



King's  
Arms  
Project

# TRUSTEES' REPORT & FINANCIAL STATEMENTS

For the year ending  
31 December 2022

*"Without the help of King's Arms Project, I wouldn't be here now. Thanks to all the support I can now go to bed at night and look forward to waking up in the morning."*

[kingsarmsproject.org](https://kingsarmsproject.org)

#hopeforeveryonealways



<b>CONTENTS</b>	<b>PAGE</b>
CHARITY AND COMPANY INFORMATION	3
TRUSTEES' REPORT	4
INDEPENDENT AUDITOR'S REPORT	21
STATEMENT OF FINANCIAL ACTIVITIES	26
BALANCE SHEET	27
STATEMENT OF CASH	28
NOTES TO THE FINANCIAL STATEMENTS	29



## CHARITY AND COMPANY INFORMATION

<b>Trustees/Directors</b>	Vanessa Lipski (Chair) Nigel Taylor Sue Frossell (joined 24/11/22) Roydon Loveley (resigned 27/1/22)	Matthew Burge Samantha Roach Simon Cook (joined 24/11/22)
<b>Chief Executive</b>	Kirstie Cook	
<b>Charity number</b>	1139956	
<b>Company number</b>	07433621	
<b>Registered office</b>	56 Harpur Street Bedford MK40 2QT	
<b>Business address</b>	56 Harpur Street Bedford MK40 2QT	
<b>Website</b>	<a href="http://www.kingsarmsproject.org">www.kingsarmsproject.org</a>	
<b>Statutory Auditor</b>	Williamson Morton Thornton LLP 4 Beaconsfield Road St Albans Hertfordshire AL1 3RD	
<b>Solicitor</b>	HCB Park Woodfine LLP 1 Lurke Street Bedford MK40 3TN	
<b>Banker</b>	Unity Trust Bank Plc Nine Brindley Place Birmingham B1 2HB	

King's Arms Project (Bedford) (KAP) is a charitable company limited by guarantee (Company No. 7433621), incorporated on 9th November 2010, and registered as a charity on 20th January 2011 (Charity No. 1139956).

The company was established under a Memorandum of Association that established the objects and powers of the charitable company and is governed under its Articles of Association. It commenced operating on the 1st March 2011.

Established in 1989, the KAP operated as part of the King's Arms Trust (Bedford), until its formation in 2011.



## TRUSTEES' REPORT

### Introductory Letter from the Chair of Trustees

2022 continued to be a challenging year for King's Arms Project (Bedford) in relation to the residue that the Pandemic left, e.g., affecting teams and the services they provide for the vulnerable people we serve. King's Arms Project (Bedford) has continued to deliver their services to the poor and vulnerable offering "hope for everyone, always." The Government's 'Everyone In' programme to assist rough sleepers through the Covid-19 crisis was hailed as one of the most effective responses to the pandemic. The sector was keen to build on its success to achieve the Government's target of ending rough sleeping by 2024. A refreshed strategy, [Ending Rough Sleeping for Good](#), was published in September 2022. It focuses on a "four-pronged approach" of prevention, intervention, recovery and ensuring a joined-up transparent approach supported by over £2 billion up to 2025.



Rough sleepers are to be helped stay off the streets for good through a joined-up approach to treating the underlying causes of rough sleeping. This commitment will build on the local partnerships that were developed during the pandemic – providing rough sleepers with a route off the street for good. King's Arms Project (Bedford) has supported rough sleepers off the streets in Bedford for over 30 years through its Night Shelter and are celebrating that the council are now at last making provision for those who would otherwise be on the streets, making a commitment to never return to the way things were.

This means for King's Arms Project (Bedford) that we are able to turn our attentions to supporting the complex critical cases, often non-UK Nationals who still struggle to maintain tenancies and to embark on exciting and new innovative schemes; such a modular housing and recovery coaching in order to prevent a return to homelessness and provide a stable path to independence. Excellent outcomes for rough sleepers.

Throughout the year it has been amazing to see the love and practical support provided in very difficult circumstances by the team at King's Arms Project (Bedford) to the poor and vulnerable in Bedfordshire including the homeless, ex-prisoners, asylum seekers and refugees. As in previous years, the range of the services and support provided continued to increase, driven by the changing landscape, enthusiasm, ideas, and passion of the staff in responding to the many needs and opportunities.

