KAIROS COMMUNITY TRUST

England & Wales · Charity number 1117763

Details

Status	Registered
Legal form	Charitable company
Company number	05981181
Registered	2007-01-31
Register	View on the Charity Commission register

Contact

Address	235 Valley Road London SW16 2AF
Phone	02086777292
Email	kairosoffice@kairoscommunity.org.uk
Website	www.kairoscommunity.org.uk

Activities

Objects: THE OBJECTS OF THE CHARITY (THE "OBJECTS") ARE THE RELIEF OF POVERTY, SICKNESS AND DISTRESS, IN PARTICULAR OF SUBSTANCE MISUSERS BY REHABILITATION, THE PROVISION OF HOUSING AND THE PROMOTION OF SMALL COMMUNITIES OF MUTUAL CARE AND SUPPORT.

Activities: The trust has kept to its principle aim of working with homeless and disadvantaged persons especially those with alcohol and drug related problems. It offers a residential programme of support at three levels - post-detox accommodation/support, rehabilitation and move-on houses. It emphasises a communal style of living in all its houses. The trust offers three stages of care to its client group.

Classification

- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** The Advancement Of Health Or Saving Of Lives, Accommodation/housing
- **Who:** People With Disabilities, Other Defined Groups

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Geography

- **Area of benefit:** LONDON
- Brent
- Lambeth
- Lewisham
- Merton
- Southwark
- Wandsworth

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,887,931	£2,981,533	£13,577,597	49
2024-03-31	£3,268,226	£2,583,573	£12,671,199	49
2023-03-31	£3,049,379	£2,324,415	£11,638,546	44
2022-03-31	£2,549,049	£2,184,320	£10,913,582	43
2021-03-31	£2,902,945	£2,102,748	£10,548,853	42

Trustees

Name	Role	Appointed
PAUL THOMAS CARTER	Chair	
Carlo Onorio D'Agostino		2022-09-27
Dr JASPER CHRISTIAN MORDHORST		2014-01-09
GERALD DAVID ST CLAIR BARRY		
Hanora Antinette Morrin		
Rev Duncan Peter Mansel Aitkins		2019-07-16
SARAH POTTER		
Serina Michelle Donna Aboim		2020-05-27

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KAIROS COMMUNITY TRUST

England & Wales - Charity number 1117763

Accounts

REGISTERED COMPANY NUMBER: 05981181 (England and Wales)
REGISTERED CHARITY NUMBER: 1117763

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

FOR

KAIROS COMMUNITY TRUST

Carleys
Statutory Auditor
Second Floor South
The Fitted Rigging House
The Historic Dockyard
Chatham
Kent
ME4 4TZ

KAIROS COMMUNITY TRUST

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

	Page
Report of the Trustees	1 to 9
Report of the Independent Auditors	10 to 12
Statement of Financial Activities	13
Balance Sheet	14
Cash Flow Statement	15
Notes to the Financial Statements	16 to 26

KAIROS COMMUNITY TRUST (REGISTERED NUMBER: 05981181)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2025. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Kairos Community Trust, the "trust", has kept to its principal aim (outlined in its Memorandum of Articles of Association) of working with homeless and disadvantaged persons, especially those with alcohol and drug related problems. The trust believes that the journey to recovery from drugs and alcohol begins in a safe, secure environment.

The trust helps homeless men and women with drug and alcohol problems through its abstinence-support hostel, rehabilitation programmes, and network of thirty supported 'Move-on' houses, most of which are in south London.
Core services provide: sober hostel accommodation, day programme rehabilitation, residential rehabilitation, supported housing, and aftercare. Each service can be accessed separately or they can be combined to build individual pathways to recovery over a period of time. All services are delivered by experienced teams of qualified therapists, support workers and administrators.

It offers a residential programme of support at three levels - post-detox and assessment, rehabilitation and Move-on houses. It emphasises a communal style of living in all its houses.

The trust offers three stages of care to its client group:

First stage care
22 Linden Grove continues to be a registered hostel offering, with the co-operation and assistance of Sternhall Lane GP Practice, a programme of counselling and support (post-detox). This arrangement has been in operation for several years and offers a proven and excellent service.

Second stage - residential care
59 Bethwin Road continues to be a residential care home offering a treatment programme of counselling and therapy for people with alcohol and drug related problems. It obtains funds from Social Services for those who benefit from the residential rehabilitation programme. It is regulated by the Care Quality Commission, complying with the section 20 regulations of the Health and Social Care Act 2008.

Second stage - non-residential care (Garden Day Programme)
66 Nunhead Lane provides a non-residential day programme to people in the community. The programme has established a strong foothold in the community, providing an ever-growing service to those who cannot avail themselves of residential rehab.

Third stage care
Accommodation with added help and support is offered at this stage. The number of Move-on houses is now thirty, twenty-three of which are owned by Kairos, providing 192 beds in total. It is through these residential properties that the charity continues to offer support during the extended period of rehabilitation of its residents. People coming into this stage of support are encouraged to participate in the Kairos Aftercare Programme, which operates three days a week.

In setting the above objectives and managing its activities the trustees have given careful consideration to the Charity Commission's guidance on Public Benefit.

Public benefit

The trustees and directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the trust should undertake and complied with the duty in section 4 of the Charities Act 2011. The trustees believe that the trust conforms readily to the public benefit requirements of the Charity Commission. The reasons for this belief are our charitable objective:

"To work with homeless and disadvantaged persons, especially those with alcohol and drug related problems and offering a residential programme of support at three levels - post-detox and assessment, rehabilitation and Move-on houses in a communal style of living environment."

OBJECTIVES AND ACTIVITIES

Staffing, volunteers and placements

The trust has twenty-eight full-time and eleven part-time staff, as well as nine people on the DWP Permitted Work scheme (working up to sixteen hours per week).

The trust has twenty-two service-based volunteers, predominantly former Kairos service users actively engaged in twelve-step recovery and keen to give back to the organisation. These volunteers link residents and paid staff and provide diverse support, from night shifts and office duties to maintenance and catering. Volunteers can pursue a Diploma in Health and Social Care and may transition to become paid staff, testament to our ethos of growth and mutual support.

The trust also has sixteen placement counsellors from varied academic institutions. They work across the organisation, operating from Linden Grove abstinence support hostel, Bethwin road residential rehab, the Prisoner Response Move-on programme in Brent, and the six counsellors dedicated to the Recovery Communities programme in Southwark. These placement counsellors are supported by experienced Kairos supervisors.
All staff and volunteers are DBS validated. Externally provided safeguarding training is mandatory for workers across Kairos' services, including volunteers, and refreshed every two years.

Our governing body is a Trust and the organisation is managed and monitored by Trustees, independent volunteers from the community.

STRATEGIC REPORT

Achievements and performance

Charitable activities

The trust continues to develop its services to homeless people with addiction-related problems.

Kairos has a 'pathways' service, starting with post-detox at Linden Grove (first stage), followed by either the CQC-registered residential rehabilitation at Bethwin Road or the non-residential Garden Day Programme at Nunhead Lane (second stage), and then progressing to supported Move-on accommodation (third stage) in one of its thirty houses. The Aftercare Programme further supports individuals in preparing for independent living.

Across the trust's abstinence support hostel, residential and day programme and aftercare treatment services, 65% of participants successfully completed treatment in 2024-25. National figures for FY 2024-25 have not yet been published (as of October 2025). However, as a benchmark, this compares exceptionally favourably to the 47% successful completion rate for those exiting drug and alcohol treatment services across England in 2023-24 (Office for Health Improvement & Disparities, Adult substance misuse treatment statistics 2023 to 2024: report, last accessed October 2025).

This is evidenced in the breakdown of client statistics for the year, as follows:

Linden Grove	2024-25	90 admitted/59 completed (2023-24 102 admitted/68 completed)
Bethwin Road	2024-25	43 admitted/23 completed (2023-24 33 admitted/24 completed)
Garden Day Programme	2024-25	40 admitted/28 completed (2023-24 35 admitted/23 completed)
Aftercare	2024-25	57 admitted/41 completed (2023-24 48 admitted/34 completed)
Move-on Accommodation	2024-25	146 moved in/129 moved out (2023-24 171 moved in/162 moved out)

Achievements this year, satisfying last year's targets and objectives:

- Bought a house in Blakemore Road (Lambeth borough), which is a second women's house, in July 2024
- Bought a house in Rossiter Road (Wandsworth borough) to replace St Ann's Crescent in June 2025
- Trustee Away Day was held on 6th June 2025
- Kairos Counselling (one-to-one counselling sessions available for 24 weeks) was established with a very successful first year
- Nunhead Psychotherapy Group (30-week group therapy) was set up with two very successful cohorts, to date
- Funding from Caerlow Trust for:
  - Partially funded positions for two female support workers for two women's houses
  - Replacement of furniture
  - Funding to train staff and volunteers for Diploma in Health and Social Care
- IT system upgrade at head office
- Initiation of independent review and update of Kairos Policies, beginning with suite of safeguarding policies
- Bethwin Road residential rehab struggled during COVID; it is now consistently approaching capacity
- Completion of new Residents' Handbook for Move-on houses

The trustees wish to put on record their thanks to their loyal and hardworking staff and to all those who volunteer their time in many different capacities.

Financial review

Financial position

The trust's principal sources of income continue to be housing benefit, Supporting People funding and residential care home fees, as well as funds raised from activities and appeals. Together these enable it to provide care and rehabilitation, mainly on a residential basis, to its client group, thus fulfilling its charitable aims. All the trust's assets are used directly or indirectly in furthering its charitable purpose.

STRATEGIC REPORT

Principal risks and uncertainties

The trustees have reviewed the risks inherent in the activities of the trust. These include:

- The possibility of a significant change in public policy that could drastically reduce its main sources of income.
- Risk related to compliance and regulatory requirements.
- Risk associated with ongoing maintenance needs to keep its freehold property to a good standard.
- Inherent risks arising from being a people-based organisation.

Additional key risks faced by the trust are:

- Potential for fraud and error: mitigated through segregation of duties, internal controls and financial policies.
- IT risks arising from emerging technologies : mitigated by outsourcing IT security management.

In view of these risks the trustees have resolved to seek to move towards retaining a balance in the general fund of at least £500,000.

STRATEGIC REPORT
Financial and risk management objectives and policies
Risk Mitigation

The following key risks have been identified:

- **Funding and financial stability** : the trust would be directly impacted by wider government policy shifts that negatively impact funding for housing bene fit and social services provision.

    - The trust's approach includes diversified funding streams. In addition to housing benefit and social services funding, its post-detox day programmes (Aftercare; Garden Day Programme) and residential rehabilitation facilities at Bethwin Road accept service users from the wider community. To fund specific projects, a wider funding base is pursued: for example, the organisation is collaborating with the London Borough of Southwark to establish additional therapeutic and social activities that support individuals' wellbeing; Caerlow Trust funding has supported furniture replacement, training initiatives and partly-funded support workers for women's houses; The National Lottery Community Fund has funded two support workers over a three-year period for the Kairos Prisoner Response project in North London. The Trustees periodically assess costs to ensure Kairos Community Trust remains efficient and cost-effective.

- **Compliance and Regulatory risk** : the trust is directly impacted by regulatory changes, such as those related to CQC accreditation (as held by the Bethwin Road residential rehabilitation centre), Health and Safety legislation, the Charity Commission and requirements fo r Houses of Multiple Occupancy (HMOs).

    - The trust mitigates this risk by providing ongoing staff training and supervision to ensure compliance with current regulation and standards, as demonstrated in response to changes to the CQC framework in January 2024. Regular managers' meeting are held between business units and the charity's Director, who also convenes regularly with Trustees. Compliance monitoring and reporting are in place to ensure that appropriate stakeholders are fully informed and up-to-date with regulatory requirements and their fulfilment. The organisation is audited annually by external auditors and operates in accordance with policies and procedures ratified by the Trustees.

- **Staffing**: Kairos Community Trust is a people-based operation with an experienced and committed long-term workforce.

    - The workforce is one of the organisation's strengths but also poses potential risks such as when members of this workforce approach retirement. If this occurs simultaneously across business units there is a risk that the organisation's character and ethos could be negatively affected. However, Kairos has a robust operational and strategic structure with strong values,allowing it to manage such or similar periods (such as instances of long-term illness) effectively.

    - Kairos Community Trust is proud to support the development of twenty-two volunteers across our charity. However, this also carries the risk of over-reliance on volunteers, who do not have the same obligations, working hours or notice periods as paid staff. These volunteers must be appropriately sourced and trained, monitored and supervised to a level suitable for their roles.

- The trust mitigates these risks as follows:

    - The trust continuously addresses staff well-being, fostering a supportive working environment and providing opportunities for professional development. For instance, therapeutic staff receive clinical supervision on a fortnightly basis.

    - Trustees are aware of the challenges from transition of long-standing staff, with succession planning covered at the trustees' Away Day. Excellent organisational communication and a cross-service collaborative approach mitigates against the failure of roles that require transition. Kairos also has a strong set up with strong teams. These individual service units are strong enough to withstand change and respond effectively to challenges, as was demonstrated during the pandemic.

    - Volunteers are provided with a full induction and training period and are provided with regular supervision. As part of this process, volunteers are made aware of their work role, expectations and limitations and listened to when or if they bring concerns and issues.

STRATEGIC REPORT

- Safeguarding remains a priority for any organisation working with vulnerable adults and Kairos Community Trust is no exception. A suite of safeguarding related policies is being independently reviewed and revised. Kairos Community Trust mitigates the risk inherent to staff lone working through the Lone Working Policy.

- **Maintenance requirements** . Kairos Community Trust operates a network of thirty supported houses, alongside its core treatment and rehabilita tion services and administration office. Maintaining these buildings, some of which are older, to a good standard requires o ngoing attention.

  - In response to concerns about maintenance capacity, the team has been expanded and now consists of one full-time and two individuals on DWP Permitted Work scheme. Outsourcing to external providers (roofer, white goods repair man, carpet fitter, window installer, plumbing and bathrooms, electrical work) allows Maintenance team to focus on core jobs. Linden Grove abstinence support hostel now has a team member on DWP Permitted Work scheme, dedicated to maintaining the property and its upkeep.

  - The Maintenance Steering Committee, including Facilities and Admin management, was established to ensure cross-service collaboration on maintenance matters.

  - Kairos continues to work with CRASH Charity, the charitable wing of the construction industry, and other donors.

Future plans

A strategy of consolidation will continue to guide the charity over the coming year. This will include reflection, review and, where necessary, realignment of the four key pillars on which the charity is built, operates and is dependent: finances, properties, programmes, staffing.

1. Evaluate finances and especially the way we generate revenue. Analyse and update capital value, in particular carry out valuation of the twenty-two owned properties.

2. Maximise potential of properties through a development, refurbishment, and decoration plan. The trust intends to buy its own properties wherever possible.

3. Evaluate and review the purpose, suitability, and application and success of all Kairos programmes, and how they work as the intended pathways progression for the charity's therapeutic support aims and objectives.

4. Review staffing levels and/with trustee committee. Evaluate suitability of staff in the implementation of programmes. Review training and supervision of staff. Look at succession.

In general, the demand for the services and support offered by the trust continues to exceed its ability to provide for all applicants.

Targets for the coming year

- Explore funding opportunities for new resettlement worker to support those moving to independent living from Move-on
- Seek funding for replacement / repair of windows in three Kairos properties (Bethwin Road residential rehab, Eugenia, Guildersfield)
- Continue to develop second-hand market fundraising
- Update the five-year Business Plan to a three-year plan, per recommendation
- Continue to collaborate with Southwark Council in embedding Recovery Communities (one-to-one counselling and group psychotherapy)
- Continue to work with CRASH Charity in planned refurbishment and development of properties
- Complete independent review of Policies

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The trust is a charity, which was registered on 31 January 2007 under number 1117763, governed by a memorandum and articles of association dated 27 October 2006 and as amended on 24 November 2017. On 1 April 2007 it succeeded to the aims and objectives, and the assets, of a charity called by the same name, which in turn in 1997 had succeeded to the Kilburn Night Shelter.

The trust was incorporated as a private company limited by guarantee on 27 October 2006. The trustees are also directors of the company. This report covers the year ended 31 March 2025.

Recruitment and appointment of new trustees

Trustees may be appointed by a resolution of the Board, New trustees are appointed by the existing trustees when they consider that additional skills or viewpoints are needed. Training for new and existing trustees is provided from time to time, as and when the trustee body identifies the need for it. Trustee meetings are held about nine times a year. The trustees appoint a committee which is entrusted with all ordinary decision-making, although constitutional powers remain with the trustees. They may co-opt additional committee members if they wish.

Organisational structure

The Board consists of not fewer than five and not more than twelve persons and the charity must always have a minimum of three Trustees. No person under the age of sixteen may be appointed as a Trustee.

Personnel who are the directors of the charitable company, and the senior management team comprise the key management personal of the charity in charge of directing and controlling, running and operating the trust on a day-to-day basis, led by the Director Mossie Lyons. All trustees give up their time freely and no trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 11 and note 21.

Key management remuneration

The pay of senior staff is reviewed annually and normally increase in accordance with average earnings. The trustees benchmark salaries against pay levels in similar sized charities in the same sector, adjusting for additional responsibilities. If recruitment is difficult a market addition may be considered.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

05981181 (England and Wales)

Registered Charity number

1117763

Registered office

235 Valley Road
London
SW16 2AF

Trustees

Mrs S M D Aboim
Rev D P M Aitkins
G D S C Barry
P T Carter
C O D'Agostino
S F Mccarthy
Mrs H A Morrin
Mrs S Potter
Dr J Mordhorst

Company Secretary

Mrs D Woodward-Pynn

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors

Carleys
Statutory Auditor
Second Floor South
The Fitted Rigging House
The Historic Dockyard
Chatham
Kent
ME4 4TZ

The day-to-day running of the charity has been delegated to the management team, constituting:

HEAD OFFICE & SUPPORTED HOUSING MOVE-ON TEAM
Director: Mossie Lyons
Admin Manager: Dorothy Woodward-Pynn
Move-on Manager: Matt Dear
Finance Controller: Oyewande Oke
Communications and Development Officer: Adrianna Jones

LINDEN GROVE ABSTINENCE-SUPPORT HOSTEL
Manager: Vincent Mahe

BETHWIN ROAD RESIDENTIAL REHAB
Manager: Lee Slater

GARDEN DAY PROGRAMME
Manager: Tim Penrice / Simon Woods
Tim Penrice formally concluded their service as manager on 17/10/25. The trustees have appointed Simon Woods to lead the Garden Day Programme going forward, with their appointment effective from 17/10/25.

AFTERCARE PROGRAMME
Manager: Jessica Rood

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

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

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

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

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

In so far as the trustees are aware:

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

AUDITORS

The auditors, Carleys, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 18/11/25 and signed on the board's behalf by:

Paul T Carter

P T Carter - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF KAIROS COMMUNITY TRUST

Opinion

We have audited the financial statements of Kairos Community Trust (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, 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 (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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our 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 a Report of the Independent Auditors 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.

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.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, our approach was as follows:
- we obtained an understanding of the nature of the charitable company's activities and the sector in which it operates, including the legal and regulatory frameworks that are applicable to the charitable company and of how it is complying with those frameworks;
- we enquired of management about their own identification and assessment of the risks of irregularities, including any known instances of fraud;
- we discussed matters concerning non-compliance with laws and regulations and how fraud might occur including assessment of how the financial statements might be susceptible to fraud.

As a result of these procedures we consider that the most significant laws and regulations relating to the financial statements are the Charities Act 2011, the regulations relating to the specific accounting and reporting requirements applicable to charitable companies, and the Companies Act 2006. We performed audit procedures to enable us to detect non-compliance with significant laws and regulations which may have a material impact on the financial statements which included reviewing disclosures within the financial statements and inspecting correspondence with regulatory authorities.

