT community	76%	17%
I feel accepted for who I am at AMAT	88%	10%



Resident Survey Winter 2021

We asked our Residents what's good about AMAT's support

"I think the hub offers the perfect opportunity to interact with the services & help available"

"The support service is good because you can ask anything & they will try to answer everything (for) you"

"Everything"

"I have participated in very little activities, but those I have attended are really good fun, a chance to meet other residents you would not normally associate with"

In analysing the metrics on successful outcomes for AMAT Residents, it has been discovered that if Residents stay past the first 6 months their outcomes will be better.

Key to supporting Residents in achieving these identified short-term outcomes is helping them navigate the journey from homelessness through AMAT to permanent accommodation and independence. This on the following page, describes a typical Resident journey:



Resident Journey



Referral

AMAT UK wants to help homeless adults in need of accommodation. The individual can contact us themselves or be referred by any other organisation, such as another charity or the Police.



Allocation

AMAT UK aims to place each individual in a room as soon as possible. This could be on the same day as we meet. In the occasional instances that this is not possible to do, we will provide alternative options.



Interview

When a suitable room is available, the homeless adult meets the Allocations Manager to discuss what additional help is needed (such as support accessing benefits, addressing substance misuse, day-to-day stuff, for looking after themselves and their property) and to explain the requirements in terms of tenancy, working with our support staff, and acceptable behaviour.



Becoming Official

Once an individual confirms they wish to live with us, they become an official resident with AMAT UK. They're issued with an 'instant' living kit containing necessary items including towels, cookware and cutlery. At this point we will also support them to make a housing benefit application.



Induction

New residents will be shown around the D11 HUB; our centre for services that help with addiction, resettlement, employment etc. This is the base for activities and social events which are vital for reducing social isolation, improving mental and co-occurring issues. Our staff will meet with them one-to-one to complete a risk assessment and to design a tailored support plan.



Ongoing Support

AMAT UK recognises that each homeless adult who comes to us has individual needs, and some will require more help than others. Our support isn't 'one-size-fits-all'; we work with each resident to set out their personal goals. AMAT UK will support and accommodate homeless individuals for as long as they need us. For some this is for a few months – for others it is a few years. Our person-centred support scheme ensures that we move at the speed that is right for each individual.



Resettlement

Residents who are ready to move on will be supported during the process by a Resettlement Worker. Their individual support plan will be reviewed and centred around preparation for leaving. Each resident will attend our Resettlement Course comprising three sessions: Housing Options, Practical Preparation and Personal Financial Management. Once the resident secures their next accommodation, we ensure they receive three months 'tackling support' from a Resettlement Worker to aid their transition back to independent living.

AMATUK

Trustees' Report For the Year Ended 31 March 2022

As defined in AMAT's Theory of Change for Residents, the organisation works alongside Residents to achievement improvements in the following key areas:

- **Independence**
- **Life-skills and housing**
- **Social skills, friendships, and relationships**

AMAT does this through a combination of three approaches:

- Supporting Residents through 1-2-1 relationships with designated AMAT support workers.
- Access to AMAT's 411 HUB – a 'one-stop shop' providing opportunities, activities, training, and events.
- Collaboration with partner organisations which complement our own work to achieve positive outcomes.

These approaches support Residents to address issues that contribute to causing homelessness. AMAT's 411 HUB exists as a crucial element of this bringing together so many partner organisations, services and social opportunities under one roof. During 2021/22 there were 2,546 individual visits to 411 HUB from our community and 488 AMAT service users visited in that year.

Our values mean that outside of making referrals to specific agencies to address the immediate and obvious issues- the holistic and strength-based approach taken by AMAT also has a positive effect, for instance someone attending an event or activity, provides harm minimisation, meaningful use of time, opportunities to make new friends and reduce social isolation. According to the results from the annual survey.



Resident Survey Winter 2021

We asked our Residents if we embody our Vision and Values....



69% believe AMAT helps people see the good in things to help them feel better about themselves

83% believe AMAT knows every person is different. AMAT helps people in a way that works for them

59% believe AMAT looks for strengths in people, and helps them work with other groups to make their lives better

74% believe AMAT helps people think about themselves, and how they can improve their own lives

72% believe AMAT helps residents to connect with other groups and services that can help them

72% believe AMAT makes sure everyone is respected

71% believe AMAT ask Residents for their thoughts to help change things for the better

68% believe AMAT includes Residents in decisions about the kinds of support offered

AMAT's commitment to supporting our community's mental and physical health remains as robust as ever.

This year AMAT welcomed Rubicon Cares into 411 HUB, their team of highly qualified professionals offer free counselling to victims of crime. Our collaboration brings Rubicon Cares into an area of Medway whose community will significantly benefit from their service. With both a male and female counsellor on-site, AMAT Residents and members of the local community are able to start the healing process from trauma they have faced.

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AMAT's commitment to mental health and neurodiversities are recognised and supported Residents have better physical health and are accessing healthcare for any needs arising.

AMAT's service users have benefitted from 99 hours of talking therapy and 90 Residents undertook steps to improve their self-care with haircuts, talking therapy accessing medical appointments, totalling 183 hours.

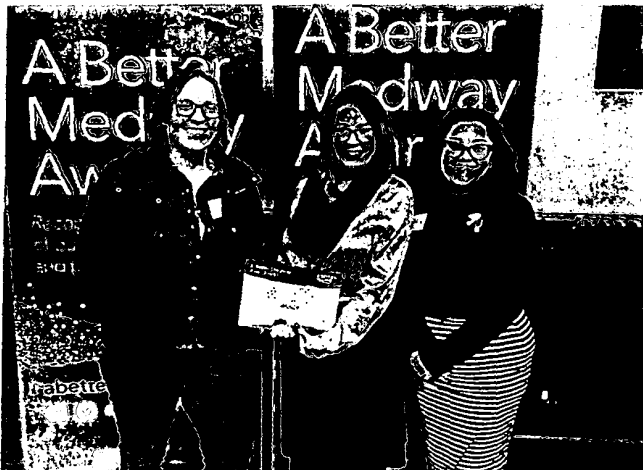
A collaboration with Halfway Surgery, a local GP clinic, enabled AMAT to welcome a specialist 'homeless' Nurse Practitioner and Mental Health Nurses into 411 HUB. The Clinical Care Group (CCG) funding bridged the gap in access to medical assistance for homeless people, who often are not registered with GP's. This provided vital, lifesaving treatment and the following was achieved:

- The discovery of a service user with undiagnosed end stage cancer.
- The treatment of service users with Diabetic feet.
- The dispensing of 232 Covid 19 vaccinations.
- The dispensing of 35 Flu vaccinations in preparation for winter.

The Nurse Practitioner was also able to refer residents to the Mental Health Nurses and in some cases the crisis team, she also supported street homeless people in certain circumstances by referring them to accommodation services and provided holistic support wherever she could.

Case Study: Bob saw the Nurse for a full health check in 411 HUB who encouraged him to participate in AMAT's other services such as our hairdresser which take place bi-monthly. Bob benefitted from a haircut and beard trim; our HUB facilitator said it was the first time she had ever seen Bob smile.

We were very proud to receive an award from Better Medway for outstanding contribution to Mental Health. This was specific recognition for the work that the 411 HUB was able to continue throughout the various lockdowns to support people's mental health through our creative and supportive approach, and having a mental health worker working out of the space.



- Residents appreciate their own skills and strengths and are actively engaged to strengthen them.
- Residents fulfil their aspirations for volunteering, training, education, and employment.

As well as providing support to AMAT Residents, the 411 HUB also provides support to members of the community, such as:

- former residents of Supported Housing who need assistance to maintain their permanent accommodation by receiving help understanding letters and paying bills.
- Those who are on probation seeking ways to meaningfully use their time.

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- Individuals experiencing digital poverty can access the internet in our free-to-use I.T suite. Help is available via the HUB Facilitator for those who are not computer literate.
- People who are socially isolated benefit from the many clubs, activities, and events.
- Volunteering and educational opportunities are available for those looking for ways to personally develop.

In January of 2022 we held a bake-off style competition and invited clients of other local homelessness accommodation providers to join us. Held in our fully equipped catering-standard training kitchen, four individuals from 3 organisations baked and everyone sampled each other's creations. The winner was presented with a certificate and a voucher, everyone took home their baked goods to enjoy.

One of the attendees said "Thank you for keeping me occupied for the past 2 hours and taking my mind off drink and drugs. I've had a really good time."

This not only brings added value to the local area but fosters a sense of community and breaks down barriers and increases confidence for those with a distrust of services.

In terms of use of the vital services provided, this is broken down in the following way:

- 60 Residents participating in 1,472 hours of leisure activities including choir, darts, bingo, and gardening
- 35 hours of training and education, including Medway Adult Education classes held in our I.T suite.
- 4,728.5 hours spent volunteering.
- 458 Residents attending events and activities.
- 29 volunteers gave 4,978 hours of their time ensuring the smooth running of groups, our café space, welcoming visitors on reception and much more.
- 5 peer mentors gave 52 hours of their time supporting Residents and other members of the community.

Our events are designed to support, reduce social isolation, and develop new skills:

Physical wellbeing:

- Women's self-defence class
- Fishing
- Table tennis
- Treasure hunt

Mental wellbeing:

- Desert island discs
- Men's groups
- 2 x therapy services
- Alive and Singing Choir

And a blend of both combined

- Cookery
- Gardening






We also offer: Quiz sessions, Bingo, Darts league, non-league darts, film showings, barbecues, peer mentor run Sunday lunches and floristry.

Last year we started to record feedback from events using a 'smiley face' satisfaction scale. The forms are designed to be as accessible as possible, with large print, basic smiley face images, and brief, plain English explanations. This scale empowers Residents and service users, giving them the ability to provide feedback anonymously and easily regardless of disabilities, neurodivergence or literacy level.

This new way of giving feedback has been well received by Residents. After a food event one of our Residents picked up a feedback form. Before he look at it, he approached a staff member and explained that he was embarrassed because he could not read. The staff member reassured him that he could complete the form by showing him the smiley faces and explaining that he just needed to mark how he felt about the event. He appeared to be surprised, and then delighted.

He grinned as he placed his completed feedback form in the box and left.

Did you enjoy today's activity?

				
Awful	Not very good	Okay	Really good	Fantastic
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Do you want to tell us anything else?

The events have a 99% satisfaction rate, with comments such as:

"Really good, nice people, polite workers, nice to be invited & really enjoyed the company"

"Brilliant afternoon"

"Great event, once again cannot wait until next bingo"

"Had an amazing day with lots of really great fun activities and beautiful flowers included. Thanks to all involved."

"brilliant afternoon need to have more flower arranging sessions"

Our Resident Survey also received positive feedback on our events and activities:

"Attended a music thing & it was good"

"Some of the events are good, table tennis, bingo, name that tune & darts. Pool table would be beneficial for & to the residents"

"I have participated in very little activities, but those I have attended are really good fun, a chance to meet other residents you would not normally associate with"

"Love the events I have been to at the hub, helps to keep me occupied & out of trouble"

Both the short-term and long-term outcomes contribute to the following overall goals: Whilst progress for some Residents is finding work and moving out of AMAT. Progress for others is staying out of prison, being more open to support and staying in our accommodation long enough for us to be able to work with them and achieve the outcomes they want, at a speed they are comfortable with.

Case studies: Residents live independent and fulfilling lives

JB. Moving straight in to AMAT following his prison release, JB set very clear goals for himself with his support worker; he recognised that he needed to keep himself busy so that he did not reoffend, and so he accessed our volunteering opportunities. After volunteering consistently and engaging well with his support worker, he applied for and successfully gained a job in the private sector. The experience and skills he gained from volunteering helped him get the role. As Residents can work whilst they live with us, he was able to look for alternative accommodation, as well as having time to understand his budget and improving his independent living skills. Whilst he was working, he maintained regular contact with his support worker and paid his rent. The fact he had progressed well through the service and volunteered improved his social housing banding status, and he moved out. As part of our resettlement service, we maintained contact with JB for three months after he moved into secure accommodation, ensuring that if he had any support needs, we could assist him and he knew that he could access support as and when he needed it, reducing the risk of him reoffending or becoming homeless again.

CS. With frequent offending resulting in prison time combined with difficulties maintaining sobriety, CS had been AMAT Resident on and off for a number of years. This latest stay with AMAT being the longest period he had spent outside of prison as an adult, 15 months. CS worked with his Support Worker to determine what success looked like for him and agreeing goals to work towards. CS got his substance misuse under control, obtained permanent employment, and managed his finances well. These achievements combined led to CS being offered an AMAT tenancy. CS is still very much part of the community and has regular contact with our Housing Benefits and front office teams who provide ad-hoc support. CS is still maintaining his employment and is managing his tenancy well by consistently paying his rent. He knows how and where to access additional support as and when he needs it, reducing the risk of future homelessness.

Case Studies: Residents live in safe appropriate and stable accommodation.

JM. An AMAT Resident for several years, JM had a long history of non-engagement and anti-social behaviour, including threats to various professionals. His non-engagement combined with a low mood also affected his room and personal hygiene, which were very poor. JM would periodically engage, preventing him from being given notice, but ultimately the desire to make meaningful progress was not there. This changed when a new staff member took on the challenge of engaging JM. Over time a rapport was built, meaningful conversations enabled JM to better understand the difficulties he had faced and articulate his hopes for the future. Providing him with options and explaining the steps that needed to be taken to get there, JM began to see that helping himself would open doors to opportunities. JM had control of his own progress and was supported to set manageable aims and goals and celebrate when they were achieved. JM responded well to the change of approach/personality. With his Support Worker's engagement, he began to improve his room, personal hygiene and pay his shortfall consistently. JM was moved into a new refurbished flat which he takes pride in, he is doing very well and continues to engage with optimism for a future of independent living.

NA. Before Christmas 2021, NA's name would come up frequently on our staff communications. His mood was low, he was not paying his rent shortfall, had not gelled with the people he was sharing accommodation with, and was becoming involved in anti-social behaviour. One day it reached a peak for NA, he came to the front office, placed his key on the desk and said he was leaving. Our trauma-informed approach and flexible housing meant that we understood that what suits one person doesn't suit every person, we had the ability to quickly move him to another property more suited to him and his needs. Since being relocated he is managing his finances and maintaining his accommodation by paying his rent shortfall, taking pride in his new accommodation by keeping it in good condition, and engaging well with his Support Worker.

Case Studies: Residents are able to sustain healthy friendships and relationships with themselves and others.