The report provides details of the many and varied activities of the Project and importantly the difference it is making to the local community and beyond. The report gives excellent examples of how the lives of vulnerable individuals have been positively impacted and changed for good.

**Vanessa Lipski**

**Chair of Trustees**

**Date: 28/9/2023**



## Introductory Letter from the Chief Executive Officer

Welcome to the Annual report and financial statements for King's Arms Project (Bedford) (KAP) 2022. This has been a very significant year for us. With some sadness but also a confidence of a job well done we finally closed the doors on our Night Shelter in March as our local council stepped in to provide accommodation for rough sleepers. As we waited to see what was next, we continued to push doors for a new town centre venue from which we could base ourselves and expand our services to meet the changing needs of our community. We finally found the right place in August and in December signed 3 new leases on a set of fabulous neighbouring properties right where we wanted them. At the same time, we were fortunate enough to win a substantial grant from DLUCH which enabled us to fund refurbishment work and kick start a new season for the life of KAP. Our desire to bring isolated, frightened, and displaced people into communities where they feel safe and welcome and where they can put down roots and flourish remains unrelenting. We continue to be part of the solution to help many of those residents who did not have settled status to remain in the UK gain access to benefits and support as well providing more stable, affordable supported accommodation for those ready to move into a house.



2022 has heralded a new season for our outreach team as we decided to step away from the rough sleeper's initiative contract and fund the work, we do with this client group ourselves. This move has enabled us to focus on the strengths we know we carry as an organisation in terms of speaking out for the most vulnerable and providing community and support for those who need it most. We still enjoy a very positive relationship with the local council and work with them to compliment the services they deliver through commissioned services. We are proud to have completed the only current pilot programme in the UK currently seeking to find a better route for refugees and asylum seekers to gain the appropriate legal status whilst remaining in the community. One of my personal highlights from 2022 was attending the end of year celebration for our Language club where the High Sheriff of Bedfordshire came to present the awards and we had a lively party along with wonderful cuisine from around the world supplied by our service users. I recently stopped to chat to a begging man who described to me the desperate situation in which he found himself, sleeping in a tent, separated from his family with no means to support himself. I pointed him in the direction of KAP and when I saw him again a few weeks later his face lit up as he described the welcome he received and how much more hopeful he feels now that he has options and knows help is at hand. These moments of personal connection and seeing how we impact the lives of others for the good are what motivates me to see KAP go from strength to strength, venturing into the darkest corners of our society to bring restoration, hope, and new life.

I would like to thank all those who give faithfully to the KAP. We are so grateful to individuals, families, and churches for their remarkable generosity and to trusts, foundations and institutional donors for all their continued support. It is an honour to work alongside colleagues who give of themselves on a daily basis to get alongside and help the most traumatised and vulnerable people, often at great personal cost. As well as the personal kindness and acts of generosity we see, we also know prayer is at the heart of all we do, and we are completely dependent on God for everything.

**Kirstie Cook**

**Chief Executive Officer**

**Date: 28/9/2023**



## About King's Arms Project (Bedford)

### Introduction

The Trustees of the King's Arms Project (Bedford), (referred hereafter as KAP), 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 December 2022 which are also prepared to meet the requirements for a director's report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the Charities Statement of Recommended Practice ("Charities SORP") (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102) issued in October 2019.

### Principle Objectives

The Charity's objectives for the public benefit are:

- To relieve financial hardship particularly but not exclusively among the homeless or those at risk of homelessness and to promote and preserve good health by the provision of funds, good or services of any kind including through the provision of accommodation and support to achieve and maintain independent living, meaningful occupation economic independence and to become contributing members of the community in Bedford and in such other parts of the United Kingdom or the world as the Trustees from time to time may think fit and to fulfil other such purposes which are exclusively charitable according to the law of England and Wales and are connected with the charitable work of the Charity.
- To advance the Christian faith in accordance with the Evangelical Alliance Statements of Beliefs in Bedford and in other such parts of the United Kingdom or the world as the Trustees may from time to time think fit.

'Public benefit' is the legal requirement that all charities must have charitable purposes which benefit the public. The Charities Act 2011 underlines this requirement. The trustees of the charity have considered the Charity Commission's guidance on public benefit and this report seeks to highlight the public benefit provided by the King's Arms Project (Bedford).