We considered the risk of fraud through management override and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. In response, we incorporated testing of the appropriateness of journal entries, assessing judgements made by management in making accounting estimates and evaluating the business rationale for any significant unusual transactions or those outside the normal course of business.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF KAIROS COMMUNITY TRUST

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Claire Ralph (Senior Statutory Auditor)
for and on behalf of Carleys
Statutory Auditor
Second Floor South
The Fitted Rigging House
The Historic Dockyard
Chatham
Kent
ME4 4TZ

Date: 28/11/25

KAIROS COMMUNITY TRUST

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	165,833	223,968	389,801	367,327
Charitable activities	5				
Care home and after care fees		573,393	-	573,393	589,243
Housing benefit		2,593,387	-	2,593,387	2,345,700
Supporting People Fund		45,502	-	45,502	41,860
Residents' Contribution		167,961	-	167,961	156,876
Other trading activities	3	76,541	-	76,541	76,549
Investment income	4	41,346	-	41,346	38,671
Total		3,663,963	223,968	3,887,931	3,616,226
EXPENDITURE ON					
Raising funds	6	276	-	276	315
Charitable activities	7				
Charitable activities		2,684,665	296,592	2,981,257	2,583,258
Total		2,684,941	296,592	2,981,533	2,583,573
NET INCOME/(EXPENDITURE)		979,022	(72,624)	906,398	1,032,653
Transfers between funds	19	(953,214)	953,214	-	-
Net movement in funds		25,808	880,590	906,398	1,032,653
RECONCILIATION OF FUNDS					
Total funds brought forward		737,627	11,933,572	12,671,199	11,638,546
TOTAL FUNDS CARRIED FORWARD		763,435	12,814,162	13,577,597	12,671,199

The notes form part of these financial statements

KAIROS COMMUNITY TRUST (REGISTERED NUMBER: 05981181)

BALANCE SHEET
31 MARCH 2025

	Notes	Unrestricted fund £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	14	15,412	12,465,270	12,480,682	11,528,922
CURRENT ASSETS					
Debtors	15	263,741	80,936	344,677	403,712
Cash at bank and in hand		1,015,641	267,956	1,283,597	1,272,585
		1,279,382	348,892	1,628,274	1,676,297
CREDITORS					
Amounts falling due within one year	16	(241,731)	-	(241,731)	(233,716)
NET CURRENT ASSETS		1,037,651	348,892	1,386,543	1,442,581
TOTAL ASSETS LESS CURRENT LIABILITIES		1,053,063	12,814,162	13,867,225	12,971,503
CREDITORS					
Amounts falling due after more than one year	17	(289,628)	-	(289,628)	(300,304)
NET ASSETS		763,435	12,814,162	13,577,597	12,671,199
FUNDS	19				
Unrestricted funds				763,435	737,627
Restricted funds				12,814,162	11,933,572
TOTAL FUNDS				13,577,597	12,671,199

The financial statements were approved by the Board of Trustees and authorised for issue on 18th November 2025 and were signed on its behalf by:

P T Carter - Trustee

The notes form part of these financial statements

KAIROS COMMUNITY TRUST

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	22	973,973	849,029
Net cash provided by operating activities		973,973	849,029
Cash flows from investing activities			
Purchase of tangible fixed assets		(970,963)	(2,329)
Interest received		41,346	38,671
Net cash (used in)/provided by investing activities		(929,617)	36,342
Cash flows from financing activities			
Loan repayments in year		(10,225)	(5,802)
Interest payments		(23,119)	(24,292)
Net cash used in financing activities		(33,344)	(30,094)
Change in cash and cash equivalents in the reporting period		11,012	855,277
Cash and cash equivalents at the beginning of the reporting period		1,272,585	417,308
Cash and cash equivalents at the end of the reporting period		1,283,597	1,272,585

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

At the time of approving the financial statements, the trustees have undertaken an assessment of the adequacy of the resources available to the charity and have a reasonable expectation the charity has adequate resources to continue in operational existence for the foreseeable future and accordingly continue to adopt the going concern basis of accounting in preparing the financial statements.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of donations and gift aid tax. Donations are recognised when received and gift aid tax is accrued on applicable donations in the same year.

Income from fundraising events is recognised when it has been earned, provided it can be quantified.

Investment income is recognised when receivable.

Grants are recognised when the charity becomes unconditionally entitled to the grant. Grants to fund the purchase of fixed assets are taken to income when received.

Income from government and other public authorities is recognised when it is receivable.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis as liabilities are incurred.

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 are allocated on the portion of the asset's use.

Expenditure includes unrecoverable VAT which is reported as part of the cost to which it relates.

Charitable expenditure comprises all the costs of providing the programme of rehabilitation from alcohol and drug dependency with accommodation and support, together with the appropriate proportion of support costs. The allocation of support costs is set out in note 9.

Governance costs include the cost of meeting the charity's statutory requirements and strategic management. The allocation of governance costs is set out in note 9.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	-	not provided
Long leasehold	-	Not provided on land, and on buildings
Fixtures and fittings	-	25% on cost

continued...

1. ACCOUNTING POLICIES - continued

Tangible fixed assets
Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

The gain or loss arising on the disposal of an asset is determined as the differences between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Impairment of fixed assets
At each reporting end date, the trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Donations	75,960	-	75,960	51,052
Gift aid	342	-	342	-
Grants	89,531	223,968	313,499	316,275
	165,833	223,968	389,801	367,327

Grants received, included in the above, are as follows:

	2025 £	2024 £
Medjugorje fund	200,000	-
CRASH	18,968	-
The National Lottery Community Fund - Community Organisations Cost of Living Fund	-	74,374
The National Lottery Community Fund - RC London and South East Region	-	230,221
Turning Point	-	10,000
Workforce Development Fund	-	1,680
The Caerlow Trust	55,000	-
Provision of Recovery Community Pilot Services	39,531	-
	313,499	316,275

continued...

3. OTHER TRADING ACTIVITIES

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Fundraising events	3,813	-	3,813	2,026
Rent and miscellaneous income	72,728	-	72,728	74,523
	76,541	-	76,541	76,549

4. INVESTMENT INCOME

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Deposit account interest	41,346	-	41,346	38,671

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2025	2024
		£	£
Care home and aftercare fees	Care home and after care fees	573,393	589,243
Housing benefit	Housing benefit	2,593,387	2,345,700
Supporting people funding	Supporting People Fund	45,502	41,860
Residents' contribution	Residents' Contribution	167,961	156,876
		3,380,243	3,133,679

Incoming resources from government and public authorities
Care home and aftercare fees, housing benefit and income from the Supporting People scheme, totalling £3,212,282 (2024: £2,976,803) have been received from government and public authorities.

6. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds	Restricted funds	2025 Total funds	2024 Total funds
	£	£	£	£
Publicity and fundraising	276	-	276	315

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Charitable activities	2,476,672	504,585	2,981,257

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2025	2024
	£	£
Staff costs	1,108,163	1,106,053
Counsellors' fees	28,584	12,803
Therapists	11,549	4,680
Well being, testing & leisure	42,522	31,654
Volunteers' and counsellors' expenses	64,952	63,923
Housing costs	827,049	747,747
Food and household supplies	115,740	116,813
Transport	29,255	25,972
Interest payments	23,119	24,292
Medjugorje costs	206,536	44,427
Depreciation	19,203	25,787
	2,476,672	2,204,151

9. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Charitable activities	471,007	33,578	504,585

Governance costs include auditors costs of £12,600 (2024: £12,000) for audit fees and non-audit services of £4,254 (2024: £3,300) inclusive of VAT.

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	19,203	25,786

continued...

11. TRUSTEES' REMUNERATION AND BENEFITS

None of the trustees and directors (or any persons connected with them) received any remuneration or other benefits from the trust for the year ended 31st March 2025 nor the year ended 31st March 2024.

Trustee liability insurance was included within the premium paid for general insurance.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

12. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	1,303,893	1,188,138
Social security costs	119,109	108,875
Pension contributions	25,603	22,393
	1,448,605	1,319,406

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

	2025	2024
Employees	50	45

There was one employee whose annual remuneration was £60,000 or more.

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	81,590	285,737	367,327
Charitable activities			
Care home and after care fees	589,243	-	589,243
Housing benefit	2,345,700	-	2,345,700
Supporting People Fund	41,860	-	41,860
Residents' Contribution	156,876	-	156,876
Other trading activities	76,549	-	76,549
Investment income	38,671	-	38,671
Total	3,330,489	285,737	3,616,226
EXPENDITURE ON			
Raising funds	315	-	315
Charitable activities			
Charitable activities	2,411,737	171,521	2,583,258
Total	2,412,052	171,521	2,583,573

continued...

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted funds £	Total funds £
NET INCOME	918,437	114,216	1,032,653
Transfers between funds	(14,933)	14,933	-
Net movement in funds	903,504	129,149	1,032,653
RECONCILIATION OF FUNDS			
Total funds brought forward	(165,877)	11,804,423	11,638,546
TOTAL FUNDS CARRIED FORWARD	737,627	11,933,572	12,671,199

14. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 April 2024	11,422,765	89,291	148,212	79,746	11,740,014
Additions	953,214	-	17,749	-	970,963
At 31 March 2025	12,375,979	89,291	165,961	79,746	12,710,977
DEPRECIATION					
At 1 April 2024	-	-	143,392	67,700	211,092
Charge for year	-	-	7,157	12,046	19,203
At 31 March 2025	-	-	150,549	79,746	230,295
NET BOOK VALUE					
At 31 March 2025	12,375,979	89,291	15,412	-	12,480,682
At 31 March 2024	11,422,765	89,291	4,820	12,046	11,528,922

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025 £	2024 £
Trade debtors	195,199	185,441
Bad debt provision	(4,446)	(4,446)
Other debtors	13,679	13,679
Staff and resident loans	1,761	5,766
Prepayments and accrued income	138,484	203,272
	344,677	403,712

continued...

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Bank loans and overdrafts (see note 18)	9,932	9,481
Trade creditors	59,635	51,649
Social security and other taxes	25,781	23,731
Housing benefit refundable	123,518	130,481
Accrued expenses	22,865	18,374
	241,731	233,716

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£	£
Bank loans (see note 18)	289,628	300,304

18. LOANS

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Bank loans	9,932	9,481
Amounts falling between one and two years:		
Bank loans	9,932	9,481
Amounts falling due between two and five years:		
Bank loans	29,796	28,443
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans	249,900	262,380

The bank loan is with Barclays Bank plc. The loan is due to be repaid by October 2040 and carries an interest rate of 2.71% above the bank's base rate. The loan is secured by a legal charge over one of the Trust's freehold properties.

continued...

19. MOVEMENT IN FUNDS

	At 1/4/24 £	Net movement in funds £	Transfers between funds £	At 31/3/25 £
Unrestricted funds				
General fund	737,627	979,022	(953,214)	763,435
Restricted funds				
Medjugorje fund	244,017	(6,536)	-	237,481
Property fund	11,512,056	-	953,214	12,465,270
RC London and South East Region	177,499	(71,088)	-	106,411
The Caerlow Trust	-	5,000	-	5,000
	11,933,572	(72,624)	953,214	12,814,162
TOTAL FUNDS	12,671,199	906,398	-	13,577,597

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,663,963	(2,684,941)	979,022
Restricted funds			
Medjugorje fund	200,000	(206,536)	(6,536)
RC London and South East Region	-	(71,088)	(71,088)
CRASH Bathroom Fund	18,968	(18,968)	-
The Caerlow Trust	5,000	-	5,000
	223,968	(296,592)	(72,624)
TOTAL FUNDS	3,887,931	(2,981,533)	906,398

continued...

19. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/23 £	Net movement in funds £	Transfers between funds £	At 31/3/24 £
Unrestricted funds				
General fund	(165,877)	918,437	(14,933)	737,627
Restricted funds				
Gym equipment fund	4,463	-	(4,463)	-
Medjugorje fund	288,444	(44,427)	-	244,017
Property fund	11,511,516	-	540	11,512,056
Community Organisations Cost of Living Fund	-	(18,856)	18,856	-
RC London and South East Region	-	177,499	-	177,499
	11,804,423	114,216	14,933	11,933,572
TOTAL FUNDS	11,638,546	1,032,653	-	12,671,199

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	3,330,489	(2,412,052)	918,437
Restricted funds			
Medjugorje fund	-	(44,427)	(44,427)
Community Organisations Cost of Living Fund	55,517	(74,373)	(18,856)
RC London and South East Region	230,220	(52,721)	177,499
	285,737	(171,521)	114,216
TOTAL FUNDS	3,616,226	(2,583,573)	1,032,653

Gym Equipment Fund
This was for gym equipment that was purchased some years ago, the expense was shown through general unrestricted funds rather than against the fund designated for it. The gym equipment was disposed of in the accounts last year and a transfer was made from the gym equipment fund to the general fund to reflect the correct position.

Medjugorje Fund
The Medjugorje fund is funded by anonymous donors, to enable some Kairos residents to visit the shrine at Medjugorje in Bosnia as a part of their rehabilitation process.

Property Fund
The property fund is a designated fund which has been set aside out of the unrestricted fund by the trustees for specific purposes.

The property fund was set up in 1995 by the Kilburn Night Shelter Project, the predecessor of this trust, in order to acquire property to house rehabilitated residents. This fund includes any additions to owned properties such as building extensions, major refurbishment and improvements. Transfers from the general fund have been made as required each year, to fund the planned purchases and refurbishments undertaken.

continued...

19. MOVEMENT IN FUNDS - continued

Community Organisations Cost of Living Fund
Funding from The Community Cost of Living Fund was delivered by The National Lottery Community Fund. Funding was received to allow Kairos to expand their aftercare offer to include essential white goods and furniture to residents to support with a smooth transition into independent living. The fund expired on 31st March 2024.

RC London and South East Region Fund
Funding for the RC London and South East Region Fund was also delivered by The National Lottery Community Fund. The funding was received to cover the salary costs of 2 specialist workers over a 3 year period, to allow Kairos to continue it Prisoner Response work, expanding its prison outreach services and provide greater support to more vulnerable people, particularly women. The total grant receivable was recognised in the accounts to 31st March 2024 although the costs will be expended as incurred in the 3 year period to 31st July 2026.

CRASH Bathroom Fund
Funding was received from CRASH Grants Committee for the bathrooms refurbishment project at Bethwin Road. The project was complete and all funding expended by 31st March 2025.

The Caerlow Trust Fund
Funding was received from The Caerlow Trust of which £5,000 was restricted to be spent on an external safeguarding policy and procedure review. The grant is to be expended by 31st March 2026.

20. EMPLOYEE BENEFIT OBLIGATIONS

The trust operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the trust in an independently administered fund. The pension costs represents contributions payable by the trust to the fund. Contributions totalling £25,603 (2024: £22,387) were made in the year. The total payable at the end of the year was £6,508 (2024: £1,462).

21. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

22. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net income for the reporting period (as per the Statement of Financial Activities)	906,398	1,032,653
Adjustments for:		
Depreciation charges	19,203	25,787
Interest received	(41,346)	(38,671)
Interest payments	23,119	24,292
Decrease/(increase) in debtors	59,035	(206,850)
Increase in creditors	7,564	11,818
Net cash provided by operations	973,973	849,029

23. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/24 £	Cash flow £	At 31/3/25 £
Net cash			
Cash at bank and in hand	1,272,585	11,012	1,283,597

continued...

23. ANALYSIS OF CHANGES IN NET FUNDS - continued

	1,272,585	11,012	1,283,597
Debt			
Debts falling due within 1 year	(9,481)	(451)	(9,932)
Debts falling due after 1 year	(300,304)	10,676	(289,628)
	(309,785)	10,225	(299,560)
Total	962,800	21,237	984,037

24. GENERAL FUND

The trustees have resolved to seek to retain a balance in the general fund of at least £500,000.

KAIROS COMMUNITY TRUST

England & Wales - Charity number 1117763

Accounts

REGISTERED COMPANY NUMBER: 05981181 (England and Wales)
REGISTERED CHARITY NUMBER: 1117763

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

FOR

KAIROS COMMUNITY TRUST

Carleys
Statutory Auditor
Second Floor South
The Fitted Rigging House
The Historic Dockyard
Chatham
Kent
ME4 4TZ

KAIROS COMMUNITY TRUST

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

	Page
Report of the Trustees	1 to 10
Report of the Independent Auditors	11 to 13
Statement of Financial Activities	14
Balance Sheet	15
Cash Flow Statement	16
Notes to the Financial Statements	17 to 27

KAIROS COMMUNITY TRUST (REGISTERED NUMBER: 05981181)

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Kairos Community Trust, the "trust", has kept to its principal aim (outlined in its Memorandum and Articles of Association) of working with homeless and disadvantaged persons, especially those with alcohol and drug related problems. The trust believes that the journey to recovery from drugs and alcohol begins in a safe, secure environment.

The trust helps homeless men and women with drug and alcohol problems through its abstinence-support hostel, rehabilitation programmes, and network of thirty supported Move-on houses, most of which are in South London.
Core services provide: sober hostel accommodation, day programme rehabilitation, residential rehabilitation, supported housing and aftercare. Each service can be accessed separately or they can be combined to build individual pathways to recovery over a period of time. All services are delivered by experienced teams of qualified therapists, support workers and administrators.

It offers a residential programme of support at three levels - post-detox and assessment, rehabilitation and Move-on houses. Its emphasis is a communal style of living in all its houses.

The trust offers three stages of care to its client group:

First stage care
22 Linden Grove continues to be a registered hostel offering, with the co-operation and assistance of Sternhall Lane GP Practice, a programme of counselling and support (post-detox). This arrangement has been in operation for several years and offers a proven and excellent service.

Second stage - residential care
59 Bethwin Road continues to be a residential care home offering a treatment programme of counselling and therapy for people with alcohol and drug related problems. It obtains funds from Social Services for all those who benefit from the residential rehabilitation programme. It is regulated by the Care Quality Commission, complying with the section 20 regulations of the Health and Social Care Act 2008.

Second stage - non-residential care (Garden Day Programme)
66 Nunhead Lane provides a non-residential day programme to people in the community. The programme has established a strong foothold in the community, providing an ever-growing service to those who cannot avail themselves of residential rehabilitation.

Third stage care
Accommodation with added help and support is offered at this stage. The number of Move-on houses is now thirty, twenty two of which are owned by Kairos, providing 194 beds in total. It is through these residential properties that the charity continues to offer support during the extended period of rehabilitation of its residents. People coming into this stage of support are encouraged to participate in the Kairos Aftercare Programme which operates three days a week.

In setting the above objectives and managing its activities the trustees have given careful consideration to the Charity Commission's guidance on Public Benefit.

Public benefit
The trustees and directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the trust should undertake and have complied with the duty in section 4 of the Charities Act 2011. The trustees believe that the trust conforms readily to the public benefit requirements of the Charity Commission. The reasons for this belief are our charitable objective -

" to work with homeless and disadvantaged persons, especially those with alcohol and drug related problems and offering a residential programme of support at three levels - post-detox and assessment, rehabilitation and Move-on houses in a communal style of living environment."

OBJECTIVES AND ACTIVITIES

Staffing, volunteers and placements

The trust has thirty full-time and thirteen part-time staff, as well as eight people on the DWP Permitted Work scheme (working up to sixteen hours per week).

The trust has twenty one service-based volunteers, predominantly former Kairos service users actively engaged in twelve-step recovery and keen to give back to the organisation. These volunteers link residents and paid staff and provide diverse support, from night shifts and office duties to maintenance and catering. Volunteers can pursue a Diploma in Health and Social Care and may transition to become paid staff, testament to our ethos of growth and mutual support. All staff and volunteers are DBS validated. Externally provided safeguarding training is mandatory for workers across Kairos' services, including volunteers, and refreshed every two years.

Our governing body is a Trust and the organisation is managed and monitored by Trustees, who are independent volunteers from the community. The trust is committed to shaping the future of counselling through professional training and mentorship. Across its services, it hosts fourteen student placements from varied academic institutions, supported by experienced Kairos supervisors.

STRATEGIC REPORT

Achievement and performance

Charitable activities

The trust continues to develop its services to homeless people with addiction related problems.

Kairos has a 'pathways' service starting with post-detox at Linden Grove (first stage), followed by either the CQC-registered residential rehabilitation at Bethwin Road or the non-residential Garden Day Programme at Nunhead Lane (second stage), and then progressing to supported Move-on accommodation (third stage) in one of its thirty houses. Aftercare Programme further supports individuals preparing for independent living.

Across the trust's abstinence support hostel, residential and day programme treatment services, nearly 70% of participants (67.7%) successfully completed treatment in 2023-24 with a 73% completion rate in the Bethwin Road residential rehab. National figures for FY 2023-24 have not yet been published (as of September 2024). However,
as a benchmark, this compares exceptionally favourably to the 46% successful completion rate for exiting drug and alcohol treatment services across England in 2022-23 (Office for Health Improvement & Disparities, Accredited official statistics: Adult substance misuse treatment statistics 2022 to 2023: report, last accessed September 2024).