JP. After her father died, JP and her partner became homeless. Following a period of rough sleeping they arrived at AMAT. From the beginning of her time with AMAT UK, JP was very engaged in the service and very much part of the community. She volunteered with others in our charity shop, supported by our Charity Shop and Events Facilitator, participated in events and accessed opportunities via our 411 HUB. Over time, JP's partner became a wheelchair user and his health deteriorated. It became clear they would benefit from a flat with adaptations. Engaging with her Support Worker, ensuring her shortfall was paid and attending the AMAT resettlement course provided JP with the knowledge and ability to bid on Homechoice, the social housing register. They were successful in their application and moved into secure social housing. Despite no longer living with AMAT, JP remains an active and enthusiastic member of the community, and is a member of our choir. She also regularly attends events and activities within 411 HUB and drops in for ad-hoc support as and when she needs.

SY. Had lived with us for approximately 7 months when he began frequenting overdosing and becoming involved in anti-social behaviour. The situation was becoming untenable for SY to safely live with us and in response we implemented our supportive sanction process, which gives our Residents the opportunity to address and resolve issues with support in a non-judgmental way. This lessens the possibility of additional trauma and builds on the teamwork dynamic between the Resident and the Support Worker. Sadly, the situation did not resolve and we had to make the difficult decision to give SY notice. During the notice period SY started a new romantic relationship, his girlfriend was keen to stop her substance misuse and make her life better, this had a positive effect on SY and together they accessed naloxone training and HEP C testing. Once they were established in their treatment, they embarked on a journey into peer mentoring, providing peer support to rough sleepers. SY stopped using drugs entirely and was no longer involved in any anti-social behaviour, his peer mentoring developed into a determination to prevent others having the same experiences as him. SY began volunteering at 411 HUB, planning our events and activities and offering help wherever possible via peer mentoring and advocating for naloxone use. With life becoming stable and positive, SY and his partner felt they were ready to move in together. AMAT were able to offer them a flat, providing the independence of being further away from our office, but the security of knowing support is routinely available. SY continues to engage enthusiastically with support services, peer mentoring, and abstain from substance misuse.

Case Study: CW

Until the age of 7 CW was in and out of the care system. Her biological parents both had substance misuse issues and had spent time in prison, resulting in CW and her brother being adopted when they were 7 years old. CW grew up in a small village, and at the age of 18 started to travel the world and work abroad as an outdoor instructor in various resorts.

When the pandemic hit with resorts were closing CW returned home. There was no work whilst COVID-19 affected the tourist industry. On her return, CW reconnected with an old friend, and they developed a romantic relationship. At first things were good but soon the cracks started to show, his drug use, mental health issues and coercive behaviour wore CW down over time and she came to believe that she was not good enough to be with anyone else.

They became homeless, and after sleeping rough for a while, CW found out that she was pregnant. A homeless organisation in the Maidstone area supported the couple to find temporary accommodation. Once they were in the accommodation her partner's behaviour became more abusive, the drug use increased to hard Class A drugs and the stress of this resulted in CW making a suicide attempt. CW unfortunately lost her baby at 3 months, a loss she still grieves.

CW found the strength to break ties, AMAT accepted CW as a Resident and supported her to get back on her feet. During this time CW engaged with our community project 411 HUB, made sure that her benefits were in place, accessed the services she needed and participated in volunteering opportunities locally.

CW made great personal progress, and her lived experience and temperament resulted in her gaining employment with AMAT as a support worker. CW has great empathy, the fact that she truly understands what they are going through enables her to build excellent rapport and uses her lived experience to delicately approach issues. Although CW is now a member of staff, she can still access support for the issues that made her homeless in the first place; a goal that is in place for all the people that live with us, to prevent future homelessness.

When asked what it means to be where she is now – CW says that she feels like everything she went through was worth it to be here now. She is in a stable happy relationship; she has a job she loves and somewhere that feels like home for the first time in her life – and that can't be taken away from her.

We are so proud of everything that CW has overcome to become a much-valued member of our staff team; although her reasons for becoming a Resident at AMAT UK are not uncommon, her journey is still incredibly inspirational, and we are thrilled that her passion for homeless adults to have better lives can be implemented via our Support Services.

WORKING IN COLLABORATION WITH PARTNER ORGANISATIONS

During 2021/2022, AMAT has continued to develop its network of partners, proudly maintaining its position as a lead in the homeless sector in Medway, as well as further improved relationships with a wide range of statutory and voluntary services across Medway, Maidstone and the Southeast (see Partnership working for details of organisations). AMAT's longstanding history of collaboration with organisations throughout the homeless sector and beyond is considered exemplary. The combination of innovation, consistency, a person-centered approach and long-standing expertise, positions AMAT uniquely within the local landscape.

"I am taking great pleasure in writing to you because I want to praise all of your staff and volunteers at 411. They have been invaluable to me in supporting some of my clients. Their hard work, dedication and knowledge is something yourself, themselves, AMAT and all of Medway should be proud of. They emphasise what partnership working is all about.

I genuinely feel that 411 is becoming a rare beacon of light in otherwise very dark times"

- Email from a rough sleeper navigation service support worker to the CEO.

Working in partnership is ingrained within the AMAT's values, and our CEO is sharing her knowledge by mentoring another local organisation. Driven by AMAT's mission: to reduce and prevent homelessness by providing accommodation and re-building lives, through personalised support and collaboration with other partner organisations; sharing her experiences gives others the opportunity to become an enduring asset for the people of Medway.

AMAT has also welcomed professional colleagues and trainees from NHS services and adult social care to spend time within our service to witness the outstanding service we provide.

"...the visit [to 411 HUB] was inspiring and it is an amazing service!"

- Homeless Navigator, Maidstone Council

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During 2021/22 – we have established or continued official partnership agreements through 411 HUB, with the following key homeless and related services:

- Nurse Practitioner (Homeless Nurse)
- Mental Health Nurse
- Ocean Trainee Counselling – providing free counselling via trainee counsellors and talking therapies
- Medway Council Rough Sleeper Initiative
- Turning Point
- Medway Adult Education
- NHS Sexual Health
- NHS Smoking Cessation
- NHS Hep C / Hep C Trust
- Creatabot creativity sessions
- SATEDA
- West Kent Housing
- Rubicon Cares – counselling for victims of crime
- Medway Food Bank and other food bank services

And additional partnerships which enhance the lives of the homeless and vulnerable people we support:

- Ahmadiyya Muslim Youth Association
- Hairdressers providing haircuts for homeless individuals

AMAT UK continues to work in partnership with a wide range of services, to ensure best practice and continuous improvement across the Medway Homeless Sector including:

- Various departments of Medway and Maidstone councils, including housing departments and adult social care
- Kent Police
- Pathways to Independence
- Kent Prisons
- Interventions alliance hub and probation services
- Department of Work and Pensions
- GP surgeries in the local area
- One Big Family.

AMAT continues to be a key contributor of support to the Homeless Sector in Medway by participating and contributing to the following meeting groups:

- Medway Blue Light Project
- Medway Task and Finish Groups:
 - Rough Sleepers
 - Ex-offenders
- Medway Homeless Forum
- Southeast Homeless Forum
- MARAC domestic abuse safeguarding conferences
- Substance misuse sudden and unexpected death panel
- Medway Rough Sleeper Intelligence meeting

AMAT UK staff have also been actively involved in the Medway Council rough sleeper counts, recording the number of rough sleepers in the area, identifying probable locations and providing access to help.

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STAFF AND STAFF DEVELOPMENT

AMAT UK's Trustees want to acknowledge the dedication and commitment of staff. Much of 2021/22 was spent continuing to deal with the effects of Covid-19 on AMAT staff and the homeless community. When the Omicron variant became prevalent in Medway and Kent in late 2021, AMAT responded with an alternative Rota, to keep themselves and Residents as safe as possible, increasing working from home where possible, however always ensuring that Residents were receiving the support they needed. As always, our staff were adaptable and covered roles outside of their normal remit to achieve the very best for service users. During 2021/22, AMAT achieved the following strategic intentions relating to staff and staff development:

- Concluding the wage structure review. The charity now has a functioning and robust system that has been put to use several times and has already proved to be an invaluable tool.
- The supervision and appraisal system was also updated to support performance related pay increases in the future.
- All job descriptions and key performance indicators have been reviewed and updated.

AMAT UK is committed to providing a mentoring system for staff development, and this year has made a start on mentoring staff members. Next year will see this formalized and implemented fully.

This year has seen AMAT create incentives for the team, to demonstrate appreciation and support the wellbeing of the whole team:

1. An innovation bonus for staff who have good ideas to improve the service or create efficiencies.
2. Tiny Noticeable Things (TNT's) monthly awards: staff can nominate colleagues for being helpful, working hard, achieving a positive outcome for a Resident, or going the extra mile.
3. Introduce a friend bonus: any member of staff can refer a contact for one of our vacant positions and if they are successfully taken on for one of these roles, the staff member who referred them will receive a bonus when that person starts work, and a further bonus once the person has been at AMAT for six months.

Every year AMAT holds an award ceremony to demonstrate the appreciation of staff. The following people were winners in their categories:

Mr AMAT – Peter	Spirit Award – Jo C
Mrs AMAT – Jo C	Coach Award – Aimee, Liam & Paul
Duct Tape Award – Dan	Goes the Extra Mile Award – Tara
Encyclopedia Award – Liam	Service Excellence Award – Hattie & Laura F
Innovation Award – Claire	Best Newcomer Award – Marianne
Cool, Calm and Collected Award – Peter	Honorable Mentions – Hollie & Tara
Manager's Award: Staff Member of the Year – Ibi	

Ibi was chosen by the Management team because of her outstanding work ethic and sunny personality, on commenting on her award she said:

"I was in shock when my name was announced for the Manager's award – staff member of the year – in 2021 because it was unexpected and unbelievable, since I am the type of person that enjoys doing my job, at the same time keeping a low profile, being cautious and humble while performing my duties as AMAT's Bookkeeper.

I have been assisting the Finance Manager in the past 4 years to ensure that accurate and timely financial information are produced and each challenge I have faced in my role has strengthened me to be the person I am today. The award has brought me to limelight, my confidence has increased greatly, and the money received has helped in funding my accounting career progress.

I have proudly hung my plaque (the mark of my achievement) on my wall to remind me each day I come to work that I should not rest on my oars. I am motivated to come out of my shell and participate more in contributing to the continuing success of AMAT UK."

STRATEGIC DEVELOPMENT AND FUTURE PLANS

STRATEGIC INTENTION PROGRESS

The restructure and change management process over the previous year (2020/21) proved very successful, so it was an easy decision for the Board to ratify that change and in March 2021 we officially voted to formally appoint AMAT's first CEO and restructured Senior Management Team.

In May 2021, the reviewed and developed Business Plan, strategic intentions and risk register were approved by the Board. These have been consistently updated by the Senior Management Team across the year, and trustees receive a full review of progress at each bi-monthly Board meeting. Over the course of this year, 31 out of 40 strategic intentions were achieved (78% achievement). An additional 14 strategic intentions were added over the course of the year, bringing the total to 23 by year end 2022.

Major successes during 2021-22 in the five key development areas included:

1. **Improve the standard of support and accommodation provision.** AMAT UK were the proud winners of A Better Medway's award for Outstanding Contribution to Mental Health. The organisation successfully tendered for Medway Local Authority's floating support contract and continued to diversify the services, events and activities taking place in 411 HUB. AMAT also developed its methodology for reporting on the impact of the service on Resident's and the proactive plan for refurbishing properties was consistently followed over the year.

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2. **Improve our financial stability.** AMAT continued to diversify our income streams, as well as achieve two successful rent reviews. In addition, the organisation's assets were reviewed and by year end, had achieved an accounting surplus, despite an operational deficit reflecting the challenges of the year.
3. **Improve the workplace environment for the staff.** AMAT concluded the review of the wage structure and updated the supervision and appraisal process. The organisation began a mentoring scheme for staff and created several bonuses and ways of acknowledging staff.
4. **Governance development.** AMAT recruited an additional three trustees and for the first time we had service user representation on the Board, which was a significant milestone for us. Sadly, Rod Kirwan passed away just four months into his tenure. The organisation continues to be committed to service user representation on the Board.
5. **Fundraising and communication development.** Consistent language was imbedded in AMAT communications, and the process of reporting on the organisation's impact has been developed and is well underway. The recruitment of the Development Officer during 2022/23 will assist in the completion of this strategic intention. Whilst it has been difficult for the team to attend more conferences in person, it has been achieved virtually.

In terms of the risk register: one Risk was removed, one was downgraded and four were added, highlighting the risks posed by the Omicron variant of Covid-19, landlords ending their leases, the utility price rise and the national recruitment difficulties.

The CEO and Senior Management Team meet weekly and send the Board the action plan minutes, this keeps trustees informed on a weekly basis of the management of the organisation.

FUTURE PLANS

<p>1) Improving the standard of support and accommodation provision for our Residents</p> <ul style="list-style-type: none"> o Continue to review AMAT's property portfolio-operating formula o Theory of Change review. o Successful delivery of the new Medway floating support contract. o Review induction process for Residents. o Ensuring Residents are involved in the recruitment of the front-line staff. o Develop services from 411 HUB. 	<p>2) Continue to improve AMAT's financial stability:</p> <ul style="list-style-type: none"> o Developing property assets o Purchase property. o Diversification of income o Social enterprise. o Continue to develop AMAT's financial operating position o 3% efficiencies across 3 key areas of AMAT (Core, Support and Facilities)
<p>3) Improve the workplace environment for the staff:</p> <ul style="list-style-type: none"> o Obtain a higher grade of the Health and Wellbeing charter o Review recruitment and induction process. o Creation of Champions for mental health, domestic abuse, menopause, neurodiversity. o Mentoring programme created and operational. o Management training programme. 	<p>4) Governance and fundraising:</p> <ul style="list-style-type: none"> o 25th Anniversary celebrations. o TOC workshop for AMAT. o Improve the Board's knowledge, communications, and skill base. o Review and update the skills audit. o Increase Board diversity. o Resident representation on the Board. o Continue to develop fundraising and communication strategy. o Development Officer in post.

FUNDRAISING

AMATUK continued to develop its fundraising and communication strategies across 2021/22, demonstrating significant improvements in its social media presence. Regular CEO Blogs and "a word from our CEO" social media posts have received a good amount of engagement and have been a great tool to convey the issues we are facing and addressing, as well as our achievements. In the last year

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we have seen a 30% increase in followers on Facebook, and 23% increase on Twitter. These increases have resulted in better engagement with fundraising activities such as the Big Give and sponsored activities.

We have also overhauled our website, ensuring that the language we use is more uniform and making it more user friendly for stakeholders and service users. It was also a year that presented many challenges around fundraising, due to regular funding streams shifting focus because of the pandemic.

AMAT took the opportunity to review how it was monitoring the impact of its work and was successful in raising £12,864 from Fidelity UK Foundation to strengthen this area across 2022/23.

In January 2022, AMAT successfully tendered for Medway Council's floating support contract, meaning the organisation will shortly provide its exceptional support to a further 260 vulnerable and disadvantaged people in the community. It has also cemented the charity as a best practice organisation within Medway, recognised by the council as being able to offer the best programme of support.