*"I felt hopeless, desperate, and helpless – there was no-one to help. At just that time you came, and you held my hand and supported me right till now. The help and support you gave, there are no words to describe it. When I thought about how to pay the solicitor again, I was in despair, but you found a free (legal aid) solicitor for me. But much more important than that was simply your support, advice and help with so many different things. It made so much difference."* **Refugee Advice Service Client**



## Our Vision

Every person thriving in a place they call home, living a fulfilling life in community.

## Our Mission

To tackle homelessness, displacement, and isolation by

- Providing opportunity to thrive and have a home.
- Connecting people into meaningful communities.
- Demonstrating the love of God
- Advocating for justice

## Our Values

- Hope – We believe there is hope for everyone, always.
- Community – We all thrive when we are connected in community.
- God is Good – We trust in God and His goodness for everything we do.
- Learning & Excellence – By seeking to learn, listen and grow we are better able to achieve excellence in all that we do.

## Strategic Objectives 2021–2026

### To Deliver Excellence

1. Viable and diverse housing
2. Holistic training and empowerment programmes
3. An accessible and appropriate operational space(s)
4. Meaningful involvement of experts by experience to help design and deliver services.

### To Value Our People

1. To develop a growth mindset
2. To strengthen central office services
3. To promote wellbeing
4. To establish a positive leadership culture where ownership, accountability and involvement in decision making is promoted.

### To Have Healthy, Robust Finances

1. To ensure resilience and viability underpin the financial decisions made.
2. To identify ways to grow, develop and sustain.
3. To be transparent and accountable
4. To build and maintain the level of free reserves.

### To Have A Positive Impact On Our World

1. To establish a reputation for strategic thinking and effective influencing of policy at local and national level
2. Integration of local services and support for vulnerable people
3. Evidence based social innovation.
4. Promoting environment sustainable practices



## Our Activities

### HELP

We offer help to those who are in crisis and at risk of immediate homelessness. We believe that it is a Biblical principle and a humane response to feed the hungry, clothe the naked and welcome the stranger. We do this principally through our night shelter, outreach services on the streets of Bedford and our helpline and advice service for refugees and asylum seekers.

### Helpline

The refugees and migrant services team launched a helpline in September 2020 in response to an increasing number of enquiries and requests for help to advise and support vulnerable irregular migrants who are not covered by our contracted services (refused asylum seekers / UASC<sup>1</sup>/ visa overstayers) and the professionals assisting them. We offer either one-off advice or short-term casework depending on our team's capacity and the clients' needs. In the time this has been running, the service has supported over 130 individuals and families.

<sup>1</sup> Unaccompanied Asylum-Seeking Children

### Advice Service

Our community engagement pilot funded by the Home Office was completed in July 2022. It provided free legal advice for vulnerable migrants (mainly refused asylum seekers and visa overstayers). We have supported over 75 people from 23 different nations to access free medication, mental health support, hardship money, food, clothing, toiletries, ESOL<sup>2</sup>/ education, and social activities. We have also helped a number of people to access social services support due to their high care needs. We are OISC<sup>3</sup> registered to provide basic immigration & asylum advice and services to a high standard.

*"I can't find the right words to describe the King's Arms Project (Bedford). I consider myself lucky to have met people like them, they have helped me with my immigration status and personal life. They have done a miracle for me, because before this time I had no hope to get the visa, and that time I was desperate. Since they contacted me, everything has changed in my life. I have to say thank you so much for everything they did. and I consider them as family members now."*

### Street Outreach

The Outreach team has always been one who through faith and persistence, brings hope to some of the most marginalised and forgotten clients in our community. They work with both clients who have recourse to public funds and those who do not. The team have continued to work out of the Mercure hotel in Bedford, working alongside SMART, Path 2 Recovery, PBIC<sup>4</sup> and council housing staff to provide holistic service for our clients. In this period the Outreach team have worked with a large number of EEA<sup>5</sup> clients, the majority of whom have No Recourse to Public Funds and a growing number of non-EEA clients. They have supported a significant number of clients moving into hostels, private tenancy and council supported accommodation. This has had a hugely significant impact, particularly on our clients who had No recourse to Public funds, many of whom now have gained ID documents and applied to the EU Settlement scheme. We now fund these posts ourselves giving even greater scope for some of the advocacy work our clients desperately need.





