

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.

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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.

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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.

**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.

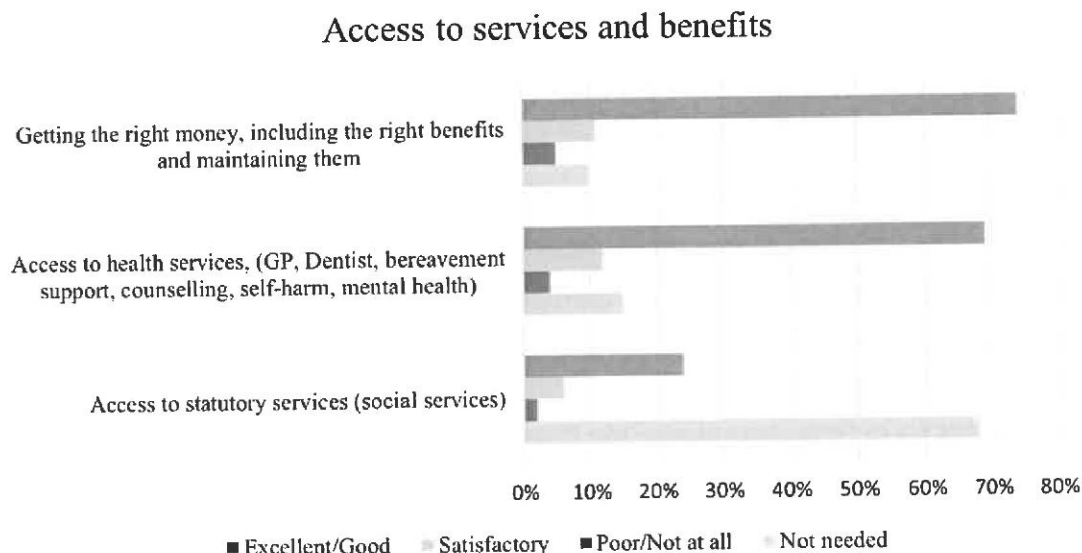
Rachel has been an AMAT Resident for almost 5 years with a couple of breaks from the service in that time. Rachel had become quite withdrawn and socially isolated during lockdown and staff were concerned that she would return to her previous abusive relationship. Staff and Residents alike encouraged 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.

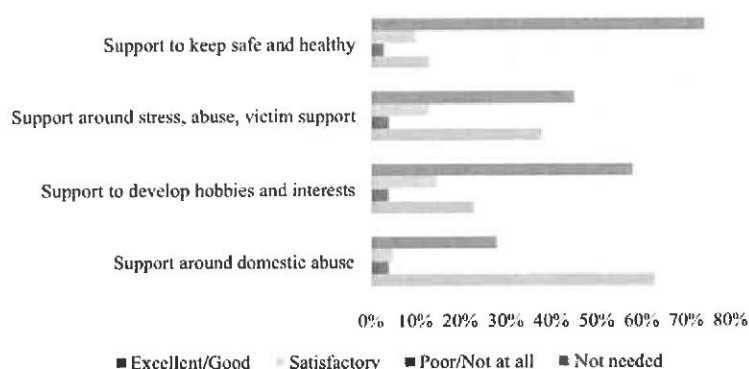


**Trustees' Report
For the Year Ended 31 March 2021**

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



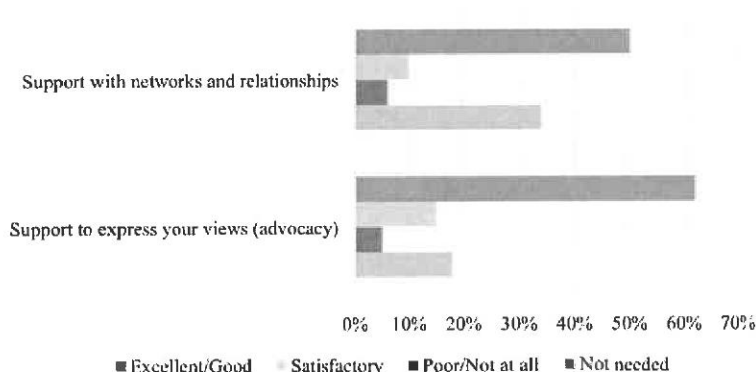
3. Avoid substance misuse

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

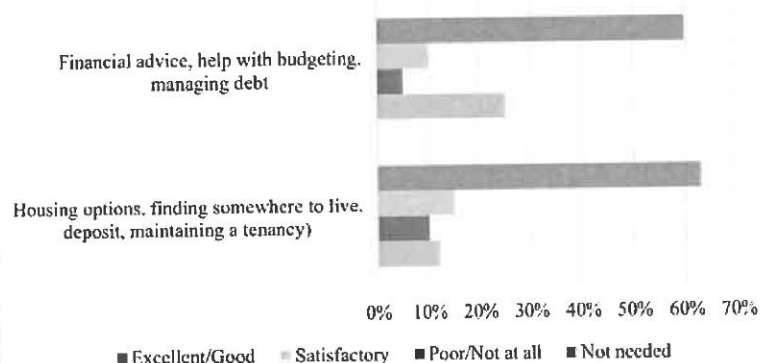
Residents receive support and encouragement with developing networks and relationships, including volunteering and peer mentoring. They are encouraged to join social events and hobby or interest activities. Examples are 'Alive & Singing' (AMAT's choir), bingo nights, Creativity Club, Curry nights supported 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