The year also saw AMAT's most successful BIG GIVE Christmas Challenge. We received £3,291 in donations for musical and creative activities offered to Residents and the organisation has worked with a number of local supporters who have taken part in fundraising activities.

AMAT received £2,277 from STAART based at Medway Maritime University of Greenwich who organised a sponsored walk of Mount Snowdon. We received £4,600 from B&Q to renovate a property which houses a couple who are supported by AMAT. These funds fed into our Quality Improvement Programme for AMAT properties, a project led by our Senior Manager Facilities, Lynne.

In total, across 2021/22, the fundraising team successfully raised a total of £432,504 to provide additional support, equipment, sessional workers delivering activities that improve employability, personal and social skills, funds for 411 HUB, alongside building renovations in properties.

QUALITY MANAGEMENT SYSTEM

AMAT's quality management system ensures annual audits across operations, as well as reviewing all policy, procedure and related forms. The organisation has been researching other independent standards and has identified the Charity Excellence Framework as being appropriate for AMAT's needs. It's our intention to have this in place for 2022-2023.

RISK MANAGEMENT

The trustees have assessed the major risks to which the charitable company is exposed, those related to an ever-changing situation with Covid-19 specifically the variants. A significant increase to the costs of utilities. With the production of a comprehensive risk register and accompanying action plan, they are satisfied that systems and procedures are in place to mitigate the charitable company's exposure to most major risks. The charitable company continues to implement the findings made by its auditors regarding improvements required to the financial systems.

FINANCIAL MANAGEMENT

AMAT employ a continuous improvement strategy to its financial policy, procedures, and staff to maintain relevance in terms of trends and sector forecasts, in addition to ensuring it is informed in terms of statutory requirements. Trustees routinely review all charitable income, expenditure and reporting through regular Management Accounts, to ensure the financial health of the Charity is being nurtured for sustainability, value for money and quality service delivery.

TREND ANALYSIS

Due to the rapid pace of change in the sector the Senior Management Team remain vigilant to the emerging environment and carrying out an environmental scanning exercise annually. AMAT will continue to develop its staff teams, ensuring that training is up-to-date and ensuring that staff competencies are high. AMAT's senior staff will continue to hold good relationships with key partner organisations and develop new official partnerships wherever possible.

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Financial review

Income for the year amounted to £3.7m, down £304k compared to income in 2020/2021. Core housing and support income as well as temporary accommodation did increase but this was countered by a decline in income from the provision of facilities.

Total expenditure for the year was £3.8m, down £13k compared to expenditure in 2020/21. Core costs increased slightly and therefore despite the decline in income the result for the year was a surplus of £91k compared to £193k in 2020/2021.

At 31 March 2022 the charity therefore had fund balances of £962k, up from £870k. Of these £19k (2021: £93k) related to restricted funds leaving £943k (2021: £778k) in unrestricted funds.

Unrestricted funds do include capitalised fixed assets which are hence not available to freely spend on any of the charity's purposes. At 31 March 2022 the net book value of fixed assets, including property held for charitable purposes, was £1.02m (2021: £867k) and there were related loans secured on these assets related to their purchase of £458k (2021: £567k). Unrestricted funds therefore include a net £564k (2021: £300k) in relation to property and other tangible assets.

The charity's true 'free' reserves as at 31 March 2022, after deducting the net amounts tied up in fixed assets, therefore amounted to £378k (2021: £477k).

Reserves policy

It is the trustees' policy to ensure at any one time there are sufficient free reserves to meet the immediate operating costs of the charitable company for a minimum of up to four weeks - approximately £320k. This level has been achieved and the continuation of our three year fundraising strategy should ensure that the charitable company develops reserves further over the next few years. In the long term the charitable company will aim for funds equivalent to the operating costs of 3 months as reserves.

Closing statement

The Board are pleased with progress this year. Despite the massive challenges of Covid 19, national recruitment issues, the extraordinary increase in utility costs and inflationary pressures our CEO supported by the Senior Management Team have done an incredible job in acting with forethought, methodically heading off what might have otherwise been a difficult year.

The Theory of Change exercise aimed at residents has been a vital reminder and refocus for AMAT. The Residents continue to remain at the heart of our service as we continue to provide homes and rebuild lives for a better and brighter future. We are reviewing this document ahead of 2022-2023 to create a Theory of Change for AMAT. A full schedule of events and activities to mark this quarter century milestone will ensure a clarity of purpose and direction for the charity as we enter our 25th Year.

We look forward to a time where homelessness no longer exists and there is no need for AMAT.

Auditor

The auditors, UHY Hacker Young, have indicated their willingness to remain in office, and the appointment of auditors for 2022/23 will be considered at the forthcoming Annual General Meeting.

Disclosure of information to auditor

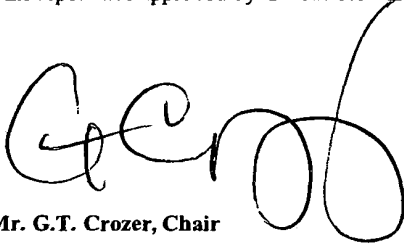
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that, so far as that Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

AMATUK

**Trustees' Report
For the Year Ended 31 March 2022**

This report was approved by the trustees and signed on their behalf by:



Mr. G.T. Crozer, Chair

Date: 11th October 2022



Mrs. E. Paterson

AMATUK

(A company limited by guarantee)

**Statement of Trustees' responsibilities
For the Year Ended 31 March 2022**


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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:



Mr. G. T. Crozer

Date: 11th October 2022

AMATUK

(A company limited by guarantee)

Independent Auditors' Report to the Members of AMATUK

Opinion

We have audited the financial statements of AMATUK (the 'charity') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

AMATUK

(A company limited by guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

How the audit was considered capable of detecting 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:

- we identified the laws and regulations applicable to the charity through discussions with management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the charity, including the Companies Act 2006;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

AMATUK

(A company limited by guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

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

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

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



Allan Hickie BSc FCA (Senior statutory auditor)

for and on behalf of

UHY Kent LLP

Chartered Accountants

Statutory Auditors

Thames House

Roman Square

Sittingbourne

Kent

ME10 4BJ

Date: 20 October 2022

AMATUK
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the Year Ended 31 March 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	4	13,433	4,600	18,033	267,838
Charitable activities	5	3,705,158	-	3,705,158	3,746,707
Investments	6	18,642	-	18,642	31,542
Total income		3,737,233	4,600	3,741,833	4,046,087
Expenditure on:					
Raising funds		4,310	-	4,310	14,742
Charitable activities	7	3,758,233	78,256	3,836,489	3,838,655
Total expenditure		3,762,543	78,256	3,840,799	3,853,397
Net movement in funds before other recognised gains		(25,310)	(73,656)	(98,966)	192,690
Other recognised gains:					
Gains on revaluation of fixed assets		190,219	-	190,219	-
Net movement in funds		164,909	(73,656)	91,253	192,690
Reconciliation of funds:					
Total funds brought forward		777,689	92,746	870,435	677,745
Net movement in funds		164,909	(73,656)	91,253	192,690
Total funds carried forward	17	942,598	19,090	961,688	870,435

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

The notes on pages 31 to 46 form part of these financial statements.

AMATUK**(A company limited by guarantee)****Registered number: 05159125**

Balance Sheet
As at 31 March 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible assets	12	771,655	867,480
Investment property	13	250,000	-
Current assets			
Debtors	14	425,035	389,718
Cash at bank and in hand		383,607	502,752
		<u>808,642</u>	<u>892,470</u>
Creditors: amounts falling due within one year	15	(425,732)	(358,537)
Net current assets		<u>382,910</u>	<u>533,933</u>
Total assets less current liabilities		<u>1,404,565</u>	<u>1,401,413</u>
Creditors: amounts falling due after more than one year	16	(442,877)	(530,978)
Total net assets		<u>961,688</u>	<u>870,435</u>
Charity funds			
Restricted funds	17	19,090	92,746
Unrestricted funds	17	942,598	777,689
Total funds		<u>961,688</u>	<u>870,435</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Mr. G. T. Crozer
(Chair of Trustees)

Date:

11/10/2022

Mrs. E. Paterson



The notes on pages 31 to 46 form part of these financial statements.

AMATUK
(A company limited by guarantee)

Statement of Cash Flows
For the Year Ended 31 March 2022

	2022	2021
	£	£
Cash flows from operating activities		
Net cash used in operating activities	(43,369)	406,114
Cash flows from investing activities		
Dividends, interests and rents from investments	18,642	31,542
Proceeds from the sale of tangible fixed assets	7,751	-
Purchase of tangible fixed assets	(28,043)	(65,748)
Net cash used in investing activities	(1,650)	(34,206)
Cash flows from financing activities		
Repayments of borrowing	(110,144)	(27,620)
Net cash used in financing activities	(110,144)	(27,620)
Change in cash and cash equivalents in the year	(155,163)	344,288
Cash and cash equivalents at the beginning of the year	502,752	158,464
Cash and cash equivalents at the end of the year	347,589	502,752

The notes on pages 31 to 46 form part of these financial statements

AMATUK

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2022

1. General information

The charitable company is a company limited by guarantee, registered in England and Wales. Its registered office is 411 High Street, Chatham, England, ME4 4NU.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

AMATUK meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The trust is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the trust being wound up, the liability in respect of the guarantee is limited to £1 per member of the trust.

2.3 Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern.

The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

Homelessness is a real and growing national issue. AMATUK is the largest supplier of services in supported accommodation in Medway for those who are, or who are at risk of homelessness. AMATUK have developed, through continuous improvement, an exemplar service and builds upon the success of the Charity year on year. AMATUK have employed a designated Development Officer in 2022/23 to continue the fundraising function and diversify income for sustainability.

2.4 Income

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

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

AMATUK

(A company limited by guarantee)

Notes to the Financial Statements For the Year Ended 31 March 2022

2. Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Land	- Nil
Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 10-25% straight line

2.7 Investment property

Investment property is measured at fair value at each reporting date with changes in fair value recognised in 'net gains on investment property' in the Statement of Financial Activities and added to reserves in a separate revaluation reserve.

2.8 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.9 Operating leases

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2022**

2. Accounting policies (continued)**2.10 Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

Provision for doubtful debts:

AMATUK's policy is set to allow residents the best possible opportunity to pay debts off which means longstanding debts remain in debtors longer than expected times in a commercial environment. Residents who leave the service in debt and return within a two year period have their debt remain and be managed. All bad debt is written off three years after the resident has vacated.

Fair value of Investment Property:

423 High Street, Chatham is professionally valued annually on an open market basis. There is an inevitable degree of judgement involved in that each property is unique and value can only ultimately be reliably tested in the market itself.

There are no further significant areas of judgement or key assumptions that affect items in the financial statements other than those included within the accounting policies described above.

4. Income from donations and legacies

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	13,398	-	13,398	6,765
Grants	35	4,600	4,635	261,073
	<u>13,433</u>	<u>4,600</u>	<u>18,033</u>	<u>267,838</u>
<i>Analysis of 2021 total by fund</i>	<u>7,274</u>	<u>260,564</u>	<u>267,838</u>	

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

5. Income from charitable activities

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Housing and support	3,326,390	3,326,390	3,227,222
Temporary accommodation	165,231	165,231	143,412
Provision of facilities	213,537	213,537	376,073
	<u>3,705,158</u>	<u>3,705,158</u>	<u>3,746,707</u>
<i>Analysis of 2021 total by fund</i>	<u>3,746,707</u>	<u>3,746,707</u>	

6. Investment income

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Rent receivable	18,624	18,624	31,502
Bank interest	18	18	40
	<u>18,642</u>	<u>18,642</u>	<u>31,542</u>
<i>Analysis of 2021 total by fund</i>	<u>31,542</u>	<u>31,542</u>	

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Housing and support	<u>3,758,233</u>	<u>78,256</u>	<u>3,836,489</u>	<u>3,838,655</u>
<i>Analysis of 2021 total by fund</i>	<u>3,555,596</u>	<u>283,059</u>	<u>3,838,655</u>	

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2022**

8. Analysis of expenditure by activities

	Activities undertaken directly 2022 £	Support costs 2022 £	Total funds 2022 £	Total funds 2021 £
Housing and support	3,756,112	80,377	3,836,489	3,838,655
<i>Analysis of 2021 total by fund</i>	<i>3,751,116</i>	<i>87,539</i>	<i>3,838,655</i>	

Analysis of direct costs

	Total funds 2022 £	Total funds 2021 £
Staff costs	1,165,267	1,203,828
Depreciation	57,466	51,777
Rent	1,596,445	1,532,832
Repairs and maintenance	199,403	197,567
Security services	8,789	50,193
Fire, health and safety	26,930	15,839
Training and staff costs	15,060	6,043
Motor and travel	10,343	14,758
Telephone	41,330	40,745
Gas and utilities	229,816	177,551
Council tax and water rates	145,188	150,834
Hostel supplies and refreshments	65,221	64,617
Cleaning and laundry	28,476	28,714
Legal and professional	71,419	43,395
Counselling fees	3,969	69,138
Finance charges and interest	6,414	5,632
Insurance	41,868	35,365
Bad debts	28,271	43,801
Sundry	14,437	18,487
	3,756,112	3,751,116

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Total funds 2022 £	<i>Total funds 2021 £</i>
Postage, stationery and computing	45,325	40,269
Legal and professional	9,000	9,000
Payroll and management accountancy	7,414	7,301
Finance charges and interest	18,638	30,969
	<u>80,377</u>	<u>87,539</u>

9. Auditors' remuneration

	2022 £	<i>2021 £</i>
Fees payable to the charity's auditor for the audit of the charity's annual accounts	<u>9,000</u>	<u>9,000</u>

10. Staff costs

	2022 £	<i>2021 £</i>
Wages and salaries	1,067,368	1,102,063
Social security costs	78,486	82,597
Contribution to defined contribution pension schemes	19,413	19,168
	<u>1,165,267</u>	<u>1,203,828</u>

During the year a statutory redundancy payment of £2,448 was paid to one employee.

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

	2022 No.	<i>2021 No.</i>
Management	8	9
Other staff	50	52
	<u>58</u>	<u>61</u>

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

10. Staff costs (continued)

The average headcount expressed as full-time equivalents was:

	2022 No.	2021 No.
Management	8	9
Other staff	44	47
	<u>52</u>	<u>56</u>

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

The key management personnel of the charitable company comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the charitable company was £146,213 (2021 - £171,282).

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - *£NIL*).

During the year ended 31 March 2022, expenses totalling £83 were reimbursed or paid directly to 1 Trustee (2021 - *£NIL to Trustee*). The expenses related to broadband charges related to being a board member.