This is evidenced in the breakdown of client statistics for the year, as follows:

Linden Grove 2023-24 102 admitted/68 completed (2022-23 137 admitted/65 completed)

Bethwin Road 2023-24 33 admitted/24 completed (2022-23 52 admitted/34 completed)

Garden Day Programme 2023-24 35 admitted/23 completed (2022-23 39 admitted/ 23 completed)

Move-on Accommodation 2023-24 171 moved in/162 moved out (2022-23 155 moved in/151 moved out)

Achievements this year, satisfying last year's targets and objectives:

- Managers to continue to work cooperatively on optimising Kairos' unique 'Pathways' programme.
- Buy rather than rent property, where possible, consolidating the charity's financial revenue base. Rental of an additional ten-bedroomed Move-on house in Lambeth.
- Expansion of the charity's criminal justice work in our North London houses and community, successfully completing the first year of a three-year seed project supported by National Lottery funding.
- Carry out pre-planning maintenance surveys of selected houses with the help of CRASH Charity and their patrons. Kairos has engaged with CRASH to begin feasibility assessment and analysis for the development of the workers' house in SE23.
- Continue with the refurbishment at Bethwin Road: completed refurbishment of bathrooms, in conjunction with CRASH Charity.
- Explore funding opportunities through the Communications and Development Officer: for example, Kairos received maximum available Cost of Living grant and has been commissioned by Southwark Council to provide the 'Recovery Communities' project.
- Focused training (mandatory) of staff and volunteers to comply with relevant regulations and the Charity's objectives.
- Developed placements in Health & Social Care sector for residents.
- Increased support for student placements across Kairos' services and through the Recovery Communities programme commissioned by Southwark Council.
- Continued to review and update policies and procedures.
- Continued to work on the development of Kairos' archives and website.
- Increased focus on the charity's cross-operational risk management processes and documentation.
- Continued development of volunteering and the DWP Permitted Work scheme.
- Continued pursuit of good environmental practices, wherever possible. The Kairos bee project continues to flourish, with environmental and social benefits (such as volunteering for residents).
- Continue to install wi-fi in all Move-on houses..

The trustees wish to put on record their thanks to their loyal and hardworking staff and to all those who volunteer their time in many different capacities.

STRATEGIC REPORT

Financial review

Financial position

The trust's principal sources of income continue to be housing benefit, Supporting People funding and residential care home fees, as well as funds raised from activities and appeals. Together these enable it to provide care and rehabilitation, mainly on a residential basis, to its client group, thus fulfilling its charitable aims. All the trust's assets are used directly or indirectly in furthering its charitable purpose.

Principal risks and uncertainties

The trustees have reviewed the risks inherent in the activities of the trust. These include:

- The remote possibility of a significant change in public policy that could drastically reduce its main sources of income.
- Risk related to compliance and regulatory requirements.
- Risk associated with ongoing maintenance needs to keep its freehold property to a good standard.
- Inherent risks arising from being a people-based organisation.

Additional key risks faced by the trust are:

- Potential for fraud and error: mitigated through segregation of duties, internal controls and financial policies.
- IT risks arising from emerging technologies : mitigated by outsourcing IT security management.

In view of these risks the trustees have resolved to seek to move towards retaining a balance in the general fund of at least £500,000.

STRATEGIC REPORT
Financial and risk management objectives and policies
Risk Mitigation

The following key risks have been identified:

- **Funding and financial stability** : the trust would be directly impacted by wider government policy shifts that negatively impact funding for housing bene fit and social services provision.

    - The trust's approach includes diversified funding streams. In addition to housing benefit and social services funding, its post-detox day programmes (Aftercare; Garden Day Programme) and residential rehabilitation facilities at Bethwin Road accept service users from the wider community. To fund specific projects, a wider funding base is pursued: for example, the organisation is collaborating with the London Borough of Southwark to establish additional therapeutic and social activities that support individuals' wellbeing. Kairos also secured a grant from the Community Organisations Cost of Living fund to help cover rising utility and staffing costs and to support residents in obtaining white goods for their transition from its services. The Trustees periodically assess costs to ensure Kairos Community Trust remains efficient and cost-effective.

- **Compliance and Regulatory risk** : the trust is directly impacted by regulatory changes, such as those related to CQC accreditation (as held by the Bethwin Road residential rehabilitation centre), Health and Safety legislation, the Charity Commission and requirements fo r Houses of Multiple Occupancy (HMOs).

    - The trust mitigates this risk by providing ongoing staff training and supervision to ensure compliance with current regulation and standards, as demonstrated in response to changes to the CQC framework in January 2024. Regular managers' meeting are held between business units and the charity's Director, who also convenes regularly with Trustees. Compliance monitoring and reporting are in place to ensure that appropriate stakeholders are fully informed and up-to-date with regulatory requirements and their fulfilment. The organisation is audited annually by external auditors and operates in accordance with policies and procedures ratified by the Trustees.

- **Staffing**: Kairos Community Trust is a people-based operation with an experienced and committed long-term workforce.

    - The workforce is one of the organisation's strengths but also poses potential risks such as when members of this workforce approach retirement. If this occurs simultaneously across business units there is a risk that the organisation's character and ethos could be negatively affected. However, Kairos has a robust operational and strategic structure with strong values,allowing it to manage such or similar periods (such as instances of long-term illness) effectively.

    - The organisation also mitigates the risk of stagnation by providing ongoing training for emerging areas (such as chemsex or novel psychoactive substances - for frontline staff). Regulated parts of the organisation have compliance obligations ensuring they remain adaptable and up-to-date with new requirements.

- Potential for increased demands on staff resulting in an overstretched workload, resources and workforce:.

    - The trust mitigates this risk by continuously addressing staff well-being, fostering a supportive working environment and proving opportunities for professional development. For instance, therapeutic staff receive clinical supervision on a fortnightly basis. In addition, recognising the challenging economic climate the trust upholds its ethical commitment to staff by continuing to provide annual pay reviews and salary increases which also serve to retain expertise.

    - The trust is intentional in supporting residents' growth and development. Members of the Kairos community regularly volunteer within the organisation's services while others work up to sixteen hours per week under Department of Work and Pensions' Permitted Scheme. Volunteers have been encouraged to complete Levels II and III in Health and Social Care and staff have online access to Social Care TV for additional mandatory and optional training. Kairos Community Trust also participates in the professional training of new counsellor on diploma and degree courses, offering placement required for accreditation.

    - Risk of voids is factored into the ineligible charge calculations agreed with local authorities.

STRATEGIC REPORT

- **Maintenance requirements** . Kairos Community Trust operates a network of thirty supported houses, alongside its core treatment and rehabilita tion services and administration office. Maintaining these buildings, some of which are older, to a good standard requires o ngoing attention.

    - o This year Kairos Community Trust's Maintenance team has grown to include a third worker. Outsourcing continues where necessary, such as plumbing and electrical services.

    - o In addition to routing maintenance and upkeep the organisation has a Maintenance Plan in place, with three to four properties scheduled for external work during any given period. A Maintenance Steering Committee established this year, includes Facilities and Admin management representatives from the Maintenance tea and cross-operational service management. It meets regularly to discuss strategic maintenance and prioritisation.

    - o Kairos continues to work with CRASH charity, the charitable wing of the construction industry, and other donors. This year the organisation has benefitted from a complete renovation of the bathrooms at Bedwin Road, facilitated by CRASH and its partners. Other contributions include the provision of thirty-foot scaffold from and anonymous donor and six months' worth of paint from Dulux.

STRATEGIC REPORT

Future plans

After a period of growth, a strategy of consolidation will guide the charity over the coming year. This will follow a time of reflection, review and, where necessary, realignment of the four key pillars on which the charity is built, operates and is dependent: finances, properties, programmes, staffing.

1. Evaluate finances and especially the way we generate revenue. Analyse and update capital value, in particular carry out valuation of the twenty two owned properties.

2. Maximise potential of properties through a development, refurbishment and decoration plan. The Trust intends to buy its own properties wherever possible.

3. Evaluate and review the purpose, suitability, and application and success of all Kairos programmes and how they work as the intended pathways progression for the charity's therapeutic support aims and objectives.

4. Review staffing levels and/with trustee committee. Evaluate suitability of staff in the implementation of programmes. Review training and supervision of staff. Look at succession.

In general, the demand for the services and support offered by the trust continues to exceed its ability to provide for all applicants.

Targets for the coming year

- Buy rather than rent property when possible and thereby consolidate the charity's financial revenue base.
- Focused training (mandatory) of staff and volunteers to comply with relevant regulations and the Charity objectives.
- A reflection/dialogue on succession will be initiated and followed through by the Trustees.
- Completion of management 'away day'.
- Completion of a Trustees 'away day'.
- Continue to embed Kairos' criminal justice work at our North London houses.
- Continue to work with CRASH in development and refurbishment of properties.
- Continue to review and update policies and procedures.
- Review staffing. Continue to review and update all job descriptions.
- Continue to review assessment format for Move-in houses.
- Continue to implement the refurbishment and decoration plan for Kairos owned houses.
- Carry out pre-planning maintenance surveys of selected houses with the help of CRASH and their patrons.
- Continue with the refurbishment at Bethwin Road.
- Explore funding opportunities through the Communications and Development Officer.
- Continue to develop women's services.
- Continue to install Wi-Fi in all Move-On houses.

Additional targets for next year:

- Open another women's house.
- Appoint a female safeguarding lead.
- Work with Wandsworth Council's Commissioners in possible replacement of move-on house at St Ann's Crescent and explore other areas for collaboration, such as work with women coming from prison.
- Continue collaboration with Southwark Council in implementation and development of the 'Recovery Communities' initiative supporting one-to-one counselling, a monthly walking group, and the Nunhead Psychotherapy Group group therapy.
- Work with CRASH Charity in development of the workers' house in Gabriel Street SE23.
- Complete review of policies and procedures.
- Upgrade IT systems.
- Review of staffing throughout programmes.
- Continue to consolidate criminal justice work in North London, as agreed with the National Lottery Reaching Communities.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The trust is a charity, which was registered on 31 January 2007 under number 1117763, governed by a memorandum and articles of association dated 27 October 2006 and as amended on 24 November 2017. On 1 April 2007 it succeeded to the aims and objectives, and the assets, of a charity called by the same name, which in turn in 1997 had succeeded to the Kilburn Night Shelter.

The trust was incorporated as a company limited by guarantee on 27 October 2006. The trustees are also directors of the company. This report covers the year ended 31 March 2024.

Recruitment and appointment of new trustees

Trustees may be appointed by a resolution of the Board. New trustees are appointed by the existing trustees when they consider that additional skills or viewpoints are needed. Training for new and existing trustees is provided from time to time, as and when the trustee body identifies the need for it. Trustee meetings are held about nine times a year. The trustees appoint a committee which is entrusted with all ordinary decision-making, although constitutional powers remain with the trustees. They may co-opt additional committee members if they wish.

Organisational structure

The Board consists of not fewer than five and not more than twelve persons and the charity must always have a minimum of three Trustees. No person under the age of sixteen may be appointed as a Trustee.

Personnel who are the directors of the charitable company and the senior management team comprise the key management personal of the charity in charge of directing and controlling, running and operating the trust on a day-to-day basis, led by the Director Mossie Lyons. All trustees give up their time freely and no trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 12 and note 22.

Key management remuneration

The pay of senior staff is reviewed annually and normally increases in accordance with average earnings. The trustees benchmark salaries against pay levels in similar sized charities in the same sector, adjusting for additional responsibilities. If recruitment is difficult a market addition may be considered.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

05981181 (England and Wales)

Registered Charity number

1117763

Registered office

235 Valley Road
London
SW16 2AF

Trustees

Mrs S M D Aboim
Rev D P M Aitkins
G D S C Barry
P T Carter
C O D'Agostino
S F Mccarthy
Mrs H A Morrin
Mrs S Potter
Dr J Mordhorst

Company Secretary

Mrs D Woodward-Pynn

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors
Carleys
Statutory Auditor
Second Floor South
The Fitted Rigging House
The Historic Dockyard
Chatham
Kent
ME4 4TZ

The day-to-day running of the charity has been delegated to the management team, constituting:

HEAD OFFICE & SUPPORTED HOUSING MOVE-ON TEAM
Director: Mossie Lyons
Admin Manager: Dorothy Woodward-Pynn
Move-on Manager: Matt Dear
Finance Controller: Oyewande Oke

LINDEN GROVE ABSTINENCE-SUPPORT HOSTEL
Manager: Vincent Mahe

BETHWIN ROAD RESIDENTIAL REHAB
Manager: Lee Slater

GARDEN DAY PROGRAMME
Manager: Tim Penrice

AFTERCARE PROGRAMME
Manager: Jessica Rood

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

In so far as the trustees are aware:

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

AUDITORS
The auditors, Carleys, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on .....19/11/24..... and signed on the board's behalf by:

.....
P T Carter - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF KAIROS COMMUNITY TRUST

Opinion

We have audited the financial statements of Kairos Community Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our 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 a Report of the Independent Auditors 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.

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.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, our approach was as follows:
- we obtained an understanding of the nature of the charitable company's activities and the sector in which it operates, including the legal and regulatory frameworks that are applicable to the charitable company and of how it is complying with those frameworks;
- we enquired of management about their own identification and assessment of the risks of irregularities, including any known instances of fraud;
- we discussed matters concerning non-compliance with laws and regulations and how fraud might occur including assessment of how the financial statements might be susceptible to fraud.

As a result of these procedures we consider that the most significant laws and regulations relating to the financial statements are the Charities Act 2011, the regulations relating to the specific accounting and reporting requirements applicable to charitable companies, and the Companies Act 2006. We performed audit procedures to enable us to detect non-compliance with significant laws and regulations which may have a material impact on the financial statements which included reviewing disclosures within the financial statements and inspecting correspondence with regulatory authorities.

We considered the risk of fraud through management override and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. In response, we incorporated testing of the appropriateness of journal entries, assessing judgements made by management in making accounting estimates and evaluating the business rationale for any significant unusual transactions or those outside the normal course of business.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF KAIROS COMMUNITY TRUST

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Carleys

Claire Ralph (Senior Statutory Auditor)
for and on behalf of Carleys
Statutory Auditor
Second Floor South
The Fitted Rigging House
The Historic Dockyard
Chatham
Kent
ME4 4TZ

Date: 25th November 2024

KAIROS COMMUNITY TRUST

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	81,590	285,737	367,327	126,813
Charitable activities	5				
Care home and after care fees		589,243	-	589,243	506,680
Housing benefit		2,345,700	-	2,345,700	2,140,458
Supporting People Fund		41,860	-	41,860	43,070
Residents' Contribution		156,876	-	156,876	148,311
Other trading activities	3	76,549	-	76,549	68,994
Investment income	4	38,671	-	38,671	15,053
Total		3,330,489	285,737	3,616,226	3,049,379
EXPENDITURE ON					
Raising funds	6	315	-	315	8,537
Charitable activities	7				
Charitable activities		2,411,737	171,521	2,583,258	2,315,878
Total		2,412,052	171,521	2,583,573	2,324,415
NET INCOME		918,437	114,216	1,032,653	724,964
Transfers between funds	19	(14,933)	14,933	-	-
Net movement in funds		903,504	129,149	1,032,653	724,964
RECONCILIATION OF FUNDS					
Total funds brought forward		(165,877)	11,804,423	11,638,546	10,913,582
TOTAL FUNDS CARRIED FORWARD		737,627	11,933,572	12,671,199	11,638,546

The notes form part of these financial statements

KAIROS COMMUNITY TRUST (REGISTERED NUMBER: 05981181)

BALANCE SHEET
31 MARCH 2024

	Notes	Unrestricted fund £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	14	16,866	11,512,056	11,528,922	11,552,379
CURRENT ASSETS					
Debtors	15	228,202	175,510	403,712	196,862
Cash at bank and in hand		1,026,579	246,006	1,272,585	417,308
		1,254,781	421,516	1,676,297	614,170
CREDITORS					
Amounts falling due within one year	16	(233,716)	-	(233,716)	(219,022)
NET CURRENT ASSETS		1,021,065	421,516	1,442,581	395,148
TOTAL ASSETS LESS CURRENT LIABILITIES		1,037,931	11,933,572	12,971,503	11,947,527
CREDITORS					
Amounts falling due after more than one year	17	(300,304)	-	(300,304)	(308,981)
NET ASSETS		737,627	11,933,572	12,671,199	11,638,546
FUNDS	19				
Unrestricted funds				737,627	(165,877)
Restricted funds				11,933,572	11,804,423
TOTAL FUNDS				12,671,199	11,638,546

The financial statements were approved by the Board of Trustees and authorised for issue on 19/11/24 and were signed on its behalf by:

Paul T Carter

P T Carter - Trustee

The notes form part of these financial statements

KAIROS COMMUNITY TRUST

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	22	849,029	738,418
Net cash provided by operating activities		849,029	738,418
Cash flows from investing activities			
Purchase of tangible fixed assets		(2,329)	(2,005,945)
Interest received		38,671	15,053
Net cash provided by/(used in) investing activities		36,342	(1,990,892)
Cash flows from financing activities			
Loan repayments in year		(5,802)	(8,767)
Interest payments		(24,292)	(15,635)
Net cash used in financing activities		(30,094)	(24,402)
Change in cash and cash equivalents in the reporting period		855,277	(1,276,876)
Cash and cash equivalents at the beginning of the reporting period		417,308	1,694,184
Cash and cash equivalents at the end of the reporting period		1,272,585	417,308

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

At the time of approving the financial statements, the trustees have undertaken an assessment of the adequacy of the resources available to the charity and have a reasonable expectation the charity has adequate resources to continue in operational existence for the foreseeable future and accordingly continue to adopt the going concern basis of accounting in preparing the financial statements.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of donations and gift aid tax. Donations are recognised when received and gift aid tax is accrued on applicable donations in the same year.

Income from fundraising events is recognised when it has been earned, provided it can be quantified.

Investment income is recognised when receivable.

Grants are recognised when the charity becomes unconditionally entitled to the grant. Grants to fund the purchase of fixed assets are taken to income when received.

Income from government and other public authorities is recognised when it is receivable.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis as liabilities are incurred.

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 are allocated on the portion of the asset's use.

Expenditure includes unrecoverable VAT which is reported as part of the cost to which it relates.

Charitable expenditure comprises all the costs of providing the programme of rehabilitation from alcohol and drug dependency with accommodation and support, together with the appropriate proportion of support costs. The allocation of support costs is set out in note 9.

Governance costs include the cost of meeting the charity's statutory requirements and strategic management. The allocation of governance costs is set out in note 9.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- not provided
Long leasehold	- Not provided on land, and on buildings
Medical and gym equipment	- 25% on cost

continued...

1. ACCOUNTING POLICIES - continued

Tangible fixed assets
Fixtures and fittings - 25% on cost

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

The gain or loss arising on the disposal of an asset is determined as the differences between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Impairment of fixed assets
At each reporting end date, the trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Donations	49,573	-	49,573	14,453
Gift aid	1,478	-	1,478	-
Grants	30,539	285,737	316,276	112,360
	81,590	285,737	367,327	126,813

Grants received, included in the above, are as follows:

	2024 £	2023 £
HMRC grants	-	4,999
Bexley Council	-	800
CRASH	-	85,481
Charity Job	-	15,000
Claredon Home Care	-	6,080
The National Lottery Community Fund - Community Organisations Cost of Living Fund	74,374	-
The National Lottery Community Fund - RC London and South East Region	230,221	-
Turning Point	10,001	-
Workforce Development Fund	1,680	-
	316,276	112,360

continued...

3. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Fundraising events	2,026	-	2,026	5,904
Rent and miscellaneous income	74,523	-	74,523	63,090
	76,549	-	76,549	68,994

4. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Deposit account interest	38,671	-	38,671	15,053

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024 £	2023 £
Care home and aftercare fees	Care home and after care fees	589,243	506,680
Housing benefit	Housing benefit	2,345,700	2,140,458
Supporting people funding	Supporting People Fund	41,860	43,070
Residents' contribution	Residents' Contribution	156,876	148,311
		3,133,679	2,838,519

Incoming resources from government and public authorities
Care home and aftercare fees, housing benefit and income from the Supporting People scheme, totalling £2,976,803 (2023: £2,690,208) have been received from government and public authorities.

6. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Publicity and fundraising	315	-	315	1,055
Support costs	-	-	-	7,482
	315	-	315	8,537

continued...

7. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 8)	Support costs (see note 9)	Totals
	£	£	£
Charitable activities	2,204,151	379,107	2,583,258

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2024	2023
	£	£
Staff costs	1,106,053	1,002,182
Counsellors' fees	12,803	11,243
Therapists	4,680	4,968
Drug and alcohol testing	31,654	24,978
Volunteers' and counsellors' expenses	63,923	58,666
Housing costs	747,747	664,991
Food and household supplies	116,813	104,881
Transport	25,972	24,089
Interest payments	24,292	15,635
Medjugorje costs	44,427	9,998
Depreciation	25,787	27,469
	2,204,151	1,949,100

9. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Charitable activities	351,578	27,529	379,107

Activity	Basis of allocation
Management	Charitable activities 98%, Fundraising 2%
Governance costs	Charitable activities 98%, Fundraising 2%

Governance costs include auditors costs of £12,000 (2023: £12,000) for audit fees and non-audit services of £3,300 (2023: £3,300) inclusive of VAT.

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation - owned assets	25,786	27,468

continued...

11. TRUSTEES' REMUNERATION AND BENEFITS

None of the trustees and directors (or any persons connected with them) received any remuneration or other benefits from the trust for the year ended 31st March 2024 nor the year ended 31st March 2023.

Trustee liability insurance was included within the premium paid for general insurance.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

12. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	1,319,406	1,200,019
	1,319,406	1,200,019

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

	2024	2023
Employees	45	44

There was one employee whose annual remuneration was £60,000 or more.

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund	Restricted funds	Total funds
	£	£	£
INCOME AND ENDOWMENTS FROM			
Donations and legacies	26,333	100,480	126,813
Charitable activities			
Care home and after care fees	506,680	-	506,680
Housing benefit	2,140,458	-	2,140,458
Supporting People Fund	43,070	-	43,070
Residents' Contribution	148,311	-	148,311
Other trading activities	68,994	-	68,994
Investment income	15,053	-	15,053
Total	2,948,899	100,480	3,049,379
EXPENDITURE ON			
Raising funds	8,537	-	8,537
Charitable activities			
Charitable activities	2,304,848	11,030	2,315,878
Total	2,313,385	11,030	2,324,415
NET INCOME	635,514	89,450	724,964
Transfers between funds	(1,901,673)	1,901,673	-

continued...

13. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted fund £	Restricted funds £	Total funds £
Net movement in funds	(1,266,159)	1,991,123	724,964
RECONCILIATION OF FUNDS			
Total funds brought forward	1,100,282	9,813,300	10,913,582
TOTAL FUNDS CARRIED FORWARD	(165,877)	11,804,423	11,638,546

14. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Medical and gym equipment £
COST			
At 1 April 2023	11,422,225	89,291	4,256
Additions	540	-	-
Disposals	-	-	(4,256)
At 31 March 2024	11,422,765	89,291	-
DEPRECIATION			
At 1 April 2023	-	-	4,256
Charge for year	-	-	-
Eliminated on disposal	-	-	(4,256)
At 31 March 2024	-	-	-
NET BOOK VALUE			
At 31 March 2024	11,422,765	89,291	-
At 31 March 2023	11,422,225	89,291	-

continued...

14. TANGIBLE FIXED ASSETS - continued

	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2023	146,423	79,746	11,741,941
Additions	1,789	-	2,329
Disposals	-	-	(4,256)
At 31 March 2024	148,212	79,746	11,740,014
DEPRECIATION			
At 1 April 2023	136,344	48,962	189,562
Charge for year	7,048	18,738	25,786
Eliminated on disposal	-	-	(4,256)
At 31 March 2024	143,392	67,700	211,092
NET BOOK VALUE			
At 31 March 2024	4,820	12,046	11,528,922
At 31 March 2023	10,079	30,784	11,552,379

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Trade debtors	185,441	145,957
Bad debt provision	(4,446)	(4,446)
Other debtors	13,679	20,226
Staff and resident loans	5,766	16,211
Prepayments and accrued income	203,272	18,914
	403,712	196,862

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024 £	2023 £
Bank loans and overdrafts (see note 18)	9,481	6,605
Trade creditors	51,649	47,142
Social security and other taxes	23,731	21,953
Housing benefit refundable	130,481	122,586
Accrued expenses	18,374	20,736
	233,716	219,022

continued...

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Bank loans (see note 18)	300,304	308,981

18. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank loans	9,481	6,605
Amounts falling between one and two years:		
Bank loans - 1-2 years	300,304	308,981

19. MOVEMENT IN FUNDS

	At 1/4/23	Net movement in funds	Transfers between funds	At 31/3/24
	£	£	£	£
Unrestricted funds				
General fund	(165,877)	918,437	(14,933)	737,627
Restricted funds				
Gym equipment fund	4,463	-	(4,463)	-
Medjugorje fund	288,444	(44,427)	-	244,017
Property fund	11,511,516	-	540	11,512,056
Community Organisations Cost of Living Fund	-	(18,856)	18,856	-
RC London and South East Region	-	177,499	-	177,499
	11,804,423	114,216	14,933	11,933,572
TOTAL FUNDS	11,638,546	1,032,653	-	12,671,199

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	3,330,489	(2,412,052)	918,437
Restricted funds			
Medjugorje fund	-	(44,427)	(44,427)
Community Organisations Cost of Living Fund	55,517	(74,373)	(18,856)
RC London and South East Region	230,220	(52,721)	177,499
	285,737	(171,521)	114,216
TOTAL FUNDS	3,616,226	(2,583,573)	1,032,653

continued...

19. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/22 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund	1,100,282	635,514	(1,901,673)	(165,877)
Restricted funds				
Gym equipment fund	4,463	-	-	4,463
Medjugorje fund	298,442	(9,998)	-	288,444
Property fund	9,510,395	99,448	1,901,673	11,511,516
	9,813,300	89,450	1,901,673	11,804,423
TOTAL FUNDS	10,913,582	724,964	-	11,638,546

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,948,899	(2,313,385)	635,514
Restricted funds			
Medjugorje fund	-	(9,998)	(9,998)
Property fund	99,448	-	99,448
Property repair fund	1,032	(1,032)	-
	100,480	(11,030)	89,450
TOTAL FUNDS	3,049,379	(2,324,415)	724,964

Gym Equipment Fund
This was for gym equipment that was purchased some years ago, the expense was shown through general unrestricted funds rather than against the fund designated for it. The gym equipment has been disposed of in the accounts this year and therefore a transfer has been made from the gym equipment fund to the general fund to reflect the correct position.

Medjugorje Fund
The Medjugorje fund is funded by anonymous donors, to enable some Kairos residents to visit the shrine at Medjugorje in Bosnia as a part of their rehabilitation process.

Property Fund
The property fund is a designated fund which has been set aside out of the unrestricted fund by the trustees for specific purposes.

The property fund was set up in 1995 by the Kilburn Night Shelter Project, the predecessor of this trust, in order to acquire property to house rehabilitated residents. This fund includes any additions to owned properties such as building extensions, major refurbishment and improvements. Transfers from the general fund have been made as required each year, to fund the planned purchases and refurbishments undertaken.

continued...

19. MOVEMENT IN FUNDS - continued

Community Organisations Cost of Living Fund
Funding from The Community Cost of Living Fund was delivered by The National Lottery Community Fund. Funding was received to allow Kairos to expand their aftercare offer to include essential white goods and furniture to residents to support with a smooth transition into independent living. The fund expired on 31st March 2024.

RC London and South East Region Fund
Funding for the RC London and South East Region Fund was also delivered by The National Lottery Community Fund. The funding was received to cover the salary costs of 2 specialist workers over a 3 year period, to allow Kairos to continue it Prisoner Response work, expanding its prison outreach services and provide greater support to more vulnerable people, particularly women. The total grant receivable has been recognised in the accounts to 31st March 2024 although the costs will be expensed as incurred in the 3 year period to 31st July 2026.

20. EMPLOYEE BENEFIT OBLIGATIONS

The trust operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the trust in an independently administered fund. The pension costs represents contributions payable by the trust to the fund. Contributions totalling £22,387 (2023: £19,739) were made in the year. The total payable at the end of the year was £1,462 (2023: £5,436).

21. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2024.

22. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income for the reporting period (as per the Statement of Financial Activities)	1,032,653	724,964
Adjustments for:		
Depreciation charges	25,787	27,469
Interest received	(38,671)	(15,053)
Interest payments	24,292	15,635
(Increase)/decrease in debtors	(206,850)	20,177
Increase/(decrease) in creditors	11,818	(34,774)
Net cash provided by operations	849,029	738,418

23. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/23 £	Cash flow £	At 31/3/24 £
Net cash			
Cash at bank and in hand	417,308	855,277	1,272,585
	417,308	855,277	1,272,585
Debt			
Debts falling due within 1 year	(6,605)	(2,876)	(9,481)
Debts falling due after 1 year	(308,981)	8,677	(300,304)
	(315,586)	5,801	(309,785)

continued...

23. ANALYSIS OF CHANGES IN NET FUNDS - continued			
Total	101,722	861,078	962,800

24. GENERAL FUND

The trustees have resolved to seek to retain a balance in the general fund of at least £500,000.

KAIROS COMMUNITY TRUST

England & Wales - Charity number 1117763

Accounts

REGISTERED COMPANY NUMBER: 05981181 (England and Wales)
REGISTERED CHARITY NUMBER: 1117763

REPORT OF THE TRUSTEES AND

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

FOR

KAIROS COMMUNITY TRUST

The Carley Partnership
Statutory Auditor
St James's House
8 Overcliffe
Gravesend
Kent
DA11 0HJ

KAIROS COMMUNITY TRUST

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

	Page
Report of the Trustees	1 to 9
Report of the Independent Auditors	10 to 12
Statement of Financial Activities	13
Balance Sheet	14
Cash Flow Statement	15
Notes to the Financial Statements	16 to 27
Detailed Statement of Financial Activities	28 to 29

KAIROS COMMUNITY TRUST

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2023. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Kairos Community Trust, the "trust", has kept to its principal aim (outlined in its Memorandum of Articles of Association) of working with homeless and disadvantaged persons, especially those with alcohol and drug related problems. The trust believes that the journey to recovery from drugs and alcohol begins in a safe, secure environment.

The trust helps homeless men and women with drug and alcohol problems through its abstinence-support hostel, rehabilitation programmes, and network of 28 supported Move-on houses, most of which are in south London.
Core services provide: sober hostel accommodation, day programme rehab, residential rehab, supported housing and aftercare. Each service can be accessed separately or they can be combined to build individual pathways to recovery over a period of time. All services are delivered by experienced teams of qualified therapists, support workers and administrators.

It offers a residential programme of support at three levels - post-detox and assessment, rehabilitation and Move-On houses. Its emphasis is a communal style of living in all its houses.

The trust offers three stages of care to its client group:

1st stage care
22 Linden Grove continues to be a registered hostel offering, with the co-operation and assistance of Sternhall Lane GP Practice, a programme of counselling and support (post-detox). This arrangement has been in operation for several years and offers a proven and excellent service.

2nd stage - residential care
59 Bethwin Road continues to be a residential care home offering a treatment programme of counselling and therapy for people with alcohol and drug related problems. It obtains funds from Social Services for all those who benefit from the residential rehabilitation programme. It is regulated by the Care Quality Commission, complying with the section 20 regulations of the Health and Social care Act 2008.

2nd stage - non-residential care (Garden Day Programme)
66 Nunhead Lane provides a non-residential day programme to people in the community. The programme has established a strong foothold in the community, providing an ever-growing service to those who cannot avail themselves of residential rehab.

3rd stage care
Accommodation with added help and support is offered at this stage. The number of move-on houses is now 28, 19 of which are owned by Kairos, providing 180 beds in total. It is through these residential properties that the charity continues to offer support during the extended period of rehabilitation of its residents. More people coming into this stage of support are being encouraged to participate in the Kairos Aftercare Programme which operates three days a week.

In setting the above objectives and managing its activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

Public benefit

The trustees and directors have paid due regard to guidance issued by the Charity Commission in deciding what activities the trust should undertake and complied with the duty in section 4 of the Charities Act 2011. The trustees believe that the trust conforms readily to the public benefit requirements of the Charity Commission. The reasons for this belief are:

Our charitable objective " to work with homeless and disadvantaged persons, especially those with alcohol and drug related problems and offering a residential programme of support at three levels - post-detox and assessment, rehabilitation and Move-On houses in a communal style of living environment."

OBJECTIVES AND ACTIVITIES

Volunteers

The trust has twenty one service-based volunteers, predominantly former Kairos service users actively engaged in twelve-step recovery and keen to give back to the organisation. These volunteers link residents and paid staff and provide diverse support, from night shifts and office duties to maintenance and catering. Volunteers can pursue a Diploma in Health and Social Care and may transition to become paid staff, testament to our ethos of growth and mutual support. All staff and volunteers are DBS validated. Externally provided safeguarding training is mandatory for workers across Kairos' services, including volunteers, and refreshed every two years.

Our governing body is a Trust and the organisation is managed and monitored by Trustees, independent volunteers from the community.

STRATEGIC REPORT

Achievement and performance

Charitable activities

The trust continues to develop its services to homeless people with addiction related problems.

Kairos has a 'pathways' service from post-detox at Linden Grove (1st stage) either to a care home offering residential rehabilitation at Bethwin Road or to the non-residential Day Programme at Nunhead Lane (2nd stage), to supported Move-On accommodation (3rd stage) in one of its 28 houses and finally to the Aftercare Programme which forms part of a process of preparing people for independent living.

Across the trust's abstinence support hostel, residential and day programme treatment programmes, 54% of participants successfully completed treatment in 2022-23. This compares to 49% of those exiting drug and alcohol treatment services having successfully completed their treatment across England more widely (Office for Health Improvement & Disparities, National statistics, Adult substance misuse treatment statistics 2021 to 2022: report, last accessed November 2023).

This is evidenced in the breakdown of client statistics for the year, as follows:

Linden Grove	2022-23	137 admitted/65 completed (2021-22 96 admitted/59 completed)
Bethwin Road	2022-23	52 admitted/34 completed (2021-22 35 admitted/22 completed)
Garden Day Programme	2022-23	39 admitted/23 completed (2021-22 43 admitted, 25 completed)
Move-On Accommodation	2022-23	155 moved in/151 moved out (2021-22 177 moved in/171 moved out)

Other major events of the year were:

- Continued reviewing and updating of policies and procedures.
- Worked with CRASH in securing grants and material help for the building of extensions and refurbishments.
- Expansion of the bee-keeping project.
- Training in Health and Social Care and also mandatory training has been done and Social Work TV training continues.
- Carried on with plans outlined in the last accounts around protecting staff, volunteers and residents from contracting COVID-19.
- Kairos bought houses in Ellison Road and Fernwood Avenue, which were previously rented.
- Started installing Wi-Fi in Move-On houses.
- Introduced GreenShoots electronic database system for monitoring and recording clients details at Linden.

Major achievements and events subsequent to the year end:

- Continued with developing working relationships with prisons, for which we received a grant from the National Lottery.
- A refurbishment/maintenance plan for Kairos houses has been drawn up.
- A Communications and Development Officer has been appointed.
- Extensive focused training i.e. Diploma in Health and Social Care.
- Continued refurbishments of houses.
- Continued development of the website.
- A managers/deputies Away Day was held in February 2023.
- Supervision and support for volunteers continues through dedicated work.
- Engaged with two schools during work experience week and had students who engaged in Kairos bee-keeping.
- Refurbished toilet/shower room in one of our houses at Limesdale Gardens. Also refurbished the middle floor bathroom at Bethwin Road.
- Engaged with colleges offering placements to trainee counsellors (six colleges in total).
- Conducted a comprehensive survey of women in Kairos canvassing their satisfaction with Kairos services and their perceived needs.
- Had a successful Kairos Fund Day for past and present residents and their families in July.
- Made strategic staffing appointments throughout the charity's services.
- Started a weekly women's AA group.

The trustees wish to put on record their thanks to their loyal and hardworking staff and to all those who volunteer their time in many different capacities.

STRATEGIC REPORT

Financial review

Financial position

The trust's principal sources of income continues to be housing benefit, Supporting People funding and residential care home fees, as well as funds raised from activities and appeals. Together these enable it to provide care and rehabilitation, mainly on a residential basis, to its client group, thus fulfilling its charitable aims. All the trust's assets are used directly or indirectly in furthering its charitable purpose. The net incoming resources for the financial year was £724,964 (2022: £364,729).

At the balance sheet date total charity funds were £11,638,546 (2022: £10,913,582) of which £11,804,423 (2022: £9,813,300) was designated and restricted. The unrestricted general fund stood at (£165,877) (2022: £1,100,282). Although this did not meet the criterion, laid down by the trustees, of providing for running costs for at least two months, this was due to the property bought on the last day of the financial year. In the current financial year, we have exceeded the reserve required by the trustees. The trust's main sources of income continue to be secure while it continues to provide the residential care to which it is committed.

In addition, the trustees are aware that the investment in property which is necessary to fulfil its aims can only be achieved if the trust continues to generate substantial surpluses. They have therefore earmarked the remaining unrestricted funds for the fulfilment of the plans set out above.

Principal risks and uncertainties

The trustees have reviewed the risks inherent in the activities of the trust. These include the remote possibility of a radical change in public policy such that its main sources of income were drastically reduced; maintaining its freehold property to a good standard in the face of some freak event; and the inherent risks arising from employment contracts.

Additional key risks faced by the trust are:

- Failure to achieve a sustainable funding stream
- Compliance and regulatory risk
- Failure to retain key staff through staff burnout and turnover
- Client relapse risk

In view of these risks the trustees have resolved to seek to move towards retaining a balance in the general fund of at least £500,000.

STRATEGIC REPORT

Financial and risk management objectives and policies

Risk Mitigation

The following key risks have been identified:

- Funding and financial stability: the trust would be directly impacted by Government policy shifts that impacted funding for housing benefit and social services provision.
    - The trust's approach includes diversified funded streams. In addition to housing benefit and social services funding, its post-detox day programmes (Aftercare; Garden Day Programme) and residential rehabilitation facilities at Bethwin Road accept service users from the wider community. To fund specific projects, wider funding base is sought: for example, the grant provided by the Story of Christmas to assist wih the redevelopment of one of the trust's houses. The Trustees periodically assess costs to ensure Kairos Community Trust remains efficient and cost-effective.
- Compliance and Regulatory risk: the trust would be directly impacted by regulatory changes, such as to CQC accreditation (as held by the Bethwin Road residential rehabilitation centre), Health and Safety legislation, requirements for Houses of Multiple Occupancy.
    - The trust mitigates this risk through provision of ongoing staff training in compliance with current regulation and standards. This ensures appropriate stakeholders are fully informed and up-to-date with regulatory requirements and their fulfilment.
- Staff burnout and turnover: working in an emotionally and physically demanding environment could lead to staff turnover and burnout, affecting the quality of service and continuity of care.
    - The trust mitigates this risk by addressing staff well-being on an ongoing basis, providing a supportive working environment and professional development. Therapeutic staff access clinical supervision on a fortnightly basis; volunteers are encouraged to complete Level II and III in Health and Social Care, provided by an external agency, Aspire Training; staff have access to Social Care TV to complete additional mandatory and optional training on a remote basis.
    - The current economic climate is a challenging one for individuals within the trust. To uphold both its ethical commitment to protecting its staff and the strategic necessity to retain expertise, the trust diverged from its standard increment to retain expertise and provided staff with an above-average annual salary rise this year, on an exceptional basis.
    - The results of this supportive environment and strategy are evidenced by the trust's current workforce. The trust has forty four members of full-time staff. Six of these have worked for the charity for over ten years; nine for over fifteen years; a further three for over twenty years. An extra six people work fifteen hours a week as part of the Department of Work and Pensions' Permitted Work Scheme. Additionally, the trust has twenty one volunteers and six trainee counsellors. Kairos Community Trust takes part in the professional training of new counsellors on diploma/degree courses for whom a placement forms part of their accreditation requirements. This helps ease pressure on the directly employed workforce.
- Relapse risk, adversely impacting the trust's reputation: given the nature of substance recovery, there is omnipresent risk of client relapse, impacting individual clients and the trust's wider community. Financial implications are both direct, by means of voided rooms and subsequent interruption to income flows, and indirect, as could arise from negative reputational impact and a decrease in client referrals.
    - Relapse risk is mitigated through the trust's provision of comprehensive care plans, tailored to the individual client and completed on admission to the service. Service users are supported in engagements with statutory bodies such as the DWP, Probation, social services. This sits within a comprehensive care structure within which residents, who have completed the Trusts's rehabilitation and counselling programmes and who would otherwise be homeless, are provided with support and accommodation for up to two years. The trust embraces the principles of twelve step recovery Fellowship and encourages attendance at recovery meetings, to cement recovery and reduce the isolation inherent to addiction.