In addition, we have been undertaking early morning outreach on the streets of Bedford, several times a week. This has involved seeking out many of the encampments and areas in the town centre and around the fringes where rough sleepers seek refuge, to engage them and provide support. Many of those clients have complex needs and some have serious substance misuse issues. Often this work requires long term commitment and perseverance with cases, and we are fortunate to have expertise within the wider KAP team on providing immigration support, employment support and trauma recovery coaching where appropriate.

## Night Shelter

Our Night shelter has run for nearly 30 years as a direct access service, 365 days a year. It has provided 18 bed spaces from 7pm until 9am on a first come first serve basis. As well as a bed to sleep in, the shelter has been a place where rough sleepers, often the most vulnerable on our streets, can get warm food, clean clothes, good advice and feel safe. Due to Covid we had to repurpose this service virtually overnight to become a 24 hour a day hostel, no direct access and only 6 clients at a time. This required a tremendous amount of work and changes for the staff who adjusted admirably. We adapted again over the winter months to provide 2 direct access beds every night for severe weather conditions. Following the 'Everyone in' policy Bedford Borough Council have provided 40 bedspaces in their own accommodation for rough sleepers which is a monumental change and huge step up in provision for those who would otherwise be on the streets. In light of this change and the fact that nationally there is no appetite to return to dormitory style night shelters we made the decision this year to close our Night Shelter on March 31st, 2022. This is a huge change for KAP as The Shelter was the flagship of the charity for many years. However, we are celebrating that there are no longer people queuing down the street every night needing somewhere to sleep and that our aim of seeing rough sleeping coming to an end in our town is being realised. We are excited for the opportunity to press into new ways to tackle homelessness prevention and how we can support existing services across the borough.

<sup>-2</sup> *English as a second language*

<sup>3</sup> *Office of the Immigration Commissioner*

<sup>4</sup> *Polish British Integration Centre*

<sup>5</sup> *European Economic Area*

## HOMES

Housing is an issue of social justice and equality. The report by the independent Commission on Housing, Church and Community lays out a positive vision for housing, centred on five core values, which are rooted in the Christian story but resonate with us all: good housing should be sustainable, safe, stable, sociable, and satisfying. We aim to provide accommodation that fulfils these five criteria for individuals and families from the UK as well as refugees and asylum seekers. Across our houses we have provided accommodation for people in a variety of different situations.

## Move on Housing

Our accommodation support service.

KAP's Supported Accommodation service offers short-term accommodation, a high level of autonomy and independence, and tenancy support for a wide variety of people who have experienced homelessness and are moving toward independent living. We tailor support towards each resident's needs and aspirations, offering a holistic approach, ensuring residents have the best opportunity to develop and achieve their aims in an encouraging, progressive environment. We work with people to see them move into their own independent accommodation, gain employment, and to help those who have restricted eligibility to obtain settled status or work-related benefits: a life-changing outcome for all, bringing them out of destitution. We



have won funding for a second year running to the tune of 100k in order to be able to provide bed spaces for those with no access to public funds including refused asylum seekers.

## Resettlement And Integration Support

Specialist support for vulnerable families.

We provide holistic casework support to predominantly Syrian and Afghan families resettled by the UNHCR / UK government in Central Bedfordshire to over 20 families. The support includes preparing accommodation for their arrival in the UK, meeting them at the airport, then on-going, tailor-made support from a dedicated caseworker. In 2022 we began providing casework support to over 25 resettled families in our borough. Across both Central Bedfordshire and Bedford Borough, the support provided assists families to adjust to life in this country, learn the language and navigate education, employment, and medical needs.

## OPPORTUNITIES

### ESOL

KAP ESOL was established in 2017 and now runs 5 days per week and includes:

- Pre-entry English lessons for resettled refugees
- English Language Club – with an emphasis on learning skills for integration into UK society
- Bespoke English lessons for European Migrants
- Online Literacy and Conversation
- 1-2-1 English tutoring

Our English Language Programme is designed to help learners to integrate better into the local community by developing their language skills. We provide a positive and encouraging learning environment.

Learners are taught by Level 5 qualified and ESOL tutors with specialist knowledge of the issues refugees and migrants face.

We also offer an on-site crèche for the young children of our learners. This enables parents to concentrate on their learning without the distraction of managing young children. Our crèche team leader has many years of experience of successfully running childcare and children's activities with disadvantaged families in Sudan, Lebanon, Finland, and the UK.