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2022**

12. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost or valuation				
At 1 April 2021	836,941	41,552	277,212	1,155,705
Additions	-	16,780	11,263	28,043
Disposals	-	(18,666)	-	(18,666)
Transfers between classes	(250,000)	-	-	(250,000)
Revaluations	88,059	-	-	88,059
At 31 March 2022	<u>675,000</u>	<u>39,666</u>	<u>288,475</u>	<u>1,003,141</u>
Depreciation				
At 1 April 2021	88,509	17,925	181,791	288,225
Charge for the year	13,651	9,251	34,564	57,466
On disposals	-	(12,045)	-	(12,045)
On revalued assets	(102,160)	-	-	(102,160)
At 31 March 2022	<u>-</u>	<u>15,131</u>	<u>216,355</u>	<u>231,486</u>
Net book value				
At 31 March 2022	<u>675,000</u>	<u>24,535</u>	<u>72,120</u>	<u>771,655</u>
At 31 March 2021	<u>748,432</u>	<u>23,627</u>	<u>95,421</u>	<u>867,480</u>

The freehold property was independently valued by Knight Freeman Chartered Surveyors on 14 March 2022 at a value of £675,000.

The charity has adopted a policy of revaluation for freehold property. Had these assets been measured at historic cost, the carrying values would have been as follows:

	2022 £	2021 £
Freehold property	<u>562,616</u>	<u>574,710</u>

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

13. Investment property

	Freehold investment property £
Valuation	
Transfers between classes	250,000
At 31 March 2022	<u>250,000</u>

The freehold property was independently valued by Knight Freeman Chartered Surveyors on 14 March 2022 at a value of £250,000.

14. Debtors

	2022 £	2021 £
Due within one year		
Trade debtors	357,648	326,445
Prepayments and accrued income	67,387	63,273
	<u>425,035</u>	<u>389,718</u>

15. Creditors: Amounts falling due within one year

	2022 £	2021 £
Bank overdrafts	36,018	-
Bank loans	14,667	14,667
Other loans	-	22,043
Trade creditors	137,100	6,662
Other taxation and social security	31,535	48,366
Other creditors	144,906	131,994
Accruals and deferred income	61,506	134,805
	<u>425,732</u>	<u>358,537</u>

Deferred income is made up of housing benefit, shortfall and rental income relating to the next accounting period. Deferred income at 1 April 2021 was £28,668 (2021: 34,695), resources deferred during the year was £40,407 (2021: £28,668), amounts released from previous periods was £28,668 (2021: 34,695). Deferred income at 31 March 2022 was £40,407 (2021: £28,668).

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

16. Creditors: Amounts falling due after more than one year

	2022 £	2021 £
Bank loans	442,877	456,493
Other loans	-	74,485
	<u>442,877</u>	<u>530,978</u>

Bank loans

A mortgage secured over the freehold property of 423 High Street owned by the trust. The mortgage is repayable by equal monthly repayments over 25 years until 2042 at an initial fixed rate of 4% until 2030.

A mortgage secured over the freehold property of 409-415 High Street owned by the trust. The mortgage is repayable by variable monthly repayments over 25 years until 2043 at a variable interest rate of the base rate plus 3.6%.

Other loans

Big Issue Invest Ltd holds a floating charge over the assets of the trust in respect of a loan, which is repayable by equal monthly repayments over 9 years until 2027 at a fixed rate of 8.5%. This was fully repaid and the charge satisfied during the year.

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2022 £	2021 £
Payable or repayable by instalments	382,482	416,421
	<u>382,482</u>	<u>416,421</u>

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 March 2022 £
Unrestricted funds					
General Fund	777,689	3,737,233	(3,762,543)	-	752,379
Revaluation Reserve	-	-	-	190,219	190,219
	<u>777,689</u>	<u>3,737,233</u>	<u>(3,762,543)</u>	<u>190,219</u>	<u>942,598</u>
Restricted funds					
The National Lotteries Community Fund	44,734	-	(44,734)	-	-
Peoples PostCode Trust	894	-	(894)	-	-
Reach Fund	8,900	-	(8,900)	-	-
Nationwide Foundation	33,788	-	(14,698)	-	19,090
The Screwfix Foundation	4,280	-	(4,280)	-	-
Change Manage Social Investors	150	-	(150)	-	-
B&Q	-	4,600	(4,600)	-	-
	<u>92,746</u>	<u>4,600</u>	<u>(78,256)</u>	<u>-</u>	<u>19,090</u>
Total of funds	<u><u>870,435</u></u>	<u><u>3,741,833</u></u>	<u><u>(3,840,799)</u></u>	<u><u>190,219</u></u>	<u><u>961,688</u></u>

AMATUK

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Notes to the Financial Statements For the Year Ended 31 March 2022

17. Statement of funds (continued)

The National Lottery Community Fund grant received in the year is funding towards the 3 year AMATUK Hub project, which will run education and employment courses for homeless adults, and improve their access to healthcare opportunities, social situations and groups. Further funding was received by the National Lotteries to aid the organisation through the COVID 19 pandemic and enhancing digital services.

The People's Postcode Trust grant is funding towards equipment and perishables for the training kitchen and activities at 14 Meadowbank Road (as part of the Healthy Eating project).

The Reach Fund grant is funding to aid AMATUK in strategic business planning.

The Nationwide Foundation grant (managed by Kent Community Foundation) is funding to supply a resettlement worker to assist residents to successfully move on to independent, permanent living. The grant, awarded in 2019/20, will be spent over the next two years.

The Screwfix Foundation grant was received to increase maintenance in 411 High Street the primary home of the Hub.

Social investors Change Management funding has allowed AMATUK to deliver Change Management Training in a period of significant change for the organisation.

The project for which the B&Q funding was received was to completely refurbish one of our properties – work included decoration and a bathroom and kitchen refit. AMAT UK is one of the only supported housing providers that will accommodate couples. The property that was renovated is used to house a homeless couple who are by our team and resettlement officer to ensure that they are ready and have the necessary skills to return to independent living.

Prior year grants:

The Edward Gostling Foundation grant is funding to carry out capital works at the 14 Meadowbank kitchen facility (as part of the Healthy Eating project).

The Arts Council England grant is funding towards the costs of the Homeless Choir and Album project, which was completed during the year.

The Big Issue Invest Trust grant is funding to aid AMAT's working capital and de-risk finance.

The Charity Aid Foundation Grant was received to assist with emergency Hub funding as funding applications for the project were suspended due to the pandemic. Part of the grant was also received to assist AMAT with increased Voids and reduced revenues due to turn around times of resource during the pandemic.

L&Q Foundation grant was received to assist with Hub funding and support costs.

Homeless Link funds were received to aid the organisation through the immediate impact of the COVID 19 Pandemic, allowing AMAT to continue to fund on-going projects across the organisation and deal with unforeseen issues exacerbated by the pandemic in an efficient manner.

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2022**

17. Statement of funds (continued)**Statement of funds - prior year**

	<i>Balance at 1 April 2020</i>	<i>Income</i>	<i>Expenditure</i>	<i>Balance at 31 March 2021</i>
	£	£	£	£
Unrestricted funds				
General Fund	562,504	3,785,523	(3,570,338)	777,689
	<hr/>	<hr/>	<hr/>	<hr/>
Restricted funds				
The National Lotteries Community Fund	54,283	97,044	(106,593)	44,734
Peoples PostCode Trust	2,941	-	(2,047)	894
Edward Gostling Foundation	440	-	(440)	-
Arts Council England	1,723	997	(2,720)	-
Reach Fund	8,900	-	-	8,900
Big Issue Invest Trust	-	8,000	(8,000)	-
Nationwide Foundation	46,954	-	(13,166)	33,788
Charities Aid Foundation	-	47,695	(47,695)	-
L&Q Foundation	-	10,000	(10,000)	-
The Screwfix Foundation	-	4,280	-	4,280
Homeless Link	-	88,548	(88,548)	-
Change Manage Social Investors	-	4,000	(3,850)	150
	<hr/>	<hr/>	<hr/>	<hr/>
	115,241	260,564	(283,059)	92,746
	<hr/>	<hr/>	<hr/>	<hr/>
Total of funds	677,745	4,046,087	(3,853,397)	870,435

AMATUK
(A company limited by guarantee)

Notes to the Financial Statements
For the Year Ended 31 March 2022

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Tangible fixed assets	771,655	-	771,655
Investment property	250,000	-	250,000
Current assets	789,552	19,090	808,642
Creditors due within one year	(425,732)	-	(425,732)
Creditors due in more than one year	(442,877)	-	(442,877)
Total	942,598	19,090	961,688

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2021 £</i>	<i>Restricted funds 2021 £</i>	<i>Total funds 2021 £</i>
Tangible fixed assets	867,480	-	867,480
Current assets	799,724	92,746	892,470
Creditors due within one year	(358,537)	-	(358,537)
Creditors due in more than one year	(530,978)	-	(530,978)
Total	777,689	92,746	870,435

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

	2022 £	2021 £
Net income/expenditure for the year (as per Statement of Financial Activities)	(98,966)	192,690
Adjustments for:		
Depreciation charges	57,466	51,777
Dividends, interests and rents from investments	(18,642)	(31,542)
Loss/(profit) on the sale of fixed assets	(1,130)	-
Decrease/(increase) in debtors	(35,317)	123,526
Increase in creditors	53,220	69,663
Net cash provided by/(used in) operating activities	(43,369)	406,114

AMATUK**(A company limited by guarantee)**

**Notes to the Financial Statements
For the Year Ended 31 March 2022**

20. Analysis of cash and cash equivalents

	2022 £	2021 £
Cash in hand	383,607	502,752
Overdraft facility repayable on demand	(36,018)	-
Total cash and cash equivalents	347,589	502,752

21. Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	502,752	(119,145)	383,607
Bank overdrafts repayable on demand	-	(36,018)	(36,018)
Debt due within 1 year	(36,710)	22,043	(14,667)
Debt due after 1 year	(530,978)	88,101	(442,877)
	(64,936)	(45,019)	(109,955)

22. Pension commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £19,513 (2021 - £19,137) were payable to the fund at the balance sheet date and are included in creditors."

23. Operating lease commitments

At 31 March 2022 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2022 £	2021 £
Not later than 1 year	722,505	736,588
Later than 1 year and not later than 5 years	1,283,048	1,572,900
Later than 5 years	289,218	514,835
	2,294,771	2,824,323

AMATUK

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Notes to the Financial Statements For the Year Ended 31 March 2022

24. Related party transactions

Recruitment Warehouse, a business controlled by Mr. G.T. Crozer, trustee and director

Goods and services amounting to £15,106 (2021 - £17,265) were purchased from Recruitment Warehouse for waste disposal. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2022 the trust owed £1,610 (2020 - £410) to Recruitment Warehouse.

The Redfords, a business controlled by Mr. M. Crozer, the son of trustee and director, Mr. G.T. Crozer

Goods and services amounting to £Nil (2021 - £6,268) were purchased from The Redfords. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2022 the trust owed £Nil (2021 - £Nil) to The Redfords.

Ms. C. Smithurst, the daughter of trustee and director, Mr. D. Bloomfield

Services amounting to £21,853 (2021 - £23,523) were provided by Ms. C. Smithurst. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2022 the trust owed £Nil (2021 - £Nil) to Ms. C. Bloomfield.

Mr J Burley, Advisory board member and husband of trustee and director Mrs. S. Burley

Services amounting to £29,128 (2021 - £11,777) were provided by Mr. J. Burley. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2022 the trust owed £1,498 (2021 - £221) to Mr. J. Burley.

Other relationships

L Charles, the sister-in-law of trustee and director, Mr. C. Doyle is employed by the Charity and is part of key management.

Mr. R. Kirwan, trustee and director until 20/12/2022, was a resident with AMAT. Therefore housing benefit was claimed from the council in relation to them and the shortfall was paid by the trustee to AMAT.

Mr. A. Anderson, trustee and director since 11/05/2022 is a resident with AMAT. Therefore housing benefit is claimed from the council in relation to them and the shortfall is paid by the trustee to AMAT.

AMAT UK

England & Wales - Charity number 1111057

Accounts

Registrar's copy

Registered number: 05159125
Charity number: 1111057

AMATUK

(formerly known as AMATUK Limited)

(A company limited by guarantee)

Trustees' Report and Financial Statements

For the year ended 31 March 2021

AMATUK
(A company limited by guarantee)

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AMATUK

(A company limited by guarantee)

**Reference and Administrative Details of the Charity, its Trustees and Advisers
For the year ended 31 March 2021**

Trustees	Mr. G.T. Crozer, Chair Ms. A. McNally (resigned 27 April 2021) Mrs. E. Paterson Mrs. S. Burley (appointed 13 May 2020) Mr. S. Phipps (appointed 14 April 2021) Mr. D. Bloomfield Mr. C. Doyle Ms. K. Bourne (appointed 5 July 2021) Mr. R. Kirwan (appointed 5 July 2021)
Company registered number	05159125
Charity registered number	1111057
Registered office	411 High Street Chatham Kent ME4 4NU
Company secretary	Mrs. E. Paterson
Independent auditors	UHY Kent LLP t/a UHY Hacker Young Chartered Accountants Statutory Auditors Thames House Roman Square Sittingbourne Kent ME10 4BJ
Bankers	Lloyds Bank plc 82 Mount Pleasant Road Tunbridge Wells Kent TN1 1RP

AMATUK

Trustees' Report For the Year Ended 31 March 2021

The trustees, who are also directors of the charitable company for the purposes of the Companies Act, present their annual report together with the audited financial statements of AMATUK for the year ended 31 March 2021. The trustees confirm that the annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of its governing document and the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities".

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

The charity is a charitable company limited by guarantee and is governed by its Memorandum and Articles of Association dated 21 June 2004. The registered company and charity numbers are stated on the first page of this annual report.

Method of appointment or election of trustees

Trustees are appointed by existing trustees in accordance with the Articles of Association. No other bodies or individuals are entitled to nominate or appoint trustees.

Policies adopted for the induction and training of trustees

Induction for trustees is arranged and coordinated on an individual basis. New trustees are mentored by existing, experienced trustees.

Organisational structure and decision making

Under the terms of the Articles of Association, the charitable company is managed by a council of management which must have a minimum of 3 members. One third of council members retire annually on rotation but retiring members are eligible for re-election.

The trustees in office at the year-end are shown on page 1.

The trustees delegate the day-to-day responsibility for running the charitable company to its managers and staff. In February 2020, with the resignation of one of the Senior Managers the trustees implemented a trial restructure of the organisation, creating the positions of Chief Executive Officer and three Senior Managers responsible for the following departments: Core Functions, Facilities and Support Services.

The trial period was successful, and the structure is permanent.

OBJECTIVES AND ACTIVITIES

The charitable company's objects under its Memorandum of Association are:

- To relieve those in need, particularly, but not exclusively, single adults who are homeless or experiencing financial hardship, by providing them with temporary and permanent accommodation.
- To further such other charitable purposes as the trustees in their absolute direction see fit for the benefit of such persons.