STRATEGIC REPORT

- The trust ensures that client living conditions are safe, secure and comfortable through its directly employed Maintenance team, comprised of two full-time workers, and regularly utilises the services of external agents for plumbing, roofing, and electrical needs.

- Risk of voids is factored into the ineligible charge calculations agreed with local authorities.

Covid - 19 Continuity Business Plan

Since the outbreak of the pandemic Kairos has put a successfully working Continuity Business Plan in place. This plan will be used for as long as is necessary and in response to changing need.

Future plans

The demand for the services and support offered by the trust continues to exceed its ability to provide for all applicants. The programme of steady growth will therefore continue so as to meet those needs. The trust intends to buy its own properties wherever possible.

Now that Linden Grove is a post-detox hostel, Kairos will continue to refine the 5-stage process of care and support. During the year the trust continued to monitor its staffing levels in order to improve its service to residents and to comply with current regulatory requirements. This will be a continuing need in the short term.

Through Garden Day Programme, we are starting a weekly psychotherapy group at Nunhead Lane and will develop working processes around this.

Targets for the coming year

- Develop placements in Health & Social care sector for residents.
- Develop job and volunteering opportunities.
- Buy rather than rent property when possible and thereby consolidate the charity's financial revenue base.
- Focused training (mandatory) of staff and volunteers to comply with relevant regulations and the Charity objectives.
- Develop volunteering and permitted work scheme (DWP).
- Continue to pursue good environmental practices wherever possible - increasing bee-keeping, composting, water collection etc.
- Managers to continue to work cooperatively on optimising Kairos' unique pathways programme.
- Continue to work on the development of Kairos' archives and website.
- A reflection/dialogue on succession will be initiated and followed through by the Trustees.
- Will hold managers/deputy managers Away Day.
- Will expand prisoner work at North London houses with the help of the recently secured Lottery grant.
- A specific annual trustee's day set up.
- Continue to work with CRASH in all development and refurbishment of properties.
- Continue to review and update policies.
- Review staffing.
- Continue to review assessment format for Move-On houses.
- Continue to review and update all job descriptions.
- Continue to implement the refurbishment plan for Kairos owned houses.
- Carry out pre-planning maintenance surveys of selected houses with the help of CRASH and their patrons.
- Continue with the refurbishment at Bethwin Road.
- Explore funding opportunities through the Communications and Development Officer.
- Continue to develop women's' services.
- Continue to install Wi-Fi in all Move-On houses.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The trust is a charity, which was registered on 31 January 2007 under number 1117763, governed by a memorandum and articles of association dated 27 October 2006 and as amended on 24 November 2017. On 1 April 2007 it succeeded to the aims and objectives, and the assets, of a charity called by the same name, which in turn in 1997 had succeeded to the Kilburn Night Shelter.

The trust was incorporated as a company limited by guarantee on 27 October 2006. The trustees are also directors of the company. This report covers the year ended 31 March 2023.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Recruitment and appointment of new trustees

Trustees may be appointed by a resolution of the Board, New trustees are appointed by the existing trustees when they consider that additional skills or viewpoints are needed. Training for new and existing trustees is provided from time to time, as and when the trustee body identifies the need for it. Trustee meetings are held about nine times a year. The trustees appoint a committee which is entrusted with all ordinary decision-making, although constitutional powers remain with the trustees. They may co-opt additional committee members if they wish.

Organisational structure

The Board consists of not fewer than five and not more than twelve persons and the charity must always have a minimum of three Trustees. No person under the age of 16 may be appointed as a Trustee.

Personnel who are the directors of the charitable company, and the senior management team comprise the key management personal of the charity in charge of directing and controlling, running and operating the trust on a day to day basis, led by the Chief Executive Mossie Lyons. All trustees give up their time freely and no trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 12 and note 22.

Key management remuneration

The pay of senior staff is reviewed annually and normally increase in accordance with average earnings. The trustees benchmark salaries against pay levels in similar sized charities in the same sector, adjusting for additional responsibilities. If recruitment is difficult a market addition may be considered.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

05981181 (England and Wales)

Registered Charity number

1117763

Registered office

235 Valley Road
London
SW16 2AF

Trustees

Mrs S M D Aboim
Rev D P M Aitkins
G D S C Barry
P T Carter
C O D'Agostino (appointed 27/9/2022)
S F Mccarthy
Mrs H A Morrin
Mrs S Potter
Dr J Mordhorst

Company Secretary

Mrs D Woodward-Pynn

Auditors

The Carley Partnership
Statutory Auditor
St James's House
8 Overcliffe
Gravesend
Kent
DA11 0HJ

REFERENCE AND ADMINISTRATIVE DETAILS

The day-to-day running of the charity has been delegated to the management team, constituting:

HEAD OFFICE & SUPPORTED HOUSING MOVE-ON TEAM
Director: Mossie Lyons
Admin Manager: Dorothy Woodward-Pynn
Move-on Manager: Matt Dear
Finance Controller: Oyewande Oke

LINDEN GROVE ABSTINENCE-SUPPORT HOSTEL
Manager: Vincent Mahe

BETHWIN ROAD RESIDENTIAL REHAB
Manager: Lee Slater

GARDEN DAY PROGRAMME
Manager: Tim Penrice

AFTERCARE PROGRAMME
Manager: Jessica Rood

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

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

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

In so far as the trustees are aware:

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

AUDITORS

The auditors, The Carley Partnership, will be proposed for re-appointment at the forthcoming Annual General Meeting.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on ..... and signed on the board's behalf by:

P T Carter - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF KAIROS COMMUNITY TRUST

Opinion

We have audited the financial statements of Kairos Community Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, 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 (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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.

In connection with our audit of the financial statements, 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, our approach was as follows:
- we obtained an understanding of the nature of the charitable company's activities and the sector in which it operates, including the legal and regulatory frameworks that are applicable to the charitable company and of how it is complying with those frameworks;
- we enquired of management and trustees about their own identification and assessment of the risks of irregularities, including any known instances of fraud;
- we discussed matters concerning non-compliance with laws and regulations and how fraud might occur including assessment of how the financial statements might be susceptible to fraud.

As a result of these procedures we consider that the most significant laws and regulations relating to the financial statements are the Charities Acts 2011, the regulations relating to the specific accounting and reporting requirements applicable to charitable companies, and the Companies Act 2006. We performed audit procedures to enable us to detect non-compliance with significant laws and regulations which may have a material impact on the financial statements which included reviewing disclosures within the financial statements and inspecting correspondence with regulatory authorities.

We considered the risk of fraud through management override and revenue recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. In response, we incorporated testing of the appropriateness of journal entries, assessing judgements made by management in making accounting estimates and evaluating the rationale for any significant unusual transactions or those outside the normal course of the charitable company's activities.

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 Report of the Independent Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF KAIROS COMMUNITY TRUST

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Claire Ralph (Senior Statutory Auditor)
for and on behalf of The Carley Partnership
Statutory Auditor
St James's House
8 Overcliffe
Gravesend
Kent
DA11 0HJ

Date: 21st November 2023

KAIROS COMMUNITY TRUST

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	26,333	100,480	126,813	96,447
Charitable activities	5				
Care home and after care fees		506,680	-	506,680	482,314
Housing benefit		2,140,458	-	2,140,458	1,714,930
Supporting People Fund		43,070	-	43,070	39,880
Residents' Contribution		148,311	-	148,311	128,145
Grants		-	-	-	19,943
Other trading activities	3	68,994	-	68,994	61,289
Investment income	4	15,053	-	15,053	1,341
Other income	6	-	-	-	4,760
Total		2,948,899	100,480	3,049,379	2,549,049
EXPENDITURE ON					
Raising funds	7	8,537	-	8,537	6,816
Charitable activities	8				
Charitable activities		2,304,848	11,030	2,315,878	2,177,504
Total		2,313,385	11,030	2,324,415	2,184,320
NET INCOME		635,514	89,450	724,964	364,729
Transfers between funds	20	(1,901,673)	1,901,673	-	-
Net movement in funds		(1,266,159)	1,991,123	724,964	364,729
RECONCILIATION OF FUNDS					
Total funds brought forward		1,100,282	9,813,300	10,913,582	10,548,853
TOTAL FUNDS CARRIED FORWARD		(165,877)	11,804,423	11,638,546	10,913,582

The notes form part of these financial statements

KAIROS COMMUNITY TRUST

BALANCE SHEET
31 MARCH 2023

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	15	40,863	11,511,516	11,552,379	9,573,902
CURRENT ASSETS					
Debtors	16	196,862	-	196,862	217,039
Cash at bank and in hand		124,401	292,907	417,308	1,694,184
		321,263	292,907	614,170	1,911,223
CREDITORS					
Amounts falling due within one year	17	(219,022)	-	(219,022)	(271,164)
NET CURRENT ASSETS		102,241	292,907	395,148	1,640,059
TOTAL ASSETS LESS CURRENT LIABILITIES		143,104	11,804,423	11,947,527	11,213,961
CREDITORS					
Amounts falling due after more than one year	18	(308,981)	-	(308,981)	(300,379)
NET ASSETS		(165,877)	11,804,423	11,638,546	10,913,582
FUNDS	20				
Unrestricted funds				(165,877)	1,100,282
Restricted funds				11,804,423	9,813,300
TOTAL FUNDS				11,638,546	10,913,582

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

Paul T Carter.

.....
P T Carter - Trustee

The notes form part of these financial statements

KAIROS COMMUNITY TRUST

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	23	738,418	345,554
Net cash provided by operating activities		738,418	345,554
Cash flows from investing activities			
Purchase of tangible fixed assets		(2,005,945)	(155,944)
Sale of tangible fixed assets		-	4,760
Repayment of investment loans		-	108
Interest received		15,053	1,341
Net cash used in investing activities		(1,990,892)	(149,735)
Cash flows from financing activities			
Loan repayments in year		(8,767)	(14,605)
Interest payments		(15,635)	(9,369)
Net cash used in financing activities		(24,402)	(23,974)
Change in cash and cash equivalents in the reporting period		(1,276,876)	171,845
Cash and cash equivalents at the beginning of the reporting period		1,694,184	1,522,339
Cash and cash equivalents at the end of the reporting period		417,308	1,694,184

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

At the time of approving the financial statements, the trustees have undertaken an assessment of the adequacy of the resources available to the charity and have a reasonable expectation the charity has adequate resources to continue in operational existence for the foreseeable future and accordingly continue to adopt the going concern basis of accounting in preparing the financial statements.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Voluntary income is received by way of donations and gift aid tax. Donations are recognised when received and gift aid tax is accrued on applicable donations in the same year.

Income from fundraising events is recognised when it has been earned, provided it can be quantified.

Investment income is recognised when receivable.

Grants are recognised when the charity becomes unconditionally entitled to the grant. Grants to fund the purchase of fixed assets are taken to income when received.

Income from government and other public authorities is recognised when it is receivable.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis as liabilities are incurred.

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 are allocated on the portion of the asset's use.

Expenditure includes unrecoverable VAT which is reported as part of the cost to which it relates.

Charitable expenditure comprises all the costs of providing the programme of rehabilitation from alcohol and drug dependency with accommodation and support, together with the appropriate proportion of support costs. The allocation of support costs is set out in note 10.

Governance costs include the cost of meeting the charity's statutory requirements and strategic management. The allocation of governance costs is set out in note 10.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- not provided
Long leasehold	- Not provided on land, and on buildings
Medical and gym equipment	- 25% on cost

continued...

1. ACCOUNTING POLICIES - continued

Tangible fixed assets
Fixtures and fittings - 25% on cost

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

The gain or loss arising on the disposal of an asset is determined as the differences between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

Impairment of fixed assets
At each reporting end date, the trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS AND LEGACIES

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Donations	14,453	-	14,453	18,262
Grants	11,880	100,480	112,360	78,185
	26,333	100,480	126,813	96,447

Grants received, included in the above, are as follows:

	2023 £	2022 £
Community Southwark	-	47,650
Maudley Charity	-	3,120
SP Wandsworth	-	17,459
HMRC grants	4,999	8,516
Bexley Council	800	1,440
CRASH	85,481	-
Charity Job	15,000	-
Claredon Home Care	6,080	-
	112,360	78,185

continued...

3. OTHER TRADING ACTIVITIES

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Fundraising events	5,904	-	5,904	6,930
Rent and miscellaneous income	63,090	-	63,090	54,359
	68,994	-	68,994	61,289

4. INVESTMENT INCOME

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Deposit account interest	15,053	-	15,053	1,341

5. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2023 £	2022 £
Care home and aftercare fees	Care home and after care fees	506,680	482,314
Housing benefit	Housing benefit	2,140,458	1,714,930
Supporting people funding	Supporting People Fund	43,070	39,880
Residents' contribution	Residents' Contribution	148,311	128,145
Grants	Grants	-	19,943
		2,838,519	2,385,212

Incoming resources from government and public authorities
Care home and aftercare fees, housing benefit and income from the Supporting People scheme, totalling £2,690,208 (2022: £2,237,124) have been received from government and public authorities.

Grants received, included in the above, are as follows:

	2023 £	2022 £
Medjugorje fund	-	19,943

6. OTHER INCOME

	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
Gain on sale of tangible fixed assets	-	-	-	4,760

continued...

7. RAISING FUNDS

Raising donations and legacies

	Unrestricted funds	Restricted funds	2023 Total funds	2022 Total funds
	£	£	£	£
Publicity and fundraising	1,055	-	1,055	16
Support costs	7,482	-	7,482	6,800
	8,537	-	8,537	6,816

8. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 9)	Support costs (see note 10)	Totals
	£	£	£
Charitable activities	1,949,100	366,778	2,315,878

9. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2023	2022
	£	£
Staff costs	1,002,182	920,547
Ex gratia payments	-	262
Counsellors' fees	11,243	11,970
Therapists	4,968	8,385
Drug and alcohol testing	24,978	14,570
Volunteers' and counsellors' e xpenses	58,666	49,471
Housing costs	664,991	680,355
Food and household supplies	104,881	87,473
Transport	24,089	23,073
Interest payments	15,635	9,369
Medjugorje costs	9,998	10,000
Depreciation	27,469	28,855
	1,949,100	1,844,330

10. SUPPORT COSTS

	Management	Governance costs	Totals
	£	£	£
Raising donations and legacies	6,832	650	7,482
Charitable activities	334,853	31,925	366,778
	341,685	32,575	374,260

continued...

10. SUPPORT COSTS - continued

Activity	Basis of allocation
Management	Charitable activities 98%, Fundraising 2%
Governance costs	Charitable activities 98%, Fundraising 2%

Governance costs include auditors costs of £12,000 (2022: £12,600) for audit fees and non audit services of £3,300 (2022: £5,400) inclusive of VAT.

11. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation - owned assets	27,468	28,856
Surplus on disposal of fixed assets	-	(4,760)

12. TRUSTEES' REMUNERATION AND BENEFITS

None of the trustees and directors (or any persons connected with them) received any remuneration or other benefits from the trust for the year ended 31st March 2023 nor the year ended 31st March 2022.

Trustee liability insurance was included within the premium paid for general insurance.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

13. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	1,200,019	1,122,577
	1,200,019	1,122,577

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

	2023	2022
Employees	44	42

There was one employee whose annual remuneration was £60,000 or more.

continued...

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	96,447	-	96,447
Charitable activities			
Care home and after care fees	482,314	-	482,314
Housing benefit	1,714,930	-	1,714,930
Supporting People Fund	39,880	-	39,880
Residents' Contribution	128,145	-	128,145
Grants	-	19,943	19,943
Other trading activities	61,289	-	61,289
Investment income	1,341	-	1,341
Other income	4,760	-	4,760
Total	2,529,106	19,943	2,549,049
EXPENDITURE ON			
Raising funds	6,816	-	6,816
Charitable activities			
Charitable activities	2,167,504	10,000	2,177,504
Total	2,174,320	10,000	2,184,320
NET INCOME	354,786	9,943	364,729
Transfers between funds	(104,603)	104,603	-
Net movement in funds	250,183	114,546	364,729
RECONCILIATION OF FUNDS			
Total funds brought forward	850,099	9,698,754	10,548,853
TOTAL FUNDS CARRIED FORWARD	1,100,282	9,813,300	10,913,582

continued...

15. TANGIBLE FIXED ASSETS

	Freehold property £	Long leasehold £	Medical and gym equipment £
COST			
At 1 April 2022	9,421,104	89,291	4,256
Additions	2,001,121	-	-
Disposals	-	-	-
At 31 March 2023	11,422,225	89,291	4,256
DEPRECIATION			
At 1 April 2022	-	-	4,256
Charge for year	-	-	-
Eliminated on disposal	-	-	-
At 31 March 2023	-	-	4,256
NET BOOK VALUE			
At 31 March 2023	11,422,225	89,291	-
At 31 March 2022	9,421,104	89,291	-

	Fixtures and fittings £	Motor vehicles £	Totals £
COST			
At 1 April 2022	142,383	79,746	9,736,780
Additions	4,824	-	2,005,945
Disposals	(784)	-	(784)
At 31 March 2023	146,423	79,746	11,741,941
DEPRECIATION			
At 1 April 2022	129,596	29,026	162,878
Charge for year	7,532	19,936	27,468
Eliminated on disposal	(784)	-	(784)
At 31 March 2023	136,344	48,962	189,562
NET BOOK VALUE			
At 31 March 2023	10,079	30,784	11,552,379
At 31 March 2022	12,787	50,720	9,573,902

continued...

16. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade debtors	145,957	171,157
Bad debt provision	(4,446)	(4,446)
Other debtors	20,226	20,376
Staff and resident loans	16,211	15,743
Prepayments and accrued income	18,914	14,209
	196,862	217,039

17. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Bank loans and overdrafts (see note 19)	6,605	23,973
Trade creditors	47,142	46,302
Social security and other taxes	21,953	21,251
Housing benefit refundable	122,586	148,994
Accrued expenses	20,736	30,644
	219,022	271,164

18. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 19)	308,981	300,379

19. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	6,605	23,973
Amounts falling between one and two years:		
Bank loans - 1-2 years	308,981	300,379

continued...

20. MOVEMENT IN FUNDS

	At 1/4/22 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund	1,100,282	635,514	(1,901,673)	(165,877)
Restricted funds				
Gym equipment fund	4,463	-	-	4,463
Medjugorje fund	298,442	(9,998)	-	288,444
Property fund	9,510,395	99,448	1,901,673	11,511,516
	9,813,300	89,450	1,901,673	11,804,423
TOTAL FUNDS	10,913,582	724,964	-	11,638,546

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,948,899	(2,313,385)	635,514
Restricted funds			
Medjugorje fund	-	(9,998)	(9,998)
Property fund	99,448	-	99,448
Property repair fund	1,032	(1,032)	-
	100,480	(11,030)	89,450
TOTAL FUNDS	3,049,379	(2,324,415)	724,964

Comparatives for movement in funds

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/22 £
Unrestricted funds				
General fund	850,099	354,786	(104,603)	1,100,282
Restricted funds				
Gym equipment fund	4,463	-	-	4,463
Medjugorje fund	288,499	9,943	-	298,442
Property fund	9,405,792	-	104,603	9,510,395
	9,698,754	9,943	104,603	9,813,300
TOTAL FUNDS	10,548,853	364,729	-	10,913,582

continued...

20. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	2,529,106	(2,174,320)	354,786
Restricted funds			
Medjugorje fund	19,943	(10,000)	9,943
TOTAL FUNDS	2,549,049	(2,184,320)	364,729

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/21 £	Net movement in funds £	Transfers between funds £	At 31/3/23 £
Unrestricted funds				
General fund	850,099	990,300	(2,006,276)	(165,877)
Restricted funds				
Gym equipment fund	4,463	-	-	4,463
Medjugorje fund	288,499	(55)	-	288,444
Property fund	9,405,792	99,448	2,006,276	11,511,516
	9,698,754	99,393	2,006,276	11,804,423
TOTAL FUNDS	10,548,853	1,089,693	-	11,638,546

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,478,005	(4,487,705)	990,300
Restricted funds			
Medjugorje fund	19,943	(19,998)	(55)
Property fund	99,448	-	99,448
Property repair fund	1,032	(1,032)	-
	120,423	(21,030)	99,393
TOTAL FUNDS	5,598,428	(4,508,735)	1,089,693

The Medjugorje fund is funded by anonymous donors, to enable some Kairos residents to visit the shrine at Medjugorje in Bosnia as a part of their rehabilitation process.

continued...