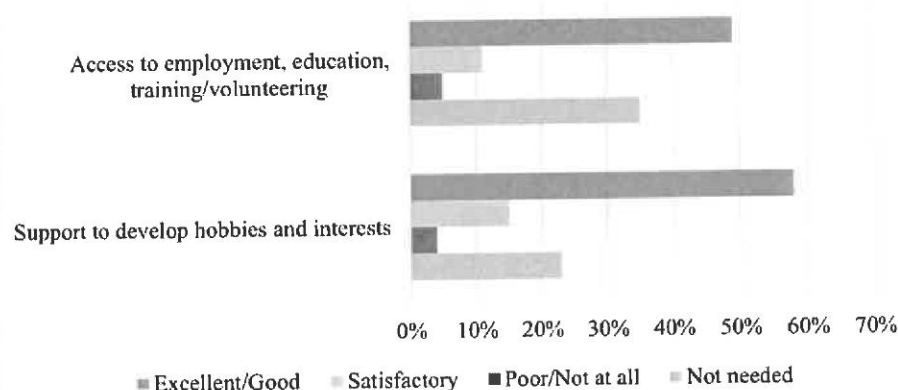
In addition to the one-to-one support offered by allocated support worker, AMAT also offers Resettlement courses to develop budgeting skills.

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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- 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

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Trustees' Report For the Year Ended 31 March 2021

- Medway Community Rehabilitation Company
- 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:

- Medway Blue Light Project
- Medway Task and Finish Groups:
- Rough Sleepers
- Ex-offenders
- Medway Homeless Forum
- Southeast Homeless Forum
- 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.

**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.

<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 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)
<p>3) Improve the workplace environment for the staff:</p>	<p>4) Governance and fundraising:</p>
<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

AMATUK

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

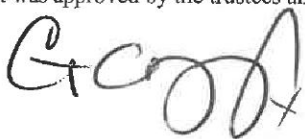
The auditors, UHY Hacker Young, have indicated their willingness to remain in office, and the appointment of auditors for 2021/22 will be considered at the forthcoming Annual General Meeting.

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 the date 29/11/2021.

AMATUK

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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

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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.

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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><u>870,435</u></u>	<u><u>677,745</u></u>
Charity funds			
Restricted funds	17	92,746	115,241
Unrestricted funds	17	777,689	562,504
Total funds		<u><u>870,435</u></u>	<u><u>677,745</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.T. Crozer
(Chair of Trustees)
Mrs. E. Paterson

29/11/2021

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>
	£	<i>£</i>
Cash flows from operating activities		
Net cash used in operating activities	437,084	88,421
Cash flows from investing activities		
Dividends, interests and rents from investments	31,542	43,158
Purchase of tangible fixed assets	(65,748)	(53,253)
Net cash used in investing activities	(34,206)	(10,095)
Cash flows from financing activities		
Repayments of borrowing	(58,590)	(50,116)
Net cash used in financing activities	(58,590)	(50,116)
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
Cash and cash equivalents at the end of the year	502,752	158,464

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>	

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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>	

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8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Housing and support	3,555,596	283,059	3,838,655	4,030,357
<i>Analysis of 2020 total by fund</i>	<i>3,854,054</i>	<i>176,303</i>	<i>4,030,357</i>	

9. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £	Total funds 2020 £
Housing and support	3,751,116	87,539	3,838,655	4,030,357
<i>Analysis of 2020 total</i>	<i>3,930,609</i>	<i>99,748</i>	<i>4,030,357</i>	

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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
	3,751,116	3,930,609

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
	87,539	99,748

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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).

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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	836,941	41,552	277,212	1,155,705
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	88,509	17,925	181,791	288,225
Net book value				
At 31 March 2021	748,432	23,627	95,421	867,480
At 31 March 2020	762,083	12,820	78,608	853,511

14. Debtors

	2021 £	2020 £
Trade debtors	326,445	442,796
Other debtors	1,920	174
Prepayments and accrued income	63,273	70,274
	391,638	513,244

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15. Creditors: Amounts falling due within one year

	2021	<i>2020</i>
	£	<i>£</i>
Bank loans	14,667	11,215
Other loans	22,043	14,771
Trade creditors	6,662	53,555
Other taxation and social security	48,487	19,807
Other creditors	133,793	107,552
Accruals and deferred income	134,805	71,252
	<u>360,457</u>	<u>278,152</u>

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

	2021	<i>2020</i>
	£	<i>£</i>
Bank loans	456,493	472,900
Other loans	74,485	96,422
	<u>530,978</u>	<u>569,322</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>440,948</u>

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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

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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).

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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
	79,013	248,747	(176,303)	(36,216)	115,241
Total of funds	602,612	248,747	(4,045,420)	-	677,745

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	777,689	92,746	870,435

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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	562,504	115,241	677,745

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	437,084	88,421

20. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	502,752	158,464
Total cash and cash equivalents	502,752	158,464

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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).