ACTIVITIES FOR ACHIEVING OBJECTIVES

The principal activities of the charitable company are:

- accommodation for homeless people;
- supporting homeless people; and
- collaboration with partner organisations.

Over the course of 2020/21, AMATUK's Trustees alongside the CEO and Senior Managers, reviewed the organisation's activities designed to achieve the objectives of the charitable company to ensure they were fit for purpose. At the same time, new strategic intentions of the organisation were developed to underpin a 5-year Business Plan. In a year marked by dramatic challenges because of the COVID-19 pandemic, to its credit, AMAT continued with this process to best prepare the organisation for future years. This process included instituting a Theory of Change consultation with trustees and members of staff in November 2020. As a result of this review, AMAT adopted the following Vision, Mission and Values statements:

VISION

For all homeless adults to have access to safe accommodation and the necessary support to rebuild their lives.

MISSION

To reduce and prevent homelessness by providing accommodation and re-building lives, through personalised support and collaboration with other partner organisations.

OUR VALUES AND GUIDING PRINCIPLES.

- Positive Outlook: AMAT UK gives chances, celebrates accomplishments, and uses a positive approach to inspire and build confidence amongst Residents.

AMATUK

Trustees' Report For the Year Ended 31 March 2021

- Person-centred: AMAT UK provides tailored services for each Resident; recognising that each adult requires support specific to their needs and circumstances – there is no 'one size fits all' approach.
- Strength-based: AMAT UK recognises and builds on the strengths of its Residents and staff, promoting positive connections within the service of the organisation, and the wider community.
- Reflective Practice: AMAT UK promotes self-responsibility in both Residents and staff; recognising all people have different ways of coping with adversity and encourages development through reflective practice.
- In Partnership: AMAT UK works with partner organisations and community groups to enable a wide range of opportunities for Residents and access to vital support.
- Respect & Dignity: AMAT UK is committed to ensuring staff, Residents, and partners operate in a way that safeguards people's dignity and always treats them with respect.
- Accountable: AMAT UK commits to being accountable to its Residents and the communities that it serves.
- Co-production: Residents and staff are encouraged to shape AMAT services to best meet the needs of the local community.

AMAT provides safe and suitable accommodation for homeless people in Medway and Maidstone.

Accommodation is supplied through a variety of private landlords and is intensively managed by the charitable company under management agreements. Income, to fund rents, housing management and maintenance costs, is generated through rent charges which are subsidized by way of housing benefit. Being a registered charity and also a provider of support to very vulnerable people, AMAT is able to access an enhanced level of housing benefit to pay for intensive housing management.

AMAT has 23 years' experience of supporting homeless people (referred to as Residents) with the aim of addressing the complex issues that cause and perpetuate their homeless situation, so they can work towards independent living. The organisation uses the Homeless Star on In-Form to create individual support plans and risk assessments and is continually developing a strength-based and psychologically-informed environmental approach to achieve the best possible outcomes for homeless Residents. In addition to regular 1-2-1 meetings with support workers, AMAT Residents and the local community can also access the 411 HUB as a 'one-stop shop' which provides bespoke, person-centred support, peer-led well-being activities; employment, education and volunteering opportunities, alongside effective partnership working with specialist agencies to address any additional complex/specialist needs.

PUBLIC BENEFIT STATEMENT

The trustees have reviewed and developed the aims, objectives and activities of the charity, as well the progress AMAT has made over the 23 years of operation. This report looks at what AMAT has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits that AMAT has brought to those homeless and at risk of homelessness. The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to AMAT's aims, objectives and current strategic intentions.

ACTIVITIES AND ACHIEVEMENTS

1. ACCOMMODATING HOMELESS PEOPLE

AMAT provides safe accommodation alongside the necessary support to re-build the lives of homeless people.

AMAT accommodates a broad range of people who become homeless, from those sleeping rough to the 'hidden homeless' who may be sofa-surfing or staying with friends. Homeless people are referred (or self-refer) from a variety of sources, e.g. local authorities, the prison service, voluntary sector organisations, etc. The charity provides a variety of properties from single rooms in shared housing to flats depending on the individual's need. The accommodation is for mainly single homeless people over 25 years old. Although couples and individuals with existing pets will sometimes be accommodated. The charity continues to be the largest provider of supported accommodation in Medway with 105 intensively managed properties. In addition, AMAT has a further 6 properties in Maidstone, Kent.

AMATUK

Trustees' Report For the Year Ended 31 March 2021

During 2020/2021, AMAT:

- Provided accommodation and support services to an average of 282 Residents at any one time.
- Received approximately 380 referrals for or from people experiencing homelessness.
- Housed approximately 83 people, following those that had been accepted.
- Accepted approximately 16 families into AMAT Temporary Accommodation for the local authorities.
- Successfully supported Residents to secure further permanent accommodation – 43 Residents had planned 'move-ons' (48%).

In 2020/21 AMAT achieved a decrease in 'high-risk property Health and Safety risk assessment scores' which went from 13% to 9.5%. Due to the pandemic, we were only able to assess void properties. This full process started again in April 2021. AMAT achieved a 100% compliance with Gas Safety and Houses in Multiple Occupation ("HMOs") and improved our Electrical Inspection condition report- (EICR) compliance to the anticipated 100%. The Board and Senior Management pursued strategic intentions to consolidate the portfolio and improve the quality of the housing stock, including relinquishing an additional 4 properties. During 2020-2021, AMAT reduced outstanding maintenance jobs by 31% and fully refurbished 25 properties, with 10 properties having bathroom and kitchen upgrades. In addition, 10 properties went from sash or louvre windows to double-glazed units installed and 21 properties had brand new carpets throughout. In Spring 2021, the organisation acquired three new properties of a higher standard.

Somewhere Safe to Stay (SSTS)

SSTS was a project initiated through the Ministry of Housing Communities and Local Government, funded as part of the Medway Rough Sleeper Initiative (RSI). Working in partnership with the Medway RSI, AMAT enabled daily access for around 5 rough sleepers to utilise the 411 HUB as a 'safe space to stay' and provide relevant supportive functions to facilitate the successful placement of the client in suitable accommodation. In response to COVID19 and the subsequent national lockdown, AMAT urgently moved the clients out of that communal sleeping situation into an empty house where they could have their own bedroom. AMAT were commended by the local authority for acting quickly and keeping people safe. Due to the changes brought about by COVID-19, the project was ended one year early on 31st March 2021. Throughout the duration of the project the team worked with 110 rough sleepers in total and successfully moved 40% into accommodation.

Nationwide Foundation – Funding for a Resettlement Officer.

AMAT were awarded funding from Nationwide Foundation (£46,954) to prevent "revolving door" homelessness, supporting homeless people into permanent accommodation and offering on-going support to help them maintain and thrive in their new home environment. Funds paid for a specialist resettlement and community worker based at our 411 HUB for two years. The start date of this project was delayed due to COVID-19 to September 2020. Between September 2020 and March 31st, 2021, the resettlement officer has been able to move on 17 individuals, provided 12 weeks of floating support to those individuals in the community. Additionally, 27 people over those 6 months attended resettlement sessions preparing for their new home and getting advice and guidance on financial matters.

2. SUPPORTING HOMELESS PEOPLE

2020 has been a year of change and review. The Trustees have looked at what the charity is doing, which included a Theory of Change exercise, carried out in consultation with the Board, CEO, Senior Management team, managers, senior staff members and Residents. The basic principle of the TOC is to consider the challenges of our Residents, their strengths, the services provided by AMAT the short-term outcomes for new Residents and finally assess the long-term outcomes for Residents and their overall goals, which are that:

- Residents live independent and fulfilling lives.
- Residents live in safe, appropriate accommodation.
- Residents are able to sustain healthy friendships and relationships with themselves and others.

AMAT has also reviewed the referral process, created a support menu and the induction process so that it was led by one experienced support worker, who facilitated the whole process from start to finish and resulted in the initial support plan and risk assessment. This meant that the Resident got to know that support worker and didn't experience having to retell their story to new staff each week.

Delivering support via usual methods wasn't possible for the first 3 months of 2020/21, due to lockdown, however the approach taken by the Senior Management Team was instead to deliver support by telephone and the organisation consistently achieved contact with 97% of the Residents. Our local office, 10 Chelmar Road, remained open so that there was face to face contact (through a screen). The telephone and laundry room could still be accessed. COVID-19 demonstrated very clearly that there are digital and technological disadvantages for the Residents, particularly for those aged 55 or over. With emergency funding from the National Lottery Community Fund, we were able to source 10 Chrome Books and 10 tablets and create a digital library. The support team supplemented the service by doing online cookery courses and creating a DVD and book library so that Residents could occupy their time and stay safe. Realising there is a significant divide for the Residents, the charity took some of the funding and installed Wi-Fi into some of the properties. The Management team, have created a programme for rolling this out to all properties by January 2022.

AMATUK

Trustees' Report For the Year Ended 31 March 2021

AMAT's experience of supporting Residents, particularly those with complex and multiple needs, demonstrates a flexible, tailored approach that delivers impact and encourages independent living. AMAT recognises that the causes of homelessness are multiple and therefore support should offer a variety of strategies to engage and empower Residents. AMAT aims for the tailored support of Residents through regular 1-2-1 meetings with Support Workers and through 411 HUB to enable them to:

1. Access services and benefits;
2. Address physical and mental well-being;
3. Avoid substance misuse;
4. Develop relationships;
5. Address debt and improve finances; and
6. Engage in productive activities and job opportunities.

In addition, AMAT aims to ensure support plans place the Resident's view at the centre and are up to-date through regular monitoring. All Residents are involved in and agree a Support Plan within 6 weeks of arriving. A minimum of 4 goals are identified and transferred into an action plan which sets agreed priorities. The Support Plan is reviewed with the Resident every 6, 9 or 12 months, depending on the assessment level of low, medium or high need, or when there is a substantial change of circumstances. All Support Plans are monitored and approved by the Support and Safeguarding Manager and/or senior support worker.

Collaborating with partner organisations is key to achieving positive outcomes for Residents. During 2020/2021, AMAT have continued to develop its network of partners, proudly maintaining its position as a lead in the homeless sector in Medway, as well as further improved relationships with a wide range of statutory and voluntary services across Medway, Maidstone and the Southeast (see Partnership working for details of organisations).

411 HUB

AMAT Residents and the local community are supported by 411 HUB staff, peer mentors and external service partners. This project aimed to achieve the following outcomes:

- More homeless adults become work ready.
- Homeless adults have improved mental and physical well-being.
- Homeless adults feel more confident in engaging with new activities and opportunities.
- Homeless adults are able to sustain their residencies and achieve a planned 'move-on' leading to a reduction in homelessness in Medway.

The 411 HUB delivers a programme of core activities for AMAT UK Residents and the local community, including:

- Training and resettlement interventions.
- Physical and mental health care.
- A volunteer and peer mentor programme.
- Social activities and events for Residents.
- Specialist complementary activities.

Although 411 HUB, as a building, was closed between March and June 2020, AMAT did not furlough any of its staff. The 411 HUB team was therefore able to continue their work and think about how they could fill Residents' time at home and support with their social isolation during lockdown, for example by making books and DVD's available for free and posting online cooking videos and quizzes on social media. Feedback from the Resident's survey and interviews suggest that the overall feeling among Residents was that AMAT and 411 HUB had done all they could in a difficult situation.

Resident feedback about the 411 HUB and COVID-19

I don't think AMAT staff could have done more during lockdown. Staff were constantly phoning me up. 1 – 2 times a week to check I was okay, how I'm feeling. I did meet my support worker in 411 a few times. They'll ring, check that they see me for breakfast [picking up breakfast items] – staff have been brilliant

Not sure [what support I need], but I do know that I can approach AMAT staff @411 Hub about almost any subject / topic, and I would receive the help I would require. Thanks.

The staff did ring you up during the pandemic – how you are doing. Would listen to you for 40 – 45 minutes to find out if you are okay, need anything or need someone to talk to – ring these people. They help you out that way...

**Trustees' Report
For the Year Ended 31 March 2021**

As time went on and government guidelines changed, 411 HUB started two new outdoor activities, a Resident-led fishing club and a new gardening project at partner organisation, Fort Amherst's nearby allotments, both well-attended as Residents and other members of the community were all keen to get involved in activities again. In June 2020, with dividing screens in place within the IT suite, restrictions on capacity within the building, extra cleaning and social distancing rules in place, 411 HUB cautiously began face-to-face contact again within the building. Initially, 6 groups like the choir and creativity club met outdoors on the terrace, but 411 HUB activities and external service partners slowly began to return to a 'new normal' way of working.

During the second lockdown in November 2020, with extra precautions in place like temperature checks and face masks, 411 HUB was able to continue its work with Residents as a frontline service. The COVID-19 pandemic was a setback for 411 HUB. In early 2020 the project was gathering momentum with a range of new activities and events for Residents, and it took time post-lockdown to safely build up services again. In addition, a few external service partners have not yet returned to face-to-face delivery. However, in response to COVID-19, 411 HUB has been able to adapt its way of working and think carefully about how services can be delivered, for example outdoors, while keeping Residents and staff safe. The COVID-19 lockdown also demonstrated the importance of face-to-face contact with staff and feeling part of a community. Unlike other parts of society that have been able to take their work and social life online, for homeless and vulnerable adults in the local community, there is clearly still an important role for a 'one-stop-shop' of support, advice and social interaction.

Rachel* – Peer Mentor. Case study from 2020.

Rachel has been an AMAT Resident for almost 5 years with a couple of breaks from the service in that time. Rachel had become quite withdrawn and socially isolated during lockdown and staff were concerned that she would return to her previous abusive relationship. Staff and Residents alike encouraged Rachel to visit the HUB to see what was happening and what she would like to take part in. Rachel soon decided to attend creativity class and wanted to start a knit and natter coffee morning within the group. Rachel during this time was also successfully voted onto the Residents committee and now helps to run events for other Residents and homeless adults that use the space. The knit and natter coffee morning group were discussed and is due to launch once restrictions have eased in Summer 2021, this will give people a chance to air their views. Rachel now regularly attends all HUB events and is an active member of the local community.