20. MOVEMENT IN FUNDS - continued

The property fund is a designated fund which has been set aside out of the unrestricted fund by the trustees for specific purposes.

The property fund was set up in 1995 by the Kilburn Night Shelter Project, the predecessor of this trust, in order to acquire property to house rehabilitated residents. This fund includes any additions to owned properties such as building extensions, major refurbishment and improvements. Transfers from the general fund have been made as required each year, to fund the planned purchases and refurbishments undertaken.

21. EMPLOYEE BENEFIT OBLIGATIONS

The trust operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the trust in an independently administered fund. The pension costs represents contributions payable by the trust to the fund. Contributions totalling £19,739 (2022: £17,585) were made in the year. The total payable at the end of the year was £5,436 (2022: £16,144).

22. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

23. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income for the reporting period (as per the Statement of Financial Activities)	724,964	364,729
Adjustments for:		
Depreciation charges	27,469	28,855
Profit on disposal of fixed assets	-	(4,760)
Interest received	(15,053)	(1,341)
Interest payments	15,635	9,369
Decrease/(increase) in debtors	20,177	(28,198)
Decrease in creditors	(34,774)	(23,100)
Net cash provided by operations	738,418	345,554

24. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/22 £	Cash flow £	At 31/3/23 £
Net cash			
Cash at bank and in hand	1,694,184	(1,276,876)	417,308
	1,694,184	(1,276,876)	417,308
Debt			
Debts falling due within 1 year	(23,973)	17,368	(6,605)
Debts falling due after 1 year	(300,379)	(8,602)	(308,981)
	(324,352)	8,766	(315,586)
Total	1,369,832	(1,268,110)	101,722

continued...

25. GENERAL FUND

The trustees have resolved to seek to retain a balance in the general fund of at least £500,000.

KAIROS COMMUNITY TRUST

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	14,453	18,262
Grants	112,360	78,185
	126,813	96,447
Other trading activities		
Fundraising events	5,904	6,930
Rent and miscellaneous income	63,090	54,359
	68,994	61,289
Investment income		
Deposit account interest	15,053	1,341
Charitable activities		
Care home and aftercare fees	506,680	482,314
Housing benefit	2,140,458	1,714,930
Supporting people funding	43,070	39,880
Residents' contribution	148,311	128,145
Grants	-	19,943
	2,838,519	2,385,212
Other income		
Gain on sale of tangible fixed assets	-	4,760
Total incoming resources	3,049,379	2,549,049
EXPENDITURE		
Raising donations and legacies		
Publicity and fundraising	1,055	16
Charitable activities		
Wages	1,002,182	920,547
Ex gratia payments	-	262
Counsellors' fees	11,243	11,970
Therapists	4,968	8,385
Drug and alcohol testing	24,978	14,570
Volunteers' and counsellors' e xpenses	58,666	49,471
Housing costs	664,991	680,355
Food and household supplies	104,881	87,473
Transport	24,089	23,073
Interest payments	15,635	9,369
Medjugorje costs	9,998	10,000
Carried forward	1,921,631	1,815,475

KAIROS COMMUNITY TRUST

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	2023 £	2022 £
Charitable activities		
Brought forward	1,921,631	1,815,475
Furniture & Equipment Depreciation	7,532	8,919
Motor vehicles	19,937	19,936
	1,949,100	1,844,330
Support costs		
Management		
Wages	197,837	202,030
Insurance	14,268	12,310
Telephone	27,331	25,745
Office supplies	35,682	36,750
Subscriptions and licences	4,980	4,763
Courses and training	23,440	7,859
Miscellaneous social activitie s	17,577	5,991
Bank charges	6,839	2,098
Bad debts	13,389	16,474
Sundry	342	-
	341,685	314,020
Governance costs		
Audit and accountancy fees	24,206	15,040
Legal and professional fees	6,492	8,977
Payroll fees	1,877	1,937
	32,575	25,954
Total resources expended	2,324,415	2,184,320
Net income	724,964	364,729

KAIROS COMMUNITY TRUST

England & Wales - Charity number 1117763

Accounts

Charity registration number 1117763

Company registration number 05981181 (England and Wales)

KAIROS COMMUNITY TRUST

Annual report and financial statements

For the year ended 31 March 2022

KAIROS COMMUNITY TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees And Directors	Serina Aboim Rev Duncan Aitkins Gerald Barry Paul Carter Shawn McCarthy Jasper Mordhorst Hanora Morrin Sarah Potter Carlo D'Agostino	(Appointed 27 September 2022)
Secretary	Dorothy Woodward-Pynn	
Charity number	1117763	
Company number	05981181	
Registered office	235 Valley Road Streatham London SW16 2AF	
Auditor	WSM Advisors Limited Connect House 133-137 Alexandra Road Wimbledon London SW19 7JY	

KAIROS COMMUNITY TRUST

CONTENTS

	Page
Trustees' report	1 - 5
Statement of trustees' responsibilities	6
Independent auditor's report	7 - 9
Statement of financial activities	10
Balance sheet	11
Statement of cash flows	12
Notes to the financial statements	13 - 26

KAIROS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

For the year ended 31 March 2022

The trustees and directors present their report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with trust's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

Objectives and activities

Kairos Community Trust, the "trust", has kept to its principal aim (outlined in its Memorandum of Articles of Association) of working with homeless and disadvantaged persons, especially those with alcohol and drug related problems. It offers a residential programme of support at three levels - post-detox and assessment, rehabilitation and move-on houses. It emphasises a communal style of living in all its houses.

The trust offers three stages of care to its client group:

1st stage care
22 Linden Grove continues to be a registered hostel offering, with the co-operation and assistance of Sternhall Lane GP Practice, a programme of counselling and support (post-detox). This arrangement has been in operation for several years and offers a proven and excellent service.

2nd stage - residential care
59 Bethwin Road continues to be a residential care home offering a treatment programme of counselling and therapy for people with alcohol and drug related problems. It obtains funds from Social Services for all those who benefit from the residential rehabilitation programme. It is now regulated by the Care Quality Commission, complying with the section 20 regulations of the Health and Social care Act 2008.

2nd stage - non residential care (Garden Day Programme)
66 Nunhead Lane now provides a non residential day programme to people in the community. The programme has established a strong foothold in the community, providing an ever-growing service to those who cannot avail themselves of residential rehab.

3rd stage care
Accommodation with added help and support is offered at this stage. The number of move-on houses is now 29, 18 of which are owned by Kairos, providing 182 beds in total. It is through these residential properties that the charity continues to offer support during the extended period of rehabilitation of its residents. More people coming into this stage of support are being encouraged to participate in the Kairos Aftercare Programme which operates three days a week.

In setting the above objectives and managing its activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

Public Benefit

The trustees and directors have paid due regard to guidance issued by the Charity Commission in deciding what activities trust should undertake and complied with the duty in section 4 of the Charities Act 2011. The trustees believe that the trust conforms readily to the public benefit requirements of the Charity Commission. The reasons for this belief are:

Our charitable objective " to work with homeless and disadvantaged persons, especially those with alcohol and drug related problems and offering a residential programme of support at three levels - post-detox and assessment, rehabilitation and move-on houses in a communal style of living environment."

Achievements and performance

The trust continues to develop its services to homeless people with addiction related problems.

Kairos has a 'pathways' service from post-detox at Linden Grove (1st stage) either to a care home offering residential rehabilitation at Bethwin Road or to the non-residential programme Day Programme at Nunhead Lane (2nd stage), to supported Move-On accommodation (3rd stage) in one of 29 houses and finally to the Aftercare Programme which forms part of a process of preparing people for independent living. Client statistics for the year were as follows:

(Bethwin Road has low numbers due to CQC stopping admissions due to Covid-19)

Linden Grove	2021-22	96 admitted/59 completed (2020/21 103 admitted, 71 completed)
Bethwin Road	2021-22	35 admitted/22 completed (2020/21 24 admitted, 14 completed)
Garden Day Programme	2021-22	43 admitted/25 completed (2020/21 35 admitted, 23 completed)
Move-On Accommodation	2021-22	177 moved in/171 moved out (2020/21 148 moved in/140 moved out)

Other major events of the year were:

- Continued reviewing and updating of policies and procedures.
- Worked with CRASH in securing grants and material help for the building of extensions and refurbishments.
- Continued with developing working relationships with prisons.
- Expansion of the bee-keeping project.
- Training was done via Social Work TV.
- Carried on with plans outlined in the last accounts around protecting staff, volunteers and residents from contracting COVID-19.

Major events subsequent to the year end:

- Continued to receive Lottery funding for complex needs worker up to its concluding date in June 2021.
- Upgraded accounts system to Quickbooks Intuit to facilitate ongoing submission of accounts to auditors.
- Completed the extension of Nunhead Lane.
- A solicitor has been appointed to the trustee/director committee.
- Purchased an eight-bedroomed Move-On house in Lambeth – Fernwood Avenue.
- Extensive focused training.
- Continued refurbishments of houses especially Fernwood, Brixton, one of the houses in Stondon Park, Linden Grove and Bethwin Road.
- Applied for a National Lottery grant for our work with ex-offenders in Limesdale Gardens.
- Continued development of the website.
- A managers/deputies Away Day is arranged in January 2023.
- Supervision and support for volunteers.

The trustees wish to put on record their thanks to their loyal and hardworking staff and to all those who volunteer their time in many different capacities.

Financial review and reserves policy

The trust's principal sources of income continues to be housing benefit, Supporting People funding and residential care home fees, as well as funds raised from activities and appeals. Together these enable it to provide care and rehabilitation, mainly on a residential basis, to its client group, thus fulfilling its charitable aims. All the trust's assets are used directly or indirectly in furthering its charitable purpose. The net incoming resources for the financial year was £364,729.

At the balance sheet date total charity funds were £10,913,582 of which £9,813,300 was designated and restricted. The unrestricted general fund stood at £1,100,282, which met the criterion, laid down by the trustees, of providing for running costs for at least two months. The trust's main sources of income continue to be secure while it continues to provide the residential care to which it is committed.

In addition, the trustees are aware that the investment in property which is necessary to fulfil its aims can only be achieved if the trust continues to generate substantial surpluses. They have therefore earmarked the remaining unrestricted funds for the fulfilment of the plans set out above.

The trustees have reviewed the risks inherent in the activities of the trust. These include the remote possibility of a radical change in public policy such that its main sources of income were drastically reduced; maintaining its freehold property to a good standard in the face of some freak event; and the inherent risks arising from employment contracts. In view of these risks the trustees have resolved to seek to move towards retaining a balance in the general fund of at least £500,000.

Future plans

The demand for the services and support offered by the trust continues to exceed its ability to provide for all applicants. The programme of steady growth will therefore continue so as to meet those needs. The trust intends to buy its own properties wherever possible.

Now that Linden Grove is a post-detox hostel, Kairos will continue to refine the 5-stage process of care and support. During the year the trust continued to monitor its staffing levels in order to improve its service to residents and to comply with current regulatory requirements. This will be a continuing need in the short term.

Targets for the coming year

- Purchase of a five-bedroomed Move-On house in Lambeth – Ellison Road (currently renting).
- Installation of a new shower room at one of the houses in Limesdale Gardens and work with CRASH on the development of the house.
- Continue with our work on COVID-19.
- Develop placements in Health & Social care sector for residents.
- Develop job and volunteering opportunities.
- Buy rather than rent property when possible and thereby consolidate the charity's financial revenue base.
- Focused training (mandatory) of staff and volunteers to comply with relevant regulations and the Charity objectives.
- Develop volunteering and permitted work scheme (DWP).
- Continue to pursue good environmental practices wherever possible – increasing bee-keeping, composting, water collection etc.
- Managers to continue to work cooperatively on optimising Kairos' unique pathways programme.
- Continue to work on the development of Kairos' archives.
- A reflection/dialogue on succession will be initiated and followed through by the Trustees.
- Will hold managers/deputy managers Away Day.
- Will continue prisoner work at North London houses and continue to develop the garages.
- Look at developing and refurbishing 20 Limesdale Gardens.
- A specific annual trustee's day set up.
- Continue to work with CRASH in all development and refurbishment of properties.
- Continue to review and update policies.
- Continue to put in place COVID-19 precautionary steps e.g. isolation rooms and Bethwin and Linden; regular testing etc.
- Review staffing at Bethwin.
- Review assessment format for Move-On houses.
- Review and update all job descriptions.

Covid - 19 Continuity Business Plan

Since the outbreak of the pandemic Kairos has put a successfully working Continuity Business Plan in place. This plan will be used for as long as is necessary and in response to changing need.

Structure, governance and management

The trust is a charity, which was registered on 31 January 2007 under number 1117763, governed by a memorandum and articles of association dated 27 October 2006 and as amended on 24 November 2017. On 1 April 2007 it succeeded to the aims and objectives, and the assets, of a charity called by the same name, which in turn in 1997 had succeeded to the Kilburn Night Shelter.

The trust was incorporated as a company limited by guarantee on 27 October 2006. The trustees are also directors of the company. This report covers the year ended 31 March 2022.

Reference and administrative information set out on page 1 forms part of this report.

New trustees are appointed by the existing trustees when they consider that additional skills or viewpoints are needed. Training for new and existing trustees is provided from time to time, as and when the trustee body identifies the need for it. Trustee meetings are held about nine times a year. The trustees appoint a committee which is entrusted with all ordinary decision-making, although constitutional powers remain with the trustees. They may co-opt additional committee members if they wish.

Personnel who are the directors of the charitable company, and the senior management team comprise the key management personal of the charity in charge of directing and controlling, running and operating the trust on a day to day basis, led by the Chief Executive Mossie Lyons. All trustees give up their time freely and no trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 11 and note 24.

The pay of senior staff is reviewed annually and normally increase in accordance with average earnings. The trustees benchmark salaries against pay levels in similar sized charities in the same sector, adjusting for additional responsibilities. If recruitment is difficult a market addition may be considered.

Auditor

The auditors, WSM Advisors Limited, remain willing to be reappointed.

Disclosure of information to auditor

Each of the trustees and directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees And Directors at the Trustee meeting on 17 January 2023.

Paul Carter
Trustee
Dated: 17 January 2023

KAIROS COMMUNITY TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

For the year ended 31 March 2022

The trustees who are also the directors of Kairos Community Trust for the purpose 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 and directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees and directors are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities Statement of Recommend Practice;

- make judgements and estimates that are reasonable and prudent; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the trust will continue in operation.

The trustees and directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the trust 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 trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

KAIROS COMMUNITY TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES AND DIRECTORS OF KAIROS COMMUNITY TRUST

Opinion

We have audited the financial statements of Kairos Community Trust (the 'trust') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

The impact of macro-economic uncertainties on our audit

Our audit of the financial statements requires us to obtain an understanding of all relevant uncertainties, including those arising as a consequence of the effects of macro-economic uncertainties such as Covid-19. All audits assess and challenge the reasonableness of estimates made by the members and the related disclosures and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the charitable company's future prospects and performance.

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 trust'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 and directors 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 auditor's report thereon. The trustees and directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees and directors

As explained more fully in the statement of trustees' responsibilities, the trustees and directors, who are also the directors of the trust for the purpose 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 and directors 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 and directors are responsible for assessing the trust'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 and directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Our tests included agreeing the financial statement disclosures to underlying supporting documentation where relevant, enquiries with management as to the risks of non-compliance and any instances thereof, challenging assumptions and judgments made by management, performing a proof in total calculation to gain assurance over completeness of revenue, and identifying and testing journal entries, in particular any journal entries posted with unusual account combinations. Our audit procedures also focused on laws and regulations that could give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES AND DIRECTORS OF KAIROS COMMUNITY TRUST

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

WSM Advisors Limited

Simon Marsh (Senior Statutory Auditor)
for and on behalf of WSM Advisors Limited

17 January 2023

Chartered Accountants
Statutory Auditor

Connect House
133-137 Alexandra Road
Wimbledon
London
SW19 7JY

KAIROS COMMUNITY TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 March 2022

	Notes	Unrestricted funds £	Restricted funds £	Total 2022 £	Total 2021 £
Income and endowments from:					
Donations and legacies	3	96,447	-	96,447	523,931
Charitable activities	4	2,365,269	19,943	2,385,212	2,333,782
Other trading activities	5	61,289	-	61,289	36,955
Investments	6	1,341	-	1,341	1,857
Other income	7	4,760	-	4,760	6,420
Total income		2,529,106	19,943	2,549,049	2,902,945
Expenditure on:					
Raising funds	8	6,816	-	6,816	6,592
Charitable activities expenditure	9	2,167,504	10,000	2,177,504	2,096,156
Total resources expended		2,174,320	10,000	2,184,320	2,102,748
Net income before transfers		354,786	9,943	364,729	800,197
Gross transfers between funds		(104,603)	104,603	-	-
Net movement in funds		250,183	114,546	364,729	800,197
Fund balances at 1 April 2021		850,099	9,698,754		10,548,853
Fund balances at 31 March 2022		1,100,282	9,813,300	10,913,582	

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

KAIROS COMMUNITY TRUST

BALANCE SHEET

As at 31 March 2022

	Notes	2022 £	2022 £	2021 £	2021 £
Fixed assets					
Tangible assets	14		9,573,902		9,446,812
Current assets					
Debtors	15	217,039		188,949	
Cash at bank and in hand		1,694,183		1,522,339	
		1,911,222		1,711,288	
Liabilities: amounts falling due within one year	16	(271,163)		(294,264)	
Net current assets			1,640,059		1,417,024
Total assets less current liabilities			11,213,961		10,863,836
Liabilities: amounts falling due after more than one year	18		(300,379)		(314,983)
Net assets			10,913,582		10,548,853
Income funds					
Restricted funds	20		9,813,300		9,698,754
Unrestricted funds			1,100,282		850,099
			10,913,582		10,548,853

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

The financial statements were approved by the Trustees And Directors on 17.01.2023

Paul T Carter

Paul Carter
Trustee

Company Registration No. 05981181

KAIROS COMMUNITY TRUST

STATEMENT OF CASH FLOWS

For the year ended 31 March 2022

	Notes	2022		2021	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	25		336,184		769,134
Investing activities					
Purchase of tangible fixed assets		(155,944)		(395,270)	
Proceeds on disposal of tangible fixed assets		4,760		6,420	
Repayment of investment loans and receivables		108		216	
Investment income received		1,341		1,857	
Net cash used in investing activities			(149,735)		(386,777)
Financing activities					
Repayment of bank loans		(14,604)		(14,302)	
Net cash used in financing activities			(14,604)		(14,302)
Net increase in cash and cash equivalents			171,845		368,055
Cash and cash equivalents at beginning of year			1,522,339		1,154,284
Cash and cash equivalents at end of year			1,694,183		1,522,339

1 Accounting policies

Charity information

Kairos Community Trust is a private company limited by guarantee in England and Wales. The registered office is 235 Valley Road, London SW16 2AF. The company is also a registered charity with the registration number 1117763.

1.1 Accounting convention

The financial statements have been prepared in accordance with trust's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have undertaken an assessment of the adequacy of the resources available to the charity as well as the expected support to businesses available from the government measures in place through the period of disruption caused by coronavirus. The trustees have a reasonable expectation the charity has adequate resources to continue in operational existence for the foreseeable future accordingly continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees and directors in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Transfers are made from the general fund to the property fund (designated and restricted fund) in each year to cover additions to property which have been funded out of ordinary income.

1.4 Incoming resources

Income is recognised when the trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. This applies to grant and rental income.

Voluntary income is received by way of donations and gift aid tax. Donations are recognised when received and gift aid tax is accrued on applicable donations in the same year.

Income from fundraising events is recognised when it has been earned, provided it can be quantified.

Investment income is recognised when receivable. Bank interest has been received net of income tax.

Grants are recognised when the charity becomes unconditionally entitled to the grant. Grants to fund the purchase of fixed assets are taken to income when received.

Income from government and other public authorities is recognised when it is receivable.

