

Registered number: 05159125
Charity number: 1111057

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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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.

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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

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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.

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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.

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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.

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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.

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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*

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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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Trustees' Report For the Year Ended 31 March 2025

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.

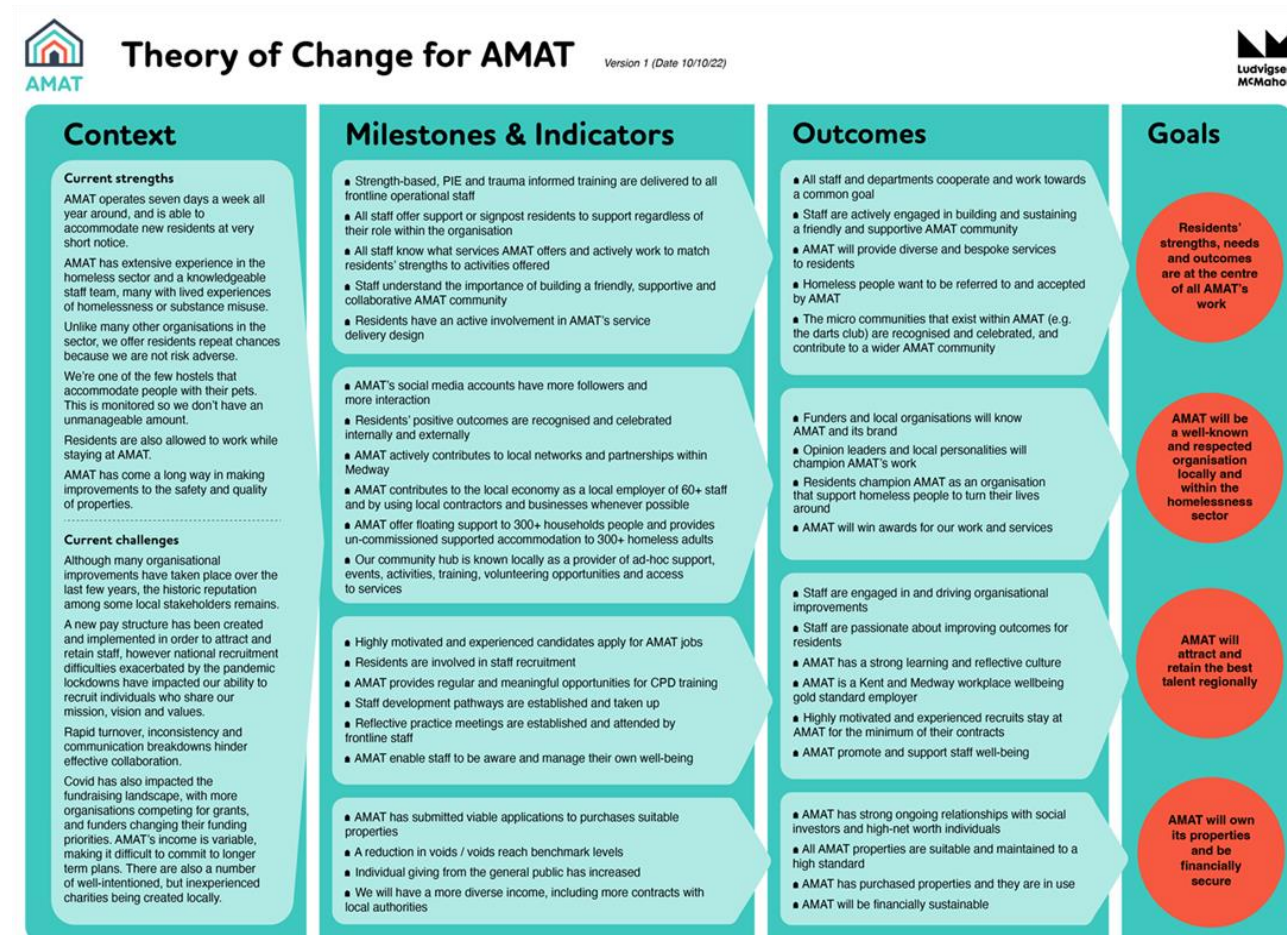
Of the previous five main goals, AMAT wanted to:

- 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. Sickiness 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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Trustees' Report For the Year Ended 31 March 2025



FUTURE PLANS

1) Residents' strengths, needs and outcomes are at the centre of all AMAT's work.	2) AMAT will attract and retain the best talent regionally.
<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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3) AMAT will be a well-known and respected organisation locally and within the homeless sector.	4) AMAT will own its own property and be financially secure.
<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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Trustees' Report For the Year Ended 31 March 2025

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
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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:

C0C318149AC3480...
Mr. G. Crozer, Chair

Date: 18 November 2025

Signed by:

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Mrs. E. Paterson

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:

George Crozer

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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::

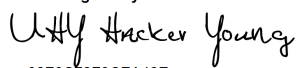
- agreeing financial statement disclosures to underlying supporting documentation;
- reading minutes of meetings of those charged with governance; and
- enquiring of management and representatives of Trustees as to actual and potential litigation and claims.

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)
		<u>482,965</u>	<u>648,974</u>
Net current assets		<u>1,387,003</u>	<u>1,391,250</u>
Total assets less current liabilities			
Creditors: amounts falling due after more than one year	15	(318,071)	(329,156)
		<u>1,068,932</u>	<u>1,062,094</u>
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
		<u>1,068,932</u>	<u>1,062,094</u>
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 £	<i>Total funds 2024 £</i>
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 £	<i>Total funds 2024 £</i>
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)
	4,245,665	3,847,146

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
	104,485	106,807

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	10,800

10. Staff costs

	2025	<i>2024</i>
	£	£
Wages and salaries	1,329,726	1,175,231
Social security costs	111,692	95,560
Contribution to defined contribution pension schemes	27,148	23,894
	<u>1,468,566</u>	<u>1,294,685</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	8
Other staff	44	47
	<u>52</u>	<u>55</u>

The average headcount expressed as full-time equivalents was:

	2025	<i>2024</i>
	No.	No.
Management	8	8
Other staff	36	43
	<u>44</u>	<u>51</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	-
In the band £70,001 - £80,000	1	-

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	866,730	45,806	285,292	1,197,828
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	36,132	30,383	227,275	293,790
Net book value				
At 31 March 2025	830,598	15,423	58,017	904,038
At 31 March 2024	652,318	22,195	67,763	742,276

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	714,804	535,118

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	439,308
Prepayments and accrued income	155,700	131,716
	<u>640,927</u>	<u>571,024</u>

14. Creditors: Amounts falling due within one year

	2025 £	<i>2024</i> £
Bank loans	11,640	11,640
Other loans	4,000	14,983
Trade creditors	129,262	82,961
Other taxation and social security	53,343	45,698
Other creditors	33,314	153,285
Accruals and deferred income	73,540	73,550
	<u>305,099</u>	<u>382,117</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	40,392
Resources deferred during the year	28,822	23,201
Amounts released from previous periods	(23,201)	(40,392)
	<u>28,822</u>	<u>23,201</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 £	2024 £
Bank loans	312,404	319,489
Other loans	5,667	9,667
	<u>318,071</u>	<u>329,156</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 £	2024 £
Payable or repayable by instalments	<u>265,843</u>	<u>272,980</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>1,135,909</u>	<u>3,884,068</u>	<u>(3,957,883)</u>	<u>-</u>	<u>1,062,094</u>

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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)

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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 2024	Cash flows	At 31 March 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.

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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.