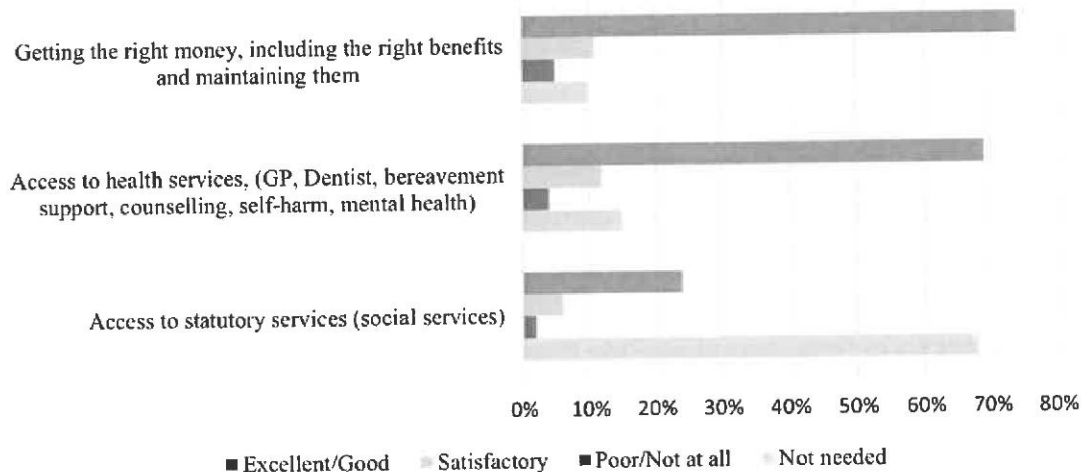
Achieving the aims of our support service to Residents:

The charts represent data collected in December 2020 through the Resident's Customer Satisfaction survey. It's our intention to review and update the Resident survey in 2021/22.

1. Access services and benefits

Support workers work alongside Residents to access services and benefits. In addition, AMAT works with multiple partners locally out of the 411 HUB (see Partnership working for details of organisations) which operates as a "one stop shop" enabling Residents to access services on their 'doorstep' and in the same place. There is also a dedicated support worker in the 411 HUB to assist Residents with benefit issues.

Access to services and benefits

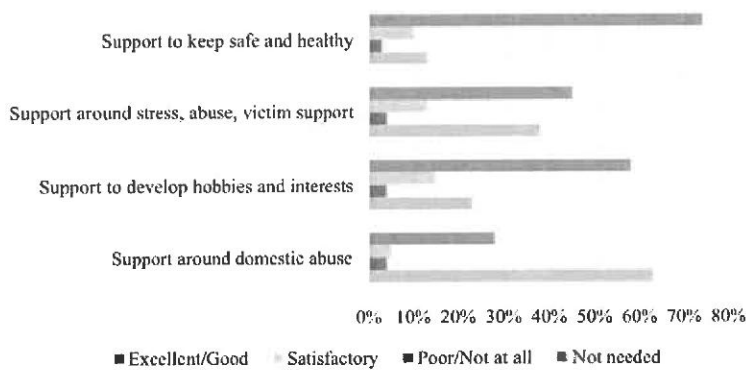


**Trustees' Report
For the Year Ended 31 March 2021**

2. Address physical and mental well-being

Support staff attend any medical appointments as requested by our Residents or in line with Support plans. Working in partnership with the local NHS trust, the 411 HUB hosts a Nurse Practitioner who can assist with writing prescriptions and access to GP's, as well as a mental health nurse and trainee counsellors provided by BIGG. Residents have access to education and training opportunities, as well as creative outlets and clubs through 411 HUB which supports and improves their wellbeing.

Address physical and mental well-being



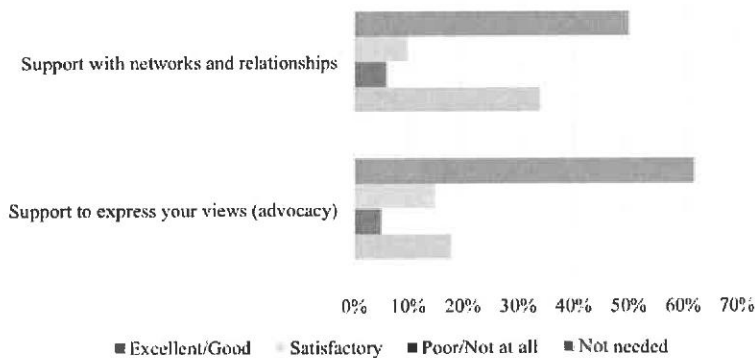
3. Avoid substance misuse

Residents work with AMAT's partners Turning Point in 411 HUB and are matched with AMAT peer mentors to support their recovery.

Residents are encouraged to engage in training, educational or volunteering opportunities.

Residents are encouraged to join clubs or pursue hobbies through interest groups in order to develop their use of time meaningfully.

Develop relationships



4. Develop relationships

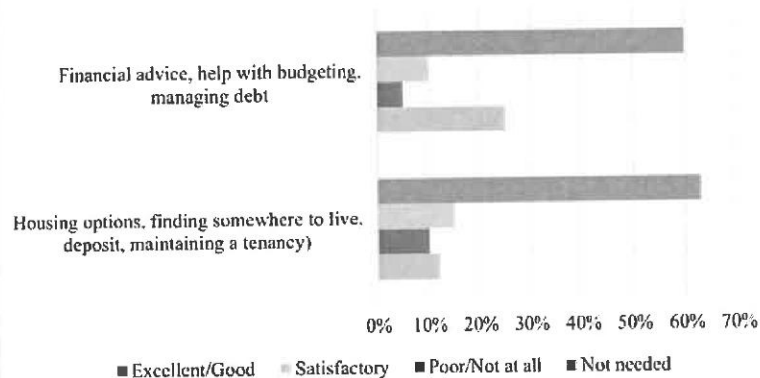
Residents receive support and encouragement with developing networks and relationships, including volunteering and peer mentoring. They are encouraged to join social events and hobby or interest activities. Examples are 'Alive & Singing' (AMAT's choir), bingo nights, Creativity Club, Curry nights supported by the local Mosque.

21 Residents per month during 2020/2021 took part in social activities at 411 HUB. This figure is down in comparison to the previous year due to COVID-19 restrictions.

Residents are also encouraged to join the Resident's Forum which meets every six weeks and during 2020/2021 had 6 meetings and produced regular Newsletters.

**Trustees' Report
For the Year Ended 31 March 2021**

Address debt and improve finances



5. Address debt and improve finances

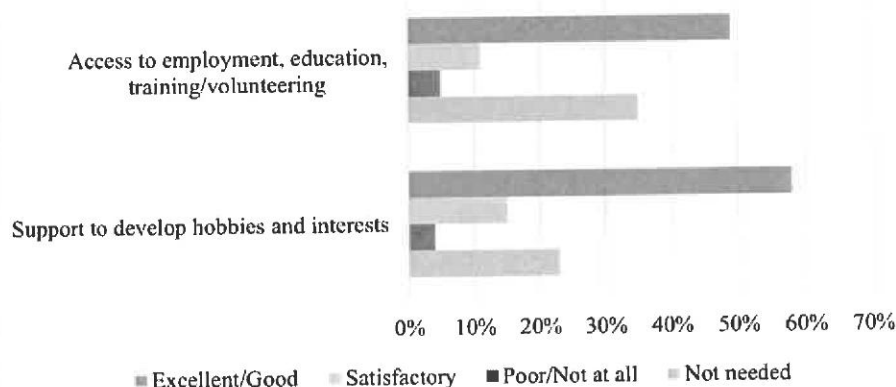
In addition to the one-to-one support offered by allocated support worker, AMAT also offers Resettlement courses to develop budgeting skills.

Healthy eating & cookery classes offer budgeting advice also.

Volunteering daily includes lunch and refreshments and improves employment opportunities.

6. Engage in productive activities and job opportunities

Engage in productive activities and job opportunities



Over the course of 2020/2021

62 Residents developed their CV's with the support of 411 HUB staff.

25 Residents completed 5,106 hours of volunteering

40 Residents each month used the IT suite for employment and education

21 Residents each month attended events, activities or social clubs.

10 Residents per month attended education or training opportunities.

9 Peer Mentors completed 1000 hours of mentoring new Residents.

The 411 HUB has continued to go from strength to strength over the course of 2020//2021 in terms of adapting to COVID-19 and service development. However, there was an inevitable impact on numbers of people accessing the space. This project was funded by The National Lottery Community Fund and has proved a vital resource with over 49% of its 2,127 visitors being AMAT Residents, 51% visitors were from the local community and other services, all were utilising the support offered and 13 local specialist agencies and organisations operating services out of 411 HUB, benefitting both Residents & the local community.

Funding has enabled 411 HUB to be externally evaluated by Ludvigsen McMahon – who identified the following key successes in a final evaluation:

- The number of service partners delivering services from 411 HUB increased from 12 to 13 by the end of year three, covering issues like sexual health, mental health and substance misuse.
- Partnerships with educational providers, as well as classes delivered by 411 HUB staff has ensured that Residents have access to Maths & English classes and resettlement classes, among other courses within 411 HUB.
- Peer-led activities are essential to increase opportunities for social interaction. Following project training, three volunteers have applied to coproduce activities and clubs in 411 HUB.
- The peer mentor and volunteering scheme has exceeded its year three target by the end of year two. While the scheme has seen some positive outcomes, there is potential for the peer mentors to do and achieve much more than is currently the case.

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Trustees' Report For the Year Ended 31 March 2021

- Applying a strength-based approach and an open-door policy has created a supportive and friendly environment that facilitates informal staff – Resident interactions. This could be further extended through training and ongoing reflective practice.

AMAT UK is proud of what has been achieved through this project and the trustees particularly want to highlight the following innovative and successful initiatives:

AMAT's choir- Alive & singing. much the same as everyone else – the choir has had a very different year from normal. Lockdown meant that we were unable to meet in person for most of the year - we adapted and met online, took part in music quizzes and when restrictions allowed, we resumed meeting in person in a socially distanced way.

Our originals album, a place to call my own was finally finished, and although we were unable to hold a live event to launch the record – we implemented a press strategy that picked up the story, held an online event that was well attended, and raised over £400 in album sales. We are planning to hold a live event so that the choir can perform with the live band and celebrate what has been a huge achievement, especially in the difficult circumstances of having to record in a socially distanced way and adhere to COVID-19 restrictions.

When all government restrictions were lifted, choir members resumed being able to meet and sing in the rehearsal space. Our first session back was well attended, and for many participants a very emotional experience, many members of the choir stated that they had really missed the interaction and what had become a highlight of their week. Performances will be planned for the rest of the year, including a live album launch and a Christmas concert.

The project continues to improve confidence and self-esteem amongst our Residents and staff that have participated and continues to be a popular staple of the activities and events that are on offer via the 411 HUB.

Gardening club –Funded by The National Lottery, launched in June 2020 the gardening club saw volunteers transform two allotment plots from overgrown weeds into horticultural master pieces. To date produce grown includes tomatoes, potatoes, green beans, spring greens. In early 2021 a greenhouse was purchased and installed in the rear of 14 Meadowbank Road to be used as a seedling house for the allotment. This was a particularly popular activity during lockdown.

3. Working in collaboration with Partner Organisations.

Over the course of 2020/2021, AMAT UK has continued to position itself as the Medway leader in the delivery of supported accommodation and homeless services. Key to that has been the strength of AMAT's partnership working in the Medway Homeless Sector. There have been weekly COVID-19 meetings facilitated by the local authority and attended by all of the local providers. Ideas and resources were shared with the joint goal of keeping service users and staff safe. Working in partnership and sharing best practice locally is a primary driver for the improvement and successful delivery of our services. Medway Local Authority have requested AMAT's CEO would mentor a small local charity, which will be a relationship developed over 2021-2022. The team have been working on a communication strategy, this has included developing our website and increasing our use of Social- media platforms.

During 2020/2021 – we have established or continued official partnership agreements through 411 HUB, with the following key homeless and related services:

- Nurse Practitioner
- Mental Health Nurse
- BIGG project- who provide access to trainee counsellors and talking therapies
- Medway Council Rough Sleeper Initiative
- Turning Point
- Medway Adult Education
- NHS Sexual Health
- NHS Smoking Cessation
- NHS Hep C
- Creatabot
- SATEDA

AMAT UK continues to work in partnership with a wide range of services, to ensure best practice and continuous improvement across the Medway Homeless Sector including:

- Various Departments of Medway and Maidstone Council
- Kent Police
- One Big Family
- Pathways to Independence
- Riverside

AMATUK

Trustees' Report For the Year Ended 31 March 2021

- o Medway Community Rehabilitation Company
- o Kent Prisons

AMAT maintains itself as a key contributor of support to the Homeless Sector in Medway by attending and playing an active role in the following meeting groups:

- o Medway Blue Light Project
- o Medway Task and Finish Groups:
- o Rough Sleepers
- o Ex-offenders
- o Medway Homeless Forum
- o Southeast Homeless Forum
- o Medway Rough Sleeper Intelligence meeting

Staff and Staff Development:

AMAT UK trustees want to acknowledge the dedication and commitment of staff as always, but it feels even more pertinent this year, as they are considered Key Workers and have therefore worked diligently and cheerfully throughout the various lockdowns and restrictions. AMAT's staff are its greatest asset, and the trustees want to thank them.

Trustees are committed to the development, improvement, and support of AMAT staff because of the vitally important work they do managing accommodation and supporting homeless people towards independent living.

Staff are supported through training and acknowledgment. During 2020/2021 AMAT developed and instigated staff training in the following areas:

Most training has had to be carried out online/remotely due to the pandemic, and AMAT carried out in house training for new staff via Zoom to start with, then via smaller socially distanced groups once this was possible in line with government guidelines. Training opportunities included:

- Support team, the Hub, SStS and Duty Managers had 'Complex Trauma and Trauma Informed Care for Frontline Staff' online training through Homeless Link in January 2021
- Support team, the Hub, SStS and Duty Managers had 'Strengths Based Practice' online training through Homeless Link in January 2021
- All relevant staff trained in new evictions and abandonments process
- Support Worker E-Learning updated to include new courses on 'Human Trafficking and Modern-Day Slavery', 'Hate Crime', 'eating disorders', 'Bullying and Cyberbullying', 'Mental Capacity Act', and 'Mental Health Awareness'
- All staff E-Learning updated to include 'Unconscious Bias's
- Four staff who deal with service users when they enter the service (referral stage and induction stage) received online training on 'Motivational Interviewing' through Homeless Link in December 2020
- We had 2 Support workers complete their NVQ level 3 diplomas in adult social care

Staff Award Ceremony

Another impact of COVID-19 was that the charity wasn't able to hold the annual held Staff award ceremony. The Management Team still voted for a Staff member of the year which was Dan Pett for his outstanding performance.

We asked Dan what winning this award meant to him:

In 2020 I won the outstanding achievement award, this came as a large surprise as I always thought I was just doing my job. I have been with AMAT for 8 years, currently on the maintenance team. I enjoy my job and all the challenges it brings daily. This is not the position I started in and with AMAT's help I have developed new skills to take my career in new directions. AMAT has helped me build self-confidence and has given me all the encouragement I need to develop myself. This was a new direction when I started, and it didn't take long before I enjoyed working in and around this sector. Every day I can come to work happy in what I do and where I work.

The Management team considered themselves very fortunate to have so many staff who exceeded expectations. They also decided to award the following staff a small bonus for going the extra mile during a challenging pandemic impacted year.