1 Accounting policies (Continued)

1.5 Resources expended

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 are allocated on the portion of the asset's use.
Expenditure is recognised on an accruals basis as liabilities are incurred. Expenditure includes unrecoverable VAT, which is reported as part of the cost to which it relates. Costs relating to a particular activity are allocated directly, whereas support costs are apportioned in relation to usage as specified in note 9.

Costs of generating funds comprise costs associated with donations and fundraising events.

Charitable expenditure comprises all the costs of providing the programme of rehabilitation from alcohol and drug dependency with accommodation and support, together with an appropriate proportion of support costs. The allocation of support costs is set out in note 9.

Governance costs include the cost of meeting the charity's statutory requirements and strategic management. The allocation of governance costs is set out in note 9.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold property	0% per annum
Long leasehold property	0% per annum
Medical and gym equipment	25% per annum
Furniture and equipment	25% per annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

At each reporting end date, the trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies (Continued)

1.9 Financial instruments

The trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the trust's balance sheet when the trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

1.10 Pension costs

Certain employees are members of a defined contribution pension scheme. Contributions are charged to the profit and loss account as they become payable.

1.11 VAT

The charity is not registered for VAT and accordingly expenditure is shown gross, including irrecoverable VAT.

2 Critical accounting estimates and judgements

In the application of the trust's accounting policies, the trustees and directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	2022	2021
	£	£
Donations and gifts - unrestricted funds	18,262	243,979
Grants	78,185	279,952
	96,447	523,931
Grants receivable for core activities		
Big Lottery Fund	-	85,077
CRASH	-	24,960
Community Southwark	47,650	12,487
Maudley Charity	3,120	12,480
SP Wandsworth	17,459	3,489
Islington	-	244
HMRC Grants	8,516	48,673
Bexley Council	1,440	4,420
Homeless Link	-	58,958
Lambeth	-	29,165
	78,185	279,952

4 Charitable activities

	Care home and aftercare fees	Housing benefit	Supporting People funding	Residents' Contribution	Grants (See below)	Total 2022	Total 2021
	£	£	£	£	£	£	£
Income from charitable activities	482,314	1,714,930	39,880	128,145	19,943	2,385,212	2,333,782
Analysis by fund							
Unrestricted funds	482,314	1,714,930	39,880	128,145	-	2,365,269	
Restricted funds	-	-	-	-	19,943	19,943	
	482,314	1,714,930	39,880	128,145	19,943	2,385,212	
For the year ended 31 March 2021							
Unrestricted funds	371,158	1,700,906	39,880	127,974	-		2,239,918
Restricted funds	-	-	-	-	93,864		93,864
	371,158	1,700,906	39,880	127,974	93,864		2,333,782
Grants							
Medjugorje fund						19,943	93,864
						19,943	93,864

Incoming resources from government and public authorities

Care home and aftercare fees, housing benefit and income from the Supporting People scheme, totalling £2,237,124 (2021: £2,111,943), have been received from government and public authorities.

5 Other trading activities

	2022	2021
	£	£
Rent and miscellaneous income	54,359	23,697
Fundraising events	6,930	13,258
Other trading activities - unrestricted funds	61,289	36,955

6 Investments

	2022	2021
	£	£
Interest receivable - unrestricted funds	1,341	1,857

7 Other income

	2022	2021
	££	
Net gain on disposal of tangible fixed assets	4,760	6,420

8 Raising funds

	2022	2021
	£	£
Publicity and fundraising	17	194
Support costs	6,280	6,098
Governance costs	519	300
Fundraising and publicity from unrestricted funds	6,816	6,592

9 Charitable activities expenditure

	Unrestricted	Restricted	Total 2022	Total 2021
	£	£	£	£
Salaries, NI and pension contributions	920,547	-	920,547	900,337
Ex gratia payments	262	-	262	1,547
Counsellors' fees	11,970	-	11,970	9,254
Therapists	8,385	-	8,385	4,203
Drug and alcohol testing	14,570	-	14,570	10,153
Volunteers' and counsellors' expenses	49,471	-	49,471	42,605
Housing costs	680,355	-	680,355	670,116
Food and household supplies	87,473	-	87,473	79,461
Transport	23,073	-	23,073	22,824
Interest payments	9,369	-	9,369	9,670
Medjugorje costs	-	10,000	10,000	15,616
Depreciation	28,855	-	28,855	16,511
	1,834,330	10,000	1,844,330	1,782,297
Share of support costs (see note 10)	307,739	-	307,739	301,350
Share of governance costs (see note 10)	25,435	-	25,435	12,509
	2,167,504	10,000	2,177,504	2,096,156
Analysis by fund				
Unrestricted funds	2,167,504	-	2,167,504	
Restricted funds	-	10,000	10,000	
	2,167,504	10,000	2,177,504	
For the year ended 31 March 2021				
Unrestricted funds	2,080,540	-		2,080,540
Restricted funds	-	15,616		15,616
	2,080,540	15,616		2,096,156

10 Support costs

	Support costs	Governance costs	2022	2021	
	£	£	£	£	
Administration salaries	202,030	-	202,030	213,991	
Telephone	25,745	-	25,745	20,753	
Office supplies	36,750	-	36,750	27,534	
Subscriptions and licences	4,763	-	4,763	4,868	
Courses and training	7,859	-	7,859	17,459	
Miscellaneous social activities	5,991	-	5,991	1,684	
Insurance	12,310	-	12,310	11,833	
Bank charges	2,098	-	2,098	2,203	
Bad debts	16,474	-	16,474	6,621	
Sundry	-	-	-	502	
Legal and professional fees	-	8,977	8,977	2,310	Governance
Audit and taxation fees	-	15,040	15,040	8,676	Governance
Payroll fees	-	1,937	1,937	1,823	Governance
	314,020	25,954	339,974	320,257	
Analysed between					
Fundraising	6,280	519	6,799	6,398	
Charitable activities	307,740	25,435	333,175	313,859	
	314,020	25,954	339,974	320,257	

Support costs and governance costs are apportioned on the following basis-

- Charitable activities 98%
- Activities to generate funds 2%

Governance costs includes payments to the auditors of £12,600 (2021: £7,536) for audit fees and non audit services of £5,400 (2021: £2,400) inclusive of VAT.

11 Trustees And Directors

None of the trustees and directors (or any persons connected with them) received any remuneration or benefits from the trust during the year.

Trustee liability insurance was included within the premium paid for general insurance.

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2022 Number	2021 Number
	42	41

Wages and salaries	1,044,701	1,004,660
Social security costs	60,291	91,784
Other pension costs	17,585	17,884
	1,122,577	1,114,328

There were no employees whose annual remuneration was £60,000 or more.

13 Taxation

The charitable company is subject to the taxation relief applicable to charities and is exempt from corporation tax as all its income is applied for charitable purposes.

14 Tangible fixed assets

	Freehold property	Long leasehold property	Medical and gym equipment	Furniture and equipment	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2021	9,316,501	89,291	4,256	139,232	50,929	9,600,209
Additions	104,603	-	-	3,151	48,190	155,944
Disposals	-	-	-	-	(19,373)	(19,373)
At 31 March 2022	9,421,104	89,291	4,256	142,383	79,746	9,736,780
Depreciation and impairment						
At 1 April 2021	-	-	4,256	120,677	28,462	153,395
Depreciation charged in the year	-	-	-	8,919	19,937	28,856
Eliminated in respect of disposals	-	-	-	-	(19,373)	(19,373)
At 31 March 2022	-	-	4,256	129,596	29,026	162,878
Carrying amount						
At 31 March 2022	9,421,104	89,291	-	12,787	50,720	9,573,902
At 31 March 2021	9,316,500	89,291	-	18,554	22,467	9,446,812

15 Debtors

Amounts falling due within one year:	2022 £	2021 £
Trade debtors	166,711	139,331
Other debtors	36,119	36,695
Prepayments	14,209	12,923
	217,039	188,949

Included in other debtors are amounts for loans to staff and residents totalling £15,743 (2021: £10,492).

16 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Bank loans	17	23,973	23,973
Other taxation and social security		21,251	18,466
Accounts payable		46,301	58,830
Housing benefit refundable		148,994	175,235
Accruals		30,644	17,760
		271,163	294,264

17 Loans and overdrafts

	2022 £	2021 £
Bank loans	324,352	338,956
Payable within one year	23,973	23,973
Payable after one year	300,379	314,983

The mortgage from Barclays Bank plc is repayable over 25 years from December 2015. It carries interest linked to the Bank of England's base rate, with the possibility of variation. It is secured upon freehold property owned by the charitable company.

18 Creditors: amounts falling due after more than one year

	Notes	2022 £	2021 £
Bank loans	17	300,379	314,983

19 Retirement benefit schemes

The trust operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the trust in an independently administered fund. The pension cost represents contributions payable by the trust to the fund. Contributions totalling £17,585 were made in the year (2021: £17,884). £16,144 was payable at the end of year (2021: £7,824).

20 Restricted funds

		Movement in funds					
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 1 April 2021	Resources expended	Balance at 31 March 2022
	£	£	£	£	£	£	£
Gym equipment fund	4,463	-	-	-	4,463	-	4,463
Medjugorje fund	210,251	93,864	(15,616)	-	288,499	9,943	298,442
Property fund	8,900,147	-	-	505,645	9,405,792	104,603	9,510,395
	9,114,861	93,864	(15,616)	505,645	9,698,754	114,546	9,813,300

The Medjugorje fund is funded by anonymous donors, to enable some Kairos residents to visit the shrine at Medjugorje in Bosnia as a part of their rehabilitation process.

21 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

				Movement in funds	
	Balance at 1 April 2020	Transfers	Balance at 1 April 2021	Incoming resources	Balance at 31 March 2022
	£	£	£	£	£
Property fund	8,900,146	505,645	9,405,791	104,603	9,510,394
	8,900,146	505,645	9,405,791	104,603	9,510,394

This was set up in 1995 by the Kilburn Night Shelter Project, the predecessor of this trust, in order to acquire property to house rehabilitated residents. This general purpose includes any additions to owned properties such as building extensions, major refurbishment and improvements. Transfers from the general fund have been made as required each year, to fund the planned purchases and refurbishments undertaken.

22 Analysis of net assets between funds

	General funds	Restricted and designated funds	Total	General funds	Restricted and designated funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Fund balances at 31 March 2022 are represented by:						
Tangible assets	63,508	9,510,394	9,573,902	41,021	9,405,791	9,446,812
Current assets/(liabilities)	1,337,154	302,905	1,640,059	1,417,024	-	1,417,024
Long term liabilities	(300,379)	-	(300,379)	(314,983)	-	(314,983)
	1,100,283	9,813,299	10,913,582	1,143,062	9,405,791	10,548,853

23 General fund

The trustees have resolved to seek to retain a balance in the general fund of at least £500,000.

24 Related party transactions

The trust considers that its only related parties are the trustees and directors.

During the year the trust underwent no transactions with related parties (2021: Nil).

No balances were outstanding at the end of the year (2021: Nil).

25 Cash generated from operations

	2022	2021
	£	£
Surplus for the year	364,729	800,197
Adjustments for:		
Investment income recognised in statement of financial activities	(1,341)	(1,857)
Gain on disposal of tangible fixed assets	(4,760)	(6,420)
Depreciation and impairment of tangible fixed assets	28,855	16,511
Movements in working capital:		
(Increase) in debtors	(28,198)	(20,533)
(Decrease) in creditors	(23,101)	(18,766)
Cash generated from operations	336,184	769,132

26 Analysis of changes in net funds

	At 1 April 2021	Cash flows	At 31 March 2022
	£	£	£
Cash at bank and in hand	1,522,339	171,844	1,694,183
Loans falling due within one year	(23,973)	-	(23,973)
Loans falling due after more than one year	(314,983)	14,604	(300,379)
	1,183,383	186,448	1,369,831

KAIROS COMMUNITY TRUST

England & Wales - Charity number 1117763

Accounts

Kairos

Charity Registration No. 1117763

Company Registration No. 05981181 (England and Wales)

KAIROS COMMUNITY TRUST

Annual report and financial statements

For the year ended 31 March 2021

KAIROS COMMUNITY TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees And Directors	Serina Aboim	(Appointed 27 May 2020)
	Rev Duncan Aitkins	
	Gerald Barry	
	Paul Carter	
	Shawn McCarthy	
	Jasper Mordhorst	
	Hanora Morrin	
	Sarah Potter	
Secretary	Dorothy Woodward-Pynn	
Charity number	1117763	
Company number	05981181	
Registered office	235 Valley Road Streatham London SW16 2AF	
Auditor	WSM Advisors Limited Connect House 133-137 Alexandra Road Wimbledon London SW19 7JY	

KAIROS COMMUNITY TRUST

CONTENTS

	Page
Trustees' report	1 - 4
Statement of trustees' responsibilities	5
Independent auditor's report	6 - 8
Statement of financial activities	9
Balance sheet	10
Statement of cash flows	11
Notes to the financial statements	12 - 26

KAIROS COMMUNITY TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

For the year ended 31 March 2021

The trustees and directors present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with trust's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016).

Objectives and activities

Kairos Community Trust, the "trust", has kept to its principal aim (outlined in its Memorandum of Articles of Association) of working with homeless and disadvantaged persons, especially those with alcohol and drug related problems. It offers a residential programme of support at three levels - post-detox and assessment, rehabilitation and move-on houses. It emphasises a communal style of living in all its houses.

The trust offers three stages of care to its client group:

1st stage care
22 Linden Grove continues to be a registered hostel offering, with the co-operation and assistance of Sternhall Lane GP Practice, a programme of counselling and support (post-detox). This arrangement has been in operation for several years and offers a proven and excellent service.

2nd stage - residential care
59 Bethwin Road continues to be a residential care home offering a treatment programme of counselling and therapy for people with alcohol and drug related problems. It obtains funds from Social Services for all those who benefit from the residential rehabilitation programme. It is now regulated by the Care Quality Commission, complying with the section 20 regulations of the Health and Social care Act 2008.

2nd stage - non residential care (Garden Day Programme)
66 Nunhead Lane now provides a non residential day programme to people in the community. The programme has established a strong foothold in the community, providing an ever-growing service to those who cannot avail themselves of residential rehab.

3rd stage care
Accommodation with added help and support is offered at this stage. The number of move-on houses is now 29, 17 of which are owned by Kairos, providing 182 beds in total. It is through these residential properties that the charity continues to offer support during the extended period of rehabilitation of its residents. More people coming into this stage of support are being encouraged to participate in the Kairos Aftercare Programme which operates three days a week.

In setting the above objectives and managing its activities the trustees have given careful consideration to the Charity Commission's guidance on public benefit.

Public Benefit

The trustees and directors have paid due regard to guidance issued by the Charity Commission in deciding what activities trust should undertake and complied with the duty in section 4 of the Charities Act 2011. The trustees believe that the trust conforms readily to the public benefit requirements of the Charity Commission. The reasons for this belief are:

Our charitable objective " to work with homeless and disadvantaged persons, especially those with alcohol and drug related problems and offering a residential programme of support at three levels - post-detox and assessment, rehabilitation and move-on houses in a communal style of living environment."

Achievements and performance

The trust continues to develop its services to homeless people with addiction related problems.

Kairos has a 'pathways' service from post-detox at Linden Grove (1st stage) either to a care home offering residential rehabilitation at Bethwin Road or to the non-residential programme Day Programme at Nunhead Lane (2nd stage), to supported Move-On accommodation (3rd stage) in one of 29 houses and finally to the Aftercare Programme which forms part of a process of preparing people for independent living. Client statistics for the year were as follows:

(Bethwin Road has low numbers due to CQC stopping admissions due to Covid-19)

Linden Grove	2020-21	103 admitted/71 completed (2019/20 76 admitted, 59 completed)
Bethwin Road	2020-21	24 admitted/14 completed (2019/20 46 admitted, 38 completed)
Garden Day Programme	2020-21	35 admitted/23 completed (2019/20 34 admitted, 28 completed)
Move-On Accommodation	2020-21	148 moved in/140 moved out (2019/20 141 moved in/112 moved out)

Other major events of the year were:

- Continued development of working relationships with many prisons.
- Updated website (address www.kairoscommunity.org.uk).
- Corporate training in First Aid, Fire Marshall, Cross Addictions, Grief/Loss/Bereavement and Boundaries.
- Continued with Reaching Communities (National Lottery) as they fund our Complex needs worker.
- Updated brochure and website.
- Dr. Shona Blair, microbiologist, Imperial College became patron of Kairos Bee-keeping.
- Successfully tendered for services in Southwark again.
- Continued to pursue good environmental practices whenever possible e.g. increased bee-keeping, composting, recycling etc.

Major events subsequent to the year end:

- Continued to receive Lottery funding for complex needs worker up to its concluding date in June 2021.
- Received grant of £20,000 from CRASH to redevelop 66 Nunhead Lane, which was successfully completed in July 2021.
- Had mandatory training for all staff throughout the Charity.
- Formally opened the new development of 16 Limesdale Gardens on 19th August 2021.
- Completed development of two of the garages at Limesdale.
- Kairos-Prep set up for those who completed 28 days in rehab.
- Five year Business Plan for December 2020 to December 2025 ratified by the trustees.
- Several houses have been refurbished, especially, Glanville Road, Guildersfield Road, Linden Grove, Nunhead Lane.

COVID – 19 related:

- COVID-19 Lottery funded work with prisoners at Limesdale Gardens for six months. A dedicated support worker was appointed to take the lead in criminal justice matters and work at Limesdale Gardens.
- Received COVID-19, one-off. Grant from the Ministry of Housing, Communities, and Local Government (administered through Homeless Link) for Bethwin Road.
- Successfully applied the Business Continuity Plan throughout the pandemic lockdown.
- Lateral Flow and PCR testing carried out as per CQC requirements at Bethwin Road.
- All staff levels were maintained throughout the pandemic.
- Programmes were followed virtually or online when face to face meetings weren't allowed.
- Vaccinations arranged with Serina Aboim, trustee and local social inclusion nurse for all staff and residents amenable to receiving same.

The trustees wish to put on record their thanks to their loyal and hardworking staff and to all those who volunteer their time in many different capacities.

Financial review and reserves policy

The trust's principal sources of income continues to be housing benefit, Supporting People funding and residential care home fees, as well as funds raised from activities and appeals. Together these enable it to provide care and rehabilitation, mainly on a residential basis, to its client group, thus fulfilling its charitable aims. All the trust's assets are used directly or indirectly in furthering its charitable purpose. The net incoming resources for the financial year was £800,197.

At the balance sheet date total charity funds were £10,548,853 of which £9,698,754 was designated and restricted. The unrestricted general fund stood at £850,099, which met the criterion, laid down by the trustees, of providing for running costs for at least two months. The trust's main sources of income continue to be secure while it continues to provide the residential care to which it is committed.

In addition, the trustees are aware that the investment in property which is necessary to fulfil its aims can only be achieved if the trust continues to generate substantial surpluses. They have therefore earmarked the remaining unrestricted funds for the fulfilment of the plans set out above.

The trustees have reviewed the risks inherent in the activities of the trust. These include the remote possibility of a radical change in public policy such that its main sources of income were drastically reduced; maintaining its freehold property to a good standard in the face of some freak event; and the inherent risks arising from employment contracts. In view of these risks the trustees have resolved to seek to move towards retaining a balance in the general fund of at least £500,000.

Future plans

The demand for the services and support offered by the trust continues to exceed its ability to provide for all applicants. The programme of steady growth will therefore continue so as to meet those needs. The trust intends to buy its own properties wherever possible.

Now that Linden Grove is a post-detox hostel, Kairos will continue to refine the 5-stage process of care and support. During the year the trust continued to monitor its staffing levels in order to improve its service to residents and to comply with current regulatory requirements. This will be a continuing need in the short term.

Targets for the coming year

- The late John O'Sullivan, trustee, to be replaced by a practicing solicitor.
- Buy rather than rent property when possible and thereby consolidate the charity's financial revenue base.
- Focused training of staff to comply with relevant regulations and the Charity objectives.
- Develop volunteering and permitted work scheme (DWP).
- Continue to pursue good environmental practices wherever possible – increasing bee-keeping, composting, water collection etc.
- Look at fund-raising options.
- Managers to continue to work cooperatively on optimising Kairos' unique pathways programme.
- Continue to work on the development of Kairos' archives.
- The working of Linden, now as a post-detox hostel, will be promoted and monitored.
- An evaluation framework for the Charity will continue to be used at six month intervals.
- A reflection/dialogue on succession will be initiated and followed through by the Trustees.
- Will hold managers/deputy managers Away Day.
- Will continue prisoner work at North London houses and continue to develop the garages.
- Look at developing and refurbishing 20 Limesdale Gardens.
- A specific annual trustee's day set up.
- Continue to work with CRASH in all development and refurbishment of properties.
- Carry out further extension to 66 Nunhead Lane.
- Recommence Kairos+ counselling at Linden Grove.
- Continue to review and update policies.
- Review and update all job descriptions.