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Trustees' Report For the Year Ended 31 March 2021

COVID-19 Bonus awarded to: Helen, Jo, Aimee, Paige, Claire, Dan, Danny Jamie, Robin and Tara.

Strategic development and Future Plans

Strategic intention progress:

The usual process of reviewing and developing the Business Plan and Strategic intentions was suspended and replaced with a change management plan. The plan and risk assessments were reviewed quarterly by the CEO and Senior Management team (SMT) with the support of the Cranfield Trust. All 4 plans were approved by the Board.

The Board implemented this temporary and different way of working because of the trial period for the restructure, which initially was for 9 months, this was subsequently changed to a full year because of the predicted impact of COVID-19 on progress.

The change management plan process was completed successfully and approved by the Board in March 2021. The Board were pleased with the improvements made to several key areas of AMAT in such a short space of time. This was made more impressive by the fact that the team were achieving so much and dealing with global pandemic.

The Business plan and Strategic intentions and all other strategic documents are going to be reviewed, developed, and approved at the Board meeting in Spring 2021

Strategic intentions overview/change management plan overview.

1) Improving the standard of support and accommodation provision for our Residents	2) Continue to improve AMAT's financial stability:
<ul style="list-style-type: none">○ Continue to review AMAT's property portfolio-operating formula○ Refine delivery and improve health and safety risk,○ Program of proactive work○ Theory of Change development○ Complete M-QAF assessment○ Evictions and abandonments – reflective practice.○ Develop services from 411 HUB.	<ul style="list-style-type: none">○ Developing property assets○ Continue to develop AMAT's financial operating position○ Regular rent review○ 3% efficiencies across 3 key areas of AMAT (Core, Support and Facilities)
3) Improve the workplace environment for the staff:	4) Governance and fundraising:
<ul style="list-style-type: none">○ Improved staff working conditions○ Obtain Health and Wellbeing charter○ Review the wage structure○ Review of the supervision and appraisal process○ Review of JD's and KPI's for every role	<ul style="list-style-type: none">○ Improve the Board's knowledge, communications, and skill base○ Increase Board numbers○ Increase Board diversity○ Continue to develop fundraising and communication strategy.

Fundraising:

COVID-19 has impacted the fundraising climate dramatically across 2020/21. This affected AMAT in both positive and negative ways. The charity was able to access over £100,000 of emergency funds administered through Homeless Link and The National Lottery to adapt the service to be COVID-19 compliant, support the digital development of the service and bridge the financial gaps caused by the various lockdowns and how they impacted our ability to function operationally. This made a vital difference to AMAT's support of Residents and ability to manage the pandemic.

The most detrimental impact on fundraising was the closure of The National Lottery Community Fund's normal grant streams. AMAT had planned to apply for continuation funding in early 2020 for 411 HUB, however the organisation was able to make three emergency applications and successfully fundraised £60K to cover the shortfall between January and June 2021 from CAF Resilience Fund, L&Q Foundation and The National Lottery.

We were also able to secure funding to help with the change management process and create our Theory of Change consultation

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Trustees' Report For the Year Ended 31 March 2021

process via workshops and review the Vision, Mission and Values.

AMAT has continued to be successful in developing diverse income streams, particularly with Trusts and Foundation fundraising during 2020/2021. The creation of a communication strategy and a much-needed review and subsequent development of the website have helped the fundraising team and PR of the charity generally. The fundraising strategy is going to be reviewed in Spring 2021, the intention is to secure funding for a dedicated fundraiser internally.

NCVO quality charity standard.

Work started on the standard. Not as much progress was made due to the restructure as it delayed the review of strategic documents which underpin the standard. Now the restructure is complete and strategic documents will be prepared by Spring 2021. Meaning the standard will be completed by Autumn 2021.

Risk Management

The trustees have assessed the major risks to which the charitable company is exposed, those related to the restructure and further risks from COVID-19. With the production of a comprehensive risk register and accompanying action plan, they are satisfied that systems and procedures are in place to mitigate the charitable company's exposure to most major risks. The charitable company continues to implement the findings made by its auditors regarding improvements required to the financial systems.

Financial Management. AMAT continues to develop its financial policies, procedures and staff to ensure that its services stay ahead of financial trends and forecasts, in particular how the sector responds to continuing pressures on local authorities to minimize costs. Trustees continue to take strategic consideration towards properties held in the charitable company's portfolio, review all expenditure, continue to make efficiencies to operations and develop resources for the delivery of services.

Trend analysis. Due to the rapid pace of change in the sector the Senior Management remain vigilant to the emerging environment. AMAT will continue to develop its staff teams, ensuring that training is up to date and ensuring that staff competencies are high. AMAT's senior staff must hold good relationships with key partners and develop official partnerships wherever possible.

Financial review

Income for the year amounted to £4.05m, down £74k compared to income in 2019/2020. Core housing and support income did increase but this was countered by a decline in income from both temporary accommodation and the provision of facilities.

Total expenditure for the year was £3.85m, down from £4.05m in the prior year. It should be noted that the current year total included an accrual for a £69k settlement after the charity voluntarily disclosed an underpayment of PAYE/NIC to HMRC.

Core costs, before the settlement, had reduced by around 6% and therefore despite the decline in income the result for the year was a surplus of £193k compared to £75k in 2019/2020.

At 31 March 2021 the charity therefore had fund balances of £870k, up from £678k. Of these £93k (2020: £115k) related to restricted funds leaving £777k (2020: £563k) in unrestricted funds.

Unrestricted funds do include capitalised fixed assets which are hence not available to freely spend on any of the charity's purposes. At 31 March 2021 the net book value of fixed assets, including property held for charitable purposes, was £867k (2020: £853k) and there were related loans secured on these assets related to their purchase of £567k (2020: £595k). Unrestricted funds therefore include a net £300k (2020: £258k) in relation to property and other tangible assets.

The charity's true 'free' reserves as at 31 March 2021, after deducting the net amounts tied up in fixed assets, therefore amounted to £477k (2020: £304k).

Reserves policy

It is the trustees' policy to ensure at any one time there are sufficient free reserves to meet the immediate operating costs of the charitable company for a minimum of up to four weeks - approximately £320k. This level has been achieved and the continuation of our three year fundraising strategy should ensure that the charitable company develops reserves further over the next few years. In the long term the charitable company will aim for funds equivalent to the operating costs of 3 months as reserves.

AMATUK

Trustees' Report For the Year Ended 31 March 2021

Future plans

Harnessing and building on the success of this year is the main aim for the Board. The change management process concluded in the development of a new Business Plan, risk assessment and strategic intentions. The fundraising strategy was also reviewed and developed, and AMAT developed a communication strategy for the first time in its history. The charitable company's focus for the future is on continuing to –

- Improve the standard of support and accommodation provision for Residents. Secure funding for 411 HUB, successfully tender for local authority support contracts, development of the annual Resident survey, reduce the number of Residents who abandon the service, develop and create an impact statement.
- Improve financial stability. Diversify income streams, purchase properties, increase assets, create 3% efficiencies from Core, Support provision and Facilities
- Improve the workplace environment for the staff. Continue to develop the wage structure, training and development plan and create mentoring scheme
- Governance development. Carry out a skills audit, recruit according to those gaps, increase Board members, a more diverse Board.
- Fundraising and communication development. Consistent language for communication, impact statement development, fundraising and communication strategy maintained, full time fundraiser and communication officer, attendance at national conferences, hold PR events for local organisations to attend.

Closing statement

The Board are extremely proud of the effective and compassionate way the team responded to the COVID-19 emergency. The CEO and Senior Management team moved quickly to keep staff and Residents safe, while keeping essential services running throughout a very challenging year. Applying for and receiving funding to tackle the new way of working was integral to their success.

2020 will forever be defined by the year of the virus and we believe it will be a long time before the true impact is felt particularly for the disadvantaged in our society.

What is even more remarkable about 2020/21 is how AMAT have managed to navigate the change management process brought about by the decision to restructure and create a CEO position, alongside three new Senior Manager roles to focus on the three key elements of the charity:

Facilities – the properties: improving standards and making homes.

Support Services – the people: AMAT Residents and how they are supported.

Core element – incorporating: HR, Quality and compliance, Housing Benefit, and finance management.

The team created and established a “change management plan” to focus on efforts of the key 5 areas: -

- Improving financial stability
- Improving the standard of support and accommodation provision to the Residents
- Improving the workplace environment for the staff.
- Developing and strengthening our governance
- Creating and developing a fundraising and communication strategy.

Seven weeks into the restructure COVID-19 hit and a national lockdown was imposed. Despite this additional challenge the team still made significant progress with the change management plan. Change can lead to resistance, so the team had to be focused and systematic in their approach to the change. This effort should be sustained as the 5 areas are carried forward into our 3-year business plan and strategic intentions.

Providing homes and rebuilding lives are our guiding principles as we continue to put Residents at the heart of our service. With that in mind, we will continue to work with partners and the local authority to provide a dynamic and responsive service that builds on the strengths of our Residents and is truly person centred.

The Board instigated a review and update of its Mission, Vision and Values to acknowledge and reflect the changes that have taken place since AMAT's inception in 1997.

We are looking forward to 2021/2022 to see how AMAT UK responds and adapts to the exciting challenges ahead.

AMATUK

**Trustees' Report
For the Year Ended 31 March 2021**

Auditor


The auditors, UHY Hacker Young, have indicated their willingness to remain in office, and the appointment of auditors for 2021/22 will be considered at the forthcoming Annual General Meeting.

Disclosure of information to auditor

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that, so far as that Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the trustees and signed on their behalf by:



Mr. G.T. Crozer, Chair

Date:

29/11/2021



Mrs. E. Paterson

AMATUK

(A company limited by guarantee)

**Statement of Trustees' responsibilities
For the year ended 31 March 2021**

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on its behalf by:

Mr. G.T. Crozer

Date:



Handwritten signature of G.T. Crozer and date 29/11/2021

AMATUK

(A company limited by guarantee)

Independent Auditors' Report to the Members of AMATUK

Opinion

We have audited the financial statements of AMATUK (the 'charity') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has been prepared in accordance with applicable legal requirements.

AMATUK

(A company limited by guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

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

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

Auditors' responsibilities for the audit of the financial statements

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

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

How the audit was considered capable of detecting 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:

- we identified the laws and regulations applicable to the charity through discussions with management, and from our commercial knowledge and experience of the sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the charity, including the Companies Act 2006;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's accounts to material misstatement, including obtaining an understanding of how fraud might occur, by:

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

AMATUK

(A company limited by guarantee)

Independent Auditors' Report to the Members of AMATUK (continued)

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

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

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

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

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' report.

Use of our report

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



Allan Hickie BSc FCA (Senior statutory auditor)

for and on behalf of

UHY Kent LLP

Chartered Accountants

Statutory Auditors

Thames House

Roman Square

Sittingbourne

Kent

ME10 4BJ

Date: 13 December 2021

AMATUK**(A company limited by guarantee)**

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2021

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
	Note				
Income from:					
Donations and legacies	4	7,274	260,564	267,838	259,904
Charitable activities	5	3,742,805	-	3,742,805	3,805,060
Other trading activities	6	3,902	-	3,902	12,431
Investments	7	31,542	-	31,542	43,158
Total income		3,785,523	260,564	4,046,087	4,120,553
Expenditure on:					
Raising funds		14,742	-	14,742	15,063
Charitable activities	8	3,555,596	283,059	3,838,655	4,030,357
Total expenditure		3,570,338	283,059	3,853,397	4,045,420
Net movement in funds		215,185	(22,495)	192,690	75,133
Reconciliation of funds:					
Total funds brought forward		562,504	115,241	677,745	602,612
Net movement in funds		215,185	(22,495)	192,690	75,133
Total funds carried forward	17	777,689	92,746	870,435	677,745

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

The notes on pages 22 to 36 form part of these financial statements.

AMATUK
(A company limited by guarantee)
Registered number: 05159125


Balance sheet
As at 31 March 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	13	867,480	853,511
Current assets			
Debtors	14	391,638	513,244
Cash at bank and in hand		502,752	158,464
		<u>894,390</u>	<u>671,708</u>
Creditors: amounts falling due within one year	15	(360,457)	(278,152)
Net current assets		<u>533,933</u>	<u>393,556</u>
Total assets less current liabilities		<u>1,401,413</u>	<u>1,247,067</u>
Creditors: amounts falling due after more than one year	16	(530,978)	(569,322)
Total net assets		<u>870,435</u>	<u>677,745</u>
Charity funds			
Restricted funds	17	92,746	115,241
Unrestricted funds	17	777,689	562,504
Total funds		<u>870,435</u>	<u>677,745</u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


Mr. G.T. Crozer
 (Chair of Trustees)
 29/11/2021


Mrs. E. Paterson

The notes on pages 22 to 36 form part of these financial statements.

AMATUK
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2021

	2021	<i>2020</i>
	£	£
Cash flows from operating activities		
Net cash used in operating activities	437,084	88,421
	<hr/>	<hr/>
Cash flows from investing activities		
Dividends, interests and rents from investments	31,542	43,158
Purchase of tangible fixed assets	(65,748)	(53,253)
	<hr/>	<hr/>
Net cash used in investing activities	(34,206)	(10,095)
	<hr/>	<hr/>
Cash flows from financing activities		
Repayments of borrowing	(58,590)	(50,116)
	<hr/>	<hr/>
Net cash used in financing activities	(58,590)	(50,116)
	<hr/>	<hr/>
Change in cash and cash equivalents in the year	344,288	28,210
Cash and cash equivalents at the beginning of the year	158,464	130,254
	<hr/>	<hr/>
Cash and cash equivalents at the end of the year	502,752	158,464
	<hr/> <hr/>	<hr/> <hr/>

The notes on pages 22 to 36 form part of these financial statements

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

1. General information

The charitable company is a company limited by guarantee, registered in England and Wales. Its registered office is 411 High Street, Chatham, England, ME4 4NU.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

AMATUK meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The trust is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the trust being wound up, the liability in respect of the guarantee is limited to £1 per member of the trust.

2.3 Going concern

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charitable company to continue as a going concern.

The trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

AMATUK performed well during the pandemic in 20/21 with marginally reduced incomes which were supported by grants to mitigate the impact of this. AMATUK has almost returned to pre-COVID operations with all staff providing pre-COVID services. The trustees are confident that should there be any further COVID restrictions imposed they can quickly adjust operations to cater for this.

The provision of temporary and permanent accommodation is an important area of the charity sector and has not become any less crucial during the pandemic, and demand is likely to increase as the Government begin to draw back supplementary aid given throughout the pandemic in the form of Furlough and Universal Credit uplifts etc, in addition to lifting restrictions on eviction activities for landlords.

AMATUK have in place safe working practices which will be maintained and additional cost to sustain this is built into a robust Budget for Financial Year 2021/22.