Covid - 19 Continuity Business Plan

Since the outbreak of the pandemic Kairos has put a successfully working Continuity Business Plan in place. This plan will be used for as long as is necessary and in response to changing need.

Structure, governance and management

The trust is a charity, which was registered on 31 January 2007 under number 1117763, governed by a memorandum and articles of association dated 27 October 2006 and as amended on 24 November 2017. On 1 April 2007 it succeeded to the aims and objectives, and the assets, of a charity called by the same name, which in turn in 1997 had succeeded to the Kilburn Night Shelter.

The trust was incorporated as a company limited by guarantee on 27 October 2006. The trustees are also directors of the company. This report covers the year ended 31 March 2021.

Reference and administrative information set out on page 1 forms part of this report.

New trustees are appointed by the existing trustees when they consider that additional skills or viewpoints are needed. Training for new and existing trustees is provided from time to time, as and when the trustee body identifies the need for it. Trustee meetings are held about nine times a year. The trustees appoint a committee which is entrusted with all ordinary decision-making, although constitutional powers remain with the trustees. They may co-opt additional committee members if they wish.

Personnel who are the directors of the charitable company, and the senior management team comprise the key management personal of the charity in charge of directing and controlling, running and operating the trust on a day to day basis, led by the Chief Executive Mossie Lyons. All trustees give up their time freely and no trustee received remuneration in the year. Details of trustees' expenses and related party transactions are disclosed in note 11 and note 24.

The pay of senior staff is reviewed annually and normally increase in accordance with average earnings. The trustees benchmark salaries against pay levels in similar sized charities in the same sector, adjusting for additional responsibilities. If recruitment is difficult a market addition may be considered.

Auditor

The auditors, WSM Advisors Limited, remain willing to be reappointed.

Disclosure of information to auditor

Each of the trustees and directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

The trustees' report was approved by the Board of Trustees And Directors at the Trustee meeting on 16th November 2021.

Paul Carter
Trustee
Dated: 7 December 2021

KAIROS COMMUNITY TRUST

STATEMENT OF TRUSTEES' RESPONSIBILITIES

For the year ended 31 March 2021

The trustees who are also the directors of Kairos Community Trust for the purpose 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 and directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees and directors are required to:

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities Statement of Recommend Practice;

- make judgements and estimates that are reasonable and prudent; and

- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the trust will continue in operation.

The trustees and directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the trust 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 trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

KAIROS COMMUNITY TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES AND DIRECTORS OF KAIROS COMMUNITY TRUST

Opinion

We have audited the financial statements of Kairos Community Trust (the 'trust') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

The impact of macro-economic uncertainties on our audit

Our audit of the financial statements requires us to obtain an understanding of all relevant uncertainties, including those arising as a consequence of the effects of macro-economic uncertainties such as Covid-19. All audits assess and challenge the reasonableness of estimates made by the members and the related disclosures and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the charitable company's future prospects and performance.

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 trust'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 and directors 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 auditor's report thereon. The trustees and directors are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees and directors

As explained more fully in the statement of trustees' responsibilities, the trustees and directors, who are also the directors of the trust for the purpose 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 and directors 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 and directors are responsible for assessing the trust'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 and directors either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES AND DIRECTORS OF KAIROS COMMUNITY TRUST

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

WSM Advisors Limited

7 December 2021

Chartered Accountants
Statutory Auditor

Connect House
133-137 Alexandra Road
Wimbledon
London
SW19 7JY

WSM Advisors Limited is eligible for appointment as auditor of the trust by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

KAIROS COMMUNITY TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

For the year ended 31 March 2021

	Notes	Unrestricted funds £	Restricted funds £	Total 2021 £	Total 2020 £
Income and endowments from:					
Donations and legacies	3	523,931	-	523,931	119,866
Charitable activities	4	2,239,918	93,864	2,333,782	2,773,050
Other trading activities	5	36,955	-	36,955	31,848
Investments	6	1,857	-	1,857	6,182
Other income	7	6,420	-	6,420	-
Total income		2,809,081	93,864	2,902,945	2,930,946
Expenditure on:					
Raising funds	8	6,592	-	6,592	21,430
Charitable activities expenditure	9	2,080,540	15,616	2,096,156	2,369,915
Total resources expended		2,087,132	15,616	2,102,748	2,391,345
Net income before transfers		721,949	78,248	800,197	539,601
Gross transfers between funds		(505,645)	505,645	-	-
Net movement in funds		216,304	583,893	800,197	539,601
Fund balances at 1 April 2020		633,795	9,114,861	9,748,656	9,209,054
Fund balances at 31 March 2021		850,099	9,698,754	10,548,853	9,748,655

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

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

KAIROS COMMUNITY TRUST

BALANCE SHEET

As at 31 March 2021

	Notes	2021 £	2021 £	2020 £	2020 £
Fixed assets					
Tangible assets	**14**		9,446,812		9,068,054
Current assets					
Debtors	**15**	188,949		168,632	
Cash at bank and in hand		1,522,339		1,154,284	
		1,711,288		1,322,916	
Liabilities: amounts falling due within one year	**16**	(294,264)		(313,030)	
Net current assets			1,417,024		1,009,886
Total assets less current liabilities			10,863,836		10,077,940
Liabilities: amounts falling due after more than one year	**18**		(314,983)		(329,285)
Net assets			10,548,853		9,748,655
Income funds					
Restricted funds	**20**		9,698,754		9,114,860
Unrestricted funds			850,099		633,795
			10,548,853		9,748,655

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

The financial statements were approved by the Trustees And Directors on 7 December 2021

Paul T Carter

Paul Carter
Trustee

Company Registration No. 05981181

KAIROS COMMUNITY TRUST

STATEMENT OF CASH FLOWS

For the year ended 31 March 2021

	Notes	2021		2020	
		£	£	£	£
Cash flows from operating activities					
Cash generated from operations	**25**		769,132		647,470
Investing activities					
Purchase of tangible fixed assets		(395,270)		(323,829)	
Proceeds on disposal of tangible fixed assets		6,422		-	
Repayment of investment loans and receivables		216		(1,638)	
Investment income received		1,857		6,182	
Net cash used in investing activities			(386,775)		(319,285)
Financing activities					
Repayment of bank loans		(14,302)		(11,694)	
Net cash used in financing activities			(14,302)		(11,694)
Net increase in cash and cash equivalents			368,055		316,491
Cash and cash equivalents at beginning of year			1,154,284		837,793
Cash and cash equivalents at end of year			1,522,339		1,154,284

1 Accounting policies

Charity information

Kairos Community Trust is a private company limited by guarantee in England and Wales. The registered office is 235 Valley Road, London SW16 2AF. The company is also a registered charity with the registration number 1117763.

1.1 Accounting convention

The financial statements have been prepared in accordance with trust's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have undertaken an assessment of the adequacy of the resources available to the charity as well as the expected support to businesses available from the government measures in place through the period of disruption caused by coronavirus. The trustees have a reasonable expectation the charity has adequate resources to continue in operational existence for the foreseeable future accordingly continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees and directors in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Transfers are made from the general fund to the property fund (designated and restricted fund) in each year to cover additions to property which have been funded out of ordinary income.

1.4 Incoming resources

Income is recognised when the trust is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received. This applies to grant and rental income.

Voluntary income is received by way of donations and gift aid tax. Donations are recognised when received and gift aid tax is accrued on applicable donations in the same year.

Income from fundraising events is recognised when it has been earned, provided it can be quantified.

Investment income is recognised when receivable. Bank interest has been received net of income tax.

Grants are recognised when the charity becomes unconditionally entitled to the grant. Grants to fund the purchase of fixed assets are taken to income when received.

Income from government and other public authorities is recognised when it is receivable.

1 Accounting policies (Continued)

1.5 Resources expended

Expenditure is recognised on an accruals basis as liabilities are incurred. Expenditure includes unrecoverable VAT, which is reported as part of the cost to which it relates. Costs relating to a particular activity are allocated directly, whereas support costs are apportioned in relation to usage as specified in note 9.

Costs of generating funds comprise costs associated with donations and fundraising events.

Charitable expenditure comprises all the costs of providing the programme of rehabilitation from alcohol and drug dependency with accommodation and support, together with an appropriate proportion of support costs. The allocation of support costs is set out in note 9.

Governance costs include the cost of meeting the charity's statutory requirements and strategic management. The allocation of governance costs is set out in note 9.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Freehold property	0% per annum
Long leasehold property	0% per annum
Medical and gym equipment	25% per annum
Furniture and equipment	25% per annum

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Impairment of fixed assets

At each reporting end date, the trust reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1 Accounting policies **(Continued)**

1.9 Financial instruments

The trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the trust's balance sheet when the trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

1.10 Pension costs

Certain employees are members of a defined contribution pension scheme. Contributions are charged to the profit and loss account as they become payable.

1.11 VAT

The charity is not registered for VAT and accordingly expenditure is shown gross, including irrecoverable VAT.

2 Critical accounting estimates and judgements

In the application of the trust's accounting policies, the trustees and directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	2021	2020
	£	£
Donations and gifts - unrestricted funds	243,979	30,865
Grants	279,952	89,001
	523,931	119,866
Grants receivable for core activities		
Big Lottery Fund	85,077	34,356
Cross Roads Care South East London	-	1,200
CRASH	24,960	40,000
Community Southwark	12,487	1,125
Maudley Charity	12,480	6,240
SP Wandsworth	3,489	6,080
Islington	244	-
HMRC Grants	48,673	-
Bexley Council	4,420	-
Homeless Link	58,958	-
Lambeth	29,165	-
	279,952	89,001

4 Charitable activities

	Care home and aftercare fees	Housing benefit	Supporting People funding	Residents' Contribution	Grants (See below)	Total 2021	Total 2020
	£	£	£	£	£	£	£
Income from charitable activities	371,158	1,700,906	39,880	127,974	93,864	2,333,782	2,773,050
Analysis by fund							
Unrestricted funds	371,158	1,700,906	39,880	127,974	-	2,239,918	
Restricted funds	-	-	-	-	93,864	93,864	
	371,158	1,700,906	39,880	127,974	93,864	2,333,782	
For the year ended 31 March 2020							
Unrestricted funds	552,845	1,790,355	39,880	139,970	-		2,523,050
Restricted funds	-	-	-	-	250,000		250,000
	552,845	1,790,355	39,880	139,970	250,000		2,773,050
Grants							
Medjugorje fund					93,864	93,864	250,000
					93,864	93,864	250,000

Incoming resources from government and public authorities

Care home and aftercare fees, housing benefit and income from the Supporting People scheme, totalling £2,154,235 (2020: £2,383,080), have been received from government and public authorities.

5 Other trading activities

	2021	2020
	£	£
Rent and miscellaneous income	23,697	19,791
Fundraising events	13,258	12,057
Other trading activities - unrestricted funds	36,955	31,848

6 Investments

	2021	2020
	£	£
Interest receivable - unrestricted funds	1,857	6,182

7 Other income

	2021	2020
	£	£
Net gain on disposal of tangible fixed assets	6,420	-

8 Raising funds

	2021	2020
	£	£
Publicity and fundraising	194	14,662
Support costs	6,098	6,359
Governance costs	300	409
Fundraising and publicity from unrestricted funds	6,592	21,430

9 Charitable activities expenditure

	Unrestricted	Restricted	Total 2021	Total 2020
	£	£	£	£
Salaries, NI and pension contributions	900,337	-	900,337	862,186
Ex gratia payments	1,547	-	1,547	837
Counsellors' fees	9,254	-	9,254	12,487
Therapists	4,203	-	4,203	10,357
Drug and alcohol testing	10,153	-	10,153	9,110
Volunteers' and counsellors' expenses	42,605	-	42,605	53,580
Housing costs	670,116	-	670,116	663,570
Food and household supplies	79,461	-	79,461	94,886
Transport	22,824	-	22,824	31,760
Interest payments	9,670	-	9,670	12,277
Medjugorje costs	-	15,616	15,616	278,987
Depreciation	16,511	-	16,511	8,264
	1,766,681	15,616	1,782,297	2,038,301
Share of support costs (see note 10)	301,350	-	301,350	311,586
Share of governance costs (see note 10)	12,509	-	12,509	20,028
	2,080,540	15,616	2,096,156	2,369,915
Analysis by fund				
Unrestricted funds	2,080,540	-	2,080,540	
Restricted funds	-	15,616	15,616	
	2,080,540	15,616	2,096,156	
For the year ended 31 March 2020				
Unrestricted funds	2,090,928	-		2,090,928
Restricted funds	-	278,987		278,987
	2,090,928	278,987		2,369,915

10 Support costs

	Support costs	Governance costs	2021	2020	
	£	£	£	£	
Administration salaries	213,991	-	213,991	216,880	
Telephone	20,753	-	20,753	21,442	
Office supplies	27,534	-	27,534	23,568	
Subscriptions and licences	4,868	-	4,868	4,755	
Courses and training	17,459	-	17,459	20,280	
Miscellaneous social activities	1,684	-	1,684	2,933	
Insurance	11,833	-	11,833	11,293	
Bank charges	2,203	-	2,203	3,091	
Bad debts	6,621	-	6,621	12,839	
Sundry	502	-	502	864	
Legal and professional fees	-	2,310	2,310	5,483	Governance
Audit and taxation fees	-	8,676	8,676	13,129	Governance
Payroll fees	-	1,823	1,823	1,825	Governance
	307,448	12,809	320,257	338,382	
Analysed between					
Fundraising	6,098	300	6,398	6,768	
Charitable activities	301,350	12,509	313,859	331,614	
	307,448	12,809	320,256	338,382	

Support costs and governance costs are apportioned on the following basis-

- Charitable activities 98%
- Activities to generate funds 2%

Governance costs includes payments to the auditors of £7,536 (2020: £7,200) for audit fees and non audit services of £2,400 (2020: £2,340) inclusive of VAT.

11 Trustees And Directors

None of the trustees and directors (or any persons connected with them) received any remuneration or benefits from the trust during the year.

Trustee liability insurance was included within the premium paid for general insurance.

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2021 Number	2020 Number
	41	40
Wages and salaries	1,004,660	975,447
Social security costs	91,784	86,478
Other pension costs	17,884	17,141
	1,114,328	1,079,066

There were no employees whose annual remuneration was £60,000 or more.

13 Taxation

The charitable company is subject to the taxation relief applicable to charities and is exempt from corporation tax as all its income is applied for charitable purposes.

14 Tangible fixed assets

	Freehold property	Long leasehold property	Medical and gym equipment	Furniture and equipment	Motor vehicles	Total
	£	£	£	£	£	£
Cost						
At 1 April 2020	8,964,243	89,291	4,256	122,980	48,270	9,229,040
Additions	352,257	-	-	16,252	26,761	395,270
Disposals	-	-	-	-	(24,102)	(24,102)
At 31 March 2021	9,316,500	89,291	4,256	139,232	50,929	9,600,208
Depreciation and impairment						
At 1 April 2020	-	-	4,256	112,056	44,675	160,987
Depreciation charged in the year	-	-	-	8,622	7,889	16,511
Eliminated in respect of disposals	-	-	-	-	(24,102)	(24,102)
At 31 March 2021	-	-	4,256	120,678	28,462	153,396
Carrying amount						
At 31 March 2021	9,316,500	89,291	-	18,554	22,467	9,446,812
At 31 March 2020	8,964,243	89,291	-	10,925	3,595	9,068,054

15 Debtors

Amounts falling due within one year:	2021 £	2020 £
Trade debtors	139,331	122,567
Other debtors	36,695	37,584
Prepayments	12,923	8,481
	188,949	168,632

Included in other debtors are amounts for loans to staff and residents totalling £10,492 (2020: £11,135).

16 Creditors: amounts falling due within one year

	Notes	2021 £	2020 £
Bank loans	17	23,973	23,973
Other taxation and social security		18,466	20,916
Accounts payable		58,830	52,142
Housing benefit refundable		175,235	195,623
Accruals		17,760	20,376
		294,264	313,030

17 Loans and overdrafts

	2021 £	2020 £
Bank loans	338,956	353,258
Payable within one year	23,973	23,973
Payable after one year	314,983	329,285

The mortgage from Barclays Bank plc is repayable over 25 years from December 2015. It carries interest linked to the Bank of England's base rate, with the possibility of variation. It is secured upon freehold property owned by the charitable company.

18 Creditors: amounts falling due after more than one year

	Notes	2021 £	2020 £
Bank loans	17	314,983	329,285

19 Pension schemes

The trust operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the trust in an independently administered fund. The pension cost represents contributions payable by the trust to the fund. Contributions totalling £17,884 were made in the year (2020: £17,141). £7,824 was payable at the end of year (2020: £10,836).

20 Restricted funds

	Balance at 1 April 2019	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 1 April 2020	Movement in funds: Incoming resources	Movement in funds: Resources expended	Movement in funds: Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
Gym equipment fund	4,463	-	-	-	4,463	-	-	-	4,463
Medjugorje fund	239,238	250,000	(278,987)	-	210,251	93,864	(15,616)	-	288,499
Property fund	8,461,422	-	-	438,724	8,900,147	-	-	505,645	9,405,792
	8,705,123	250,000	(278,987)	438,724	9,114,861	93,864	(15,616)	505,645	9,698,754

The Medjugorje fund is funded by anonymous donors, to enable some Kairos residents to visit the shrine at Medjugorje in Bosnia as a part of their rehabilitation process.

21 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2019	Transfers	Balance at 1 April 2020	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Property fund	8,461,422	438,724	8,900,146	505,645	9,405,791
	8,461,422	438,724	8,900,146	505,645	9,405,791

This was set up in 1995 by the Kilburn Night Shelter Project, the predecessor of this trust, in order to acquire property to house rehabilitated residents. This general purpose includes any additions to owned properties such as building extensions, major refurbishment and improvements. Transfers from the general fund have been made as required each year, to fund the planned purchases and refurbishments undertaken.

During the year the trust extended one property. The transfer from general funds represented half of the acquisition cost of the property purchased last year and half of the acquisition cost for the extension this year. This was to preserve the general fund level at excess of £500,000. The other half of the the total cost has been arranged to be transferred out from the general fund from next year's net income.

22 Analysis of net assets between funds

	General funds	Restricted and designated funds	Total	General funds	Restricted and designated funds	Total
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Fund balances at 31 March 2021 are represented by:						
Tangible assets	41,021	9,405,791	9,446,812	167,908	8,900,146	9,068,054
Current assets/(liabilities)	1,417,024	-	1,417,024	795,172	214,714	1,009,886
Long term liabilities	(314,983)	-	(314,983)	(329,285)	-	(329,285)
	1,143,062	9,405,791	10,548,853	633,795	9,114,860	9,748,655

23 General fund

The trustees have resolved to seek to retain a balance in the general fund of at least £500,000.

24 Related party transactions

The trust considers that its only related parties are the trustees and directors.

During the year the trust underwent no transactions with related parties (2020: Nil).

No balances were outstanding at the end of the year (2020: Nil).

25 Cash generated from operations

	2021	2020
	£	£
Surplus for the year	800,197	539,601
Adjustments for:		
Investment income recognised in statement of financial activities	(1,857)	(6,182)
Gain on disposal of tangible fixed assets	(6,420)	-
Depreciation and impairment of tangible fixed assets	16,511	8,264
Movements in working capital:		
(Increase)/decrease in debtors	(20,533)	48,544
(Decrease)/increase in creditors	(18,766)	57,243
Cash generated from operations	769,132	647,470
Difference	(31,751)	-
Per cash flow statement page	737,381	647,470

26 Analysis of changes in net funds

	At 1 April 2020	Cash flows	At 31 March 2021
	£	£	£
Cash at bank and in hand	1,154,284	368,055	1,522,339
Loans falling due within one year	(23,973)	-	(23,973)
Loans falling due after more than one year	(329,285)	14,302	(314,983)
	801,026	382,357	1,183,383