AMATUK's primary focus is sustainability and we are looking at ways to move the organisation forward in a way as to ensure a longevity and quality service for all out service users.

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

2. Accounting policies (continued)

2.4 Income

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

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

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

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

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

All expenditure is inclusive of irrecoverable VAT.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

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

Depreciation is charged on all tangible fixed assets, other than freehold land, so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Motor vehicles	- 25% straight line
Fixtures and fittings	- 10-25% straight line

2.7 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

AMATUK**(A company limited by guarantee)**

**Notes to the financial statements
For the year ended 31 March 2021**

2. Accounting policies (continued)**2.8 Operating leases**

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

2.9 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgment

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

Critical accounting estimates and assumptions:

The only significant area of judgement is in respect of the policy for providing against doubtful debts. AMATUK's policy is set to allow residents the best possible opportunity to pay debts off which means longstanding debts remain in debtors longer than expected times in a commercial environment. Residents who leave the service in debt and return within a two year period have their debt remain and be managed. All bad debt is written off three years after the resident has vacated.

There are no further significant areas of judgement or key assumptions that affect items in the financial statements other than those included within the accounting policies described above.

4. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	6,765	-	6,765	9,710
Grants	509	260,564	261,073	250,194
	<u>7,274</u>	<u>260,564</u>	<u>267,838</u>	<u>259,904</u>
<i>Analysis of 2020 total by fund</i>	<u>11,157</u>	<u>248,747</u>	<u>259,904</u>	

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

5. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Housing and support	3,223,320	3,223,320	3,198,885
Temporary accommodation	143,412	143,412	208,925
Provision of facilities	376,073	376,073	397,250
	<u>3,742,805</u>	<u>3,742,805</u>	<u>3,805,060</u>
<i>Analysis of 2020 total by fund</i>	<u>3,805,060</u>	<u>3,805,060</u>	

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Maintenance income	1,851	1,851	7,225
Services to residents	2,051	2,051	5,206
	<u>3,902</u>	<u>3,902</u>	<u>12,431</u>
<i>Analysis of 2020 total by fund</i>	<u>12,431</u>	<u>12,431</u>	

7. Investment income

	Unrestricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Rent receivable	31,502	31,502	43,064
Bank interest	40	40	94
	<u>31,542</u>	<u>31,542</u>	<u>43,158</u>
<i>Analysis of 2020 total by fund</i>	<u>43,158</u>	<u>43,158</u>	

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Housing and support	3,555,596	283,059	3,838,655	4,030,357
<i>Analysis of 2020 total by fund</i>	<u>3,854,054</u>	<u>176,303</u>	<u>4,030,357</u>	

9. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	<i>Total funds 2020 £</i>
Housing and support	3,751,116	87,539	3,838,655	4,030,357
<i>Analysis of 2020 total</i>	<u>3,930,609</u>	<u>99,748</u>	<u>4,030,357</u>	

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

9. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Total funds 2021 £	<i>Total funds 2020 £</i>
Staff costs	1,203,828	1,320,206
Depreciation	51,777	37,664
Rent	1,532,832	1,663,026
Repairs and maintenance	197,567	186,908
Security services	50,193	85,438
Fire, health and safety	15,839	24,341
Training and staff costs	6,043	12,098
Motor and travel	14,758	17,107
Telephone	40,745	37,375
Gas and utilities	177,551	185,979
Council tax and water rates	150,834	124,488
Hostel supplies and refreshments	64,617	73,479
Cleaning and laundry	28,714	29,258
Legal and professional	43,395	48,942
PAYE/NIC settlement	69,138	-
Finance charges and interest	5,632	6,579
Insurance	35,365	46,239
Bad debts	43,801	14,927
Sundry	18,487	16,555
	<u>3,751,116</u>	<u>3,930,609</u>

Analysis of support costs

	Total funds 2021 £	<i>Total funds 2020 £</i>
Postage, stationery and computing	40,269	49,612
Legal and professional	9,000	8,000
Payroll and management accountancy	7,301	7,211
Finance charges and interest	30,969	34,925
	<u>87,539</u>	<u>99,748</u>

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

10. Auditors' remuneration

	2021	<i>2020</i>
	£	<i>£</i>
Fees payable to the charity's auditor for the audit of the charity's annual accounts	9,000	8,740

11. Staff costs

	2021	<i>2020</i>
	£	<i>£</i>
Wages and salaries	1,102,063	1,215,617
Social security costs	82,597	83,891
Contribution to defined contribution pension schemes	19,168	20,698
	<u>1,203,828</u>	<u>1,320,206</u>

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

	2021	<i>2020</i>
	No.	<i>No.</i>
Management	9	10
Other staff	52	59
	<u>61</u>	<u>69</u>

The average headcount expressed as full-time equivalents was:

	2021	<i>2020</i>
	No.	<i>No.</i>
Management	9	10
Other staff	47	54
	<u>56</u>	<u>64</u>

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

The key management personnel of the charitable company comprise the trustees and the senior management team. The total amount of employee benefits (including employer pension and national insurance contributions) received by key management personnel for their services to the charitable company was £171,282 (2020 - £100,269). The increase is due to a restructure of the management team towards the end of the previous year, and 2020/21 being the first full year under the new structure.

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

13. Tangible fixed assets

	Freehold property £	Motor vehicles £	Fixtures and fittings £	Total £
Cost				
At 1 April 2020	836,941	22,356	230,660	1,089,957
Additions	-	19,196	46,552	65,748
At 31 March 2021	<u>836,941</u>	<u>41,552</u>	<u>277,212</u>	<u>1,155,705</u>
Depreciation				
At 1 April 2020	74,858	9,536	152,052	236,446
Charge for the year	13,651	8,389	29,739	51,779
At 31 March 2021	<u>88,509</u>	<u>17,925</u>	<u>181,791</u>	<u>288,225</u>
Net book value				
At 31 March 2021	<u>748,432</u>	<u>23,627</u>	<u>95,421</u>	<u>867,480</u>
At 31 March 2020	<u>762,083</u>	<u>12,820</u>	<u>78,608</u>	<u>853,511</u>

14. Debtors

	2021 £	2020 £
Trade debtors	326,445	442,796
Other debtors	1,920	174
Prepayments and accrued income	63,273	70,274
	<u>391,638</u>	<u>513,244</u>

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

15. Creditors: Amounts falling due within one year

	2021	<i>2020</i>
	£	<i>£</i>
Bank loans	14,667	<i>11,215</i>
Other loans	22,043	<i>14,771</i>
Trade creditors	6,662	<i>53,555</i>
Other taxation and social security	48,487	<i>19,807</i>
Other creditors	133,793	<i>107,552</i>
Accruals and deferred income	134,805	<i>71,252</i>
	<u>360,457</u>	<u><i>278,152</i></u>

16. Creditors: Amounts falling due after more than one year

	2021	<i>2020</i>
	£	<i>£</i>
Bank loans	456,493	<i>472,900</i>
Other loans	74,485	<i>96,422</i>
	<u>530,978</u>	<u><i>569,322</i></u>

Bank loans

A mortgage secured over the freehold property of 423 High Street owned by the trust. The mortgage is repayable by equal monthly repayments over 25 years until 2042 at an initial fixed rate of 4% until 2030.

A mortgage secured over the freehold property of 409-415 High Street owned by the trust. The mortgage is repayable by variable monthly repayments over 25 years until 2043 at a variable interest rate of the base rate plus 3.6%.

Other Loans

Big Issue Invest Ltd holds a floating charge over the assets of the trust in respect of a loan, which is repayable by equal monthly repayments over 9 years until 2027 at a fixed rate of 8.5%.

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2021	<i>2020</i>
	£	<i>£</i>
Repayable by instalments	<u>416,422</u>	<u><i>440,948</i></u>

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

17. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Balance at 31 March 2021 £
Unrestricted funds				
General funds	562,504	3,785,523	(3,570,338)	777,689
Restricted funds				
The National Lottery Community Fund	54,283	97,044	(106,593)	44,734
People's Postcode Trust	2,941	-	(2,047)	894
Edward Gostling Foundation	440	-	(440)	-
Arts Council England	1,723	997	(2,720)	-
Reach Fund	8,900	-	-	8,900
Big Issue Invest Trust	-	8,000	(8,000)	-
Nationwide Foundation	46,954	-	(13,166)	33,788
Charities Aid Foundation	-	47,695	(47,695)	-
L&Q Foundation	-	10,000	(10,000)	-
The Screwfix Foundation	-	4,280	-	4,280
Homeless Link	-	88,548	(88,548)	-
Change Manage Social Investors	-	4,000	(3,850)	150
	115,241	260,564	(283,059)	92,746
Total of funds	677,745	4,046,087	(3,853,397)	870,435

AMATUK

(A company limited by guarantee)

Notes to the financial statements For the year ended 31 March 2021

17. Statement of funds (continued)

The National Lottery Community Fund grant received in the year is funding towards the 3 year AMAT Hub project, which will run education and employment courses for homeless adults, and improve their access to healthcare opportunities, social situations and groups. Further funding was received by the National Lotteries to aid the organisation through the COVID 19 pandemic and enhancing digital services.

The People's Postcode Trust grant is funding towards equipment and perishables for the training kitchen and activities at 14 Meadowbank Road (as part of the Healthy Eating project).

The Edward Gostling Foundation grant is funding to carry out capital works at the 14 Meadowbank kitchen facility (as part of the Healthy Eating project).

The Arts Council England grant is funding towards the costs of the Homeless Choir and Album project, which was completed during the year.

The Reach Fund grant is funding to aid AMAT in strategic business planning.

The Big Issue Invest Trust grant is funding to aid AMAT's working capital and de-risk finance.

The Nationwide Foundation grant (managed by Kent Community Foundation) is funding to supply a resettlement worker to assist residents to successfully move on to independent, permanent living. The grant, awarded in 2019/20, will be spent over the next two years.

The Charity Aid Foundation Grant was received to assist with emergency Hub funding as funding applications for the project were suspended due to the pandemic. Part of the grant was also received to assist AMAT with increased Voids and reduced revenues due to turn around times of resource during the pandemic.

L&Q Foundation grant was received to assist with Hub funding and support costs.

The Screwfix Foundation grant was received to increase maintenance in 411 High Street the primary home of the Hub.

Homeless Link funds were received to aid the organisation through the immediate impact of the COVID 19 Pandemic, allowing AMAT to continue to fund on-going projects across the organisation and deal with unforeseen issues exacerbated by the pandemic in an efficient manner.

Social investors Change Management funding has allowed AMAT to deliver Change Management Training in a period of significant change for the organisation.

Prior year: The Clothworkers' Foundation grant in 2019/20 related to funding to carry out capital works at the 14 Meadowbank Road kitchen facility (as part of the Healthy Eating project).

AMATUK
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2021

17. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 April 2019</i>	<i>Income</i>	<i>Expenditure</i>	<i>Transfers in/out</i>	<i>Balance at 31 March 2020</i>
	£	£	£	£	£
Unrestricted funds					
General funds	523,599	3,871,806	(3,869,117)	36,216	562,504
Restricted funds					
The National Lottery Community Fund	60,639	132,820	(139,176)	-	54,283
People's Postcode Trust	18,374	-	(2,777)	(12,656)	2,941
The Clothworkers' Foundation	-	16,000	-	(16,000)	-
Edward Gostling Foundation	-	8,000	-	(7,560)	440
Arts Council England	-	8,973	(7,250)	-	1,723
Reach Fund	-	11,000	(2,100)	-	8,900
Big Issue Invest Trust	-	25,000	(25,000)	-	-
Nationwide Foundation	-	46,954	-	-	46,954
	<u>79,013</u>	<u>248,747</u>	<u>(176,303)</u>	<u>(36,216)</u>	<u>115,241</u>
Total of funds	<u><u>602,612</u></u>	<u><u>248,747</u></u>	<u><u>(4,045,420)</u></u>	<u><u>-</u></u>	<u><u>677,745</u></u>

18. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021	Restricted funds 2021	Total funds 2021
	£	£	£
Tangible fixed assets	867,480	-	867,480
Current assets	801,644	92,746	894,390
Creditors due within one year	(360,457)	-	(360,457)
Creditors due in more than one year	(530,978)	-	(530,978)
Total	<u><u>777,689</u></u>	<u><u>92,746</u></u>	<u><u>870,435</u></u>

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18. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2020 £</i>	<i>Restricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	853,511	-	853,511
Current assets	556,467	115,241	671,708
Creditors due within one year	(278,152)	-	(278,152)
Creditors due in more than one year	(569,322)	-	(569,322)
Total	<u>562,504</u>	<u>115,241</u>	<u>677,745</u>

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

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	192,690	75,133
Adjustments for:		
Depreciation charges	51,779	37,664
Dividends, interests and rents	(31,542)	(43,158)
Decrease in debtors	121,606	18,312
Increase in creditors	102,551	470
Net cash provided by operating activities	<u>437,084</u>	<u>88,421</u>

20. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	502,752	158,464
Total cash and cash equivalents	<u>502,752</u>	<u>158,464</u>

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21. Analysis of changes in net debt

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	158,464	344,288	502,752
Debt due within 1 year	(25,986)	(10,724)	(36,710)
Debt due after 1 year	(569,322)	38,344	(530,978)
	<u>(436,844)</u>	<u>371,908</u>	<u>(64,936)</u>

22. Operating lease commitments

At 31 March 2021 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Not later than 1 year	381,214	242,128
Later than 1 year and not later than 5 years	217,508	317,358
	<u>598,722</u>	<u>559,486</u>

The majority of the commitments above relate to property lease commitments related to the AMATUK's charitable activities.

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23. Related party transactions

Recruitment Warehouse, a business controlled by Mr. G.T. Crozer, trustee and director

Goods and services amounting to £17,265 (2020 - £20,567) were purchased from Recruitment Warehouse for waste disposal. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2021 the trust owed £410 (2020 - £1,542) to Recruitment Warehouse.

The Redfords, a business controlled by Mr. M. Crozer, the son of trustee and director, Mr. G.T. Crozer

Goods and services amounting to £6,268 (2020 - £2,400) were purchased from The Redfords. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2020 the trust owed £Nil (2020 - £Nil) to The Redfords.

Ms. C. Bloomfield, the daughter of trustee and director, Mr. D. Bloomfield

Services amounting to £23,523 (2020 - £4,805) were provided by Ms. C. Bloomfield. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2020 the trust owed £Nil (2020 - £Nil) to Ms. C. Bloomfield.

Mr J Burley, husband of trustee and director Mrs. S. Burley

Services amounting to £11,777 (2020 - £Nil) were provided by Mr. J. Burley. The transactions were conducted on an open market value basis and in line with the Trust's Articles of Association.

At 31 March 2021 Mr. J. Burley owed the trust £221 (2020 - £Nil).