### Emphasis on Integration

Lessons are planned to help learners to live independently by developing functional language skills for real-life situations like, accessing transport, shopping, healthcare, and customer services. Our teaching programme incorporates topics related to integrating into UK society such as making appointments, going shopping, using public transport, and accessing healthcare.

### Differentiated Learning

At times some learners cannot regularly attend classes because of poor health, learning difficulties or caring responsibilities. We provide these learners with access to 1-2-1 learning so that they can continue to learn English as a tool for independence and integration.

### Blended Learning

We offer online teaching as well as classroom lessons. We regularly review this mix of learning and aim to provide the best combination of learning possible.



*"Finding a job made me feel happy because I want to depend on myself for income and to be a good example for my children as they are growing up. Working rather than relying on state aid gives me and my family more stability and is helping me to feel more integrated and hopeful for a better life."*

## **Pathways Community**

This area of project is evolving into a strong community, providing a place for those experiencing multiple disadvantages (recovering from homelessness, isolation, mental health difficulties or substance misuse) to belong, gain self-confidence and rediscover their value as they have the opportunity to participate in a wide variety of courses and experiences offered.

Pathways Community have started to want to give back out of their skills and experience. This is evidence of increased confidence and an awareness of how the community is enriched by who they are. There have been a number of clients securing voluntary and paid employment posts following help through the job club and with ongoing support from the Pathways Employment Advisor. We are partnering with local businesses to facilitate positive voluntary and paid opportunities, with person-centred support and advocacy to bring about positive outcomes for all.

It is enriching our service and challenges Pathways to continue to see people as resources, not recipients. Pathways Team provides holistic opportunities for the community of learners with co-production integral to our strategy. It was a joy to eat a Christmas dinner this year prepared by our pathways community for other service users across KAP.

## **Pathways Courses and Opportunity**

Pathways includes training in budgeting, tenancy retention, goal setting, job related skills, opportunities for social interaction, weekly fitness class, cooking, employment support for paid or voluntary roles. The course content and activities are organic in nature, with the emphasis on what each group or individual identifies as their priority or need. We are committed to having a strength-based approach that acknowledges and celebrates the wealth of experience in the room and we come together to learn from each other as a community. The Employment Programme has been supporting a Pathways community member in a part time cleaning role at the town centre training rooms and the previous Employment Programme employee is now a Recovery Coach with the Pathways team, on a permanent contract. We hope to be able to continue to provide employment opportunities to those with lived experience. We have started a coffee and connect as a soft entry into courses where people can come just for a cup of tea and to play games and this has proved to be very popular. We are also running a language cafe for those who don't have English as their first language and are not yet ready to access formal ESOL lessons.

## **FUNDRAISING**

The fundraising strategy for KAP is designed and delivered by a team with the approval of the Senior Leadership Team (SLT) and trustees. In order to respond to the changing nature of fundraising in the current economic climate and the digital world in which we now live, we have diversified our income streams and harnessed new ways to increase opportunities for people and organisations to partner with us financially.



We have employed a fundraising officer to work alongside our fundraising manager this year as well outsource some bid writing to charity fundraising in an effort to increase the volume of the trusts and grants we can apply for given the increased need for income as we expand.

KAP seeks to raise funds from Regular and Major Donors, Churches, Schools, Corporate and Community Fundraising. A significant portion of our income is also raised through trusts and grants. We have also adopted The Enthuse Platform as an online way of people being able to connect with us to run their own fundraising events or support someone else's. We are signed up for 'Easyfundraising' and investigating 'RoundUp' as other digital tools through which regular donations can be easily made.

KAP adheres to legal principles underpinning fundraising and takes all reasonable steps to treat a donor fairly, enabling them to make an informed decision about any donation. We do not engage in fundraising which is an unreasonable intrusion on a person's privacy or forces anyone to donate.

## THE FUTURE

Despite the uncertainty facing the charity sector at this time, KAP remains committed and focused on delivering our core mission to tackle homelessness and its causes, show the love of Jesus to the broken and lost, provide opportunity for change, and draw people out of isolation into a meaningful community. Our plans for the future include actions to mitigate against the unknown as well as building on what we know are our strengths, setting us apart to be creative, caring, and professional in all that we do.

## Income

Given the current financial pressures we know we need to future proof our income. We are doing this in a number of ways:

- Increasing the diversity of income streams across contracts, grants, local schools and churches, businesses, and individuals.
- We have created new ways people can donate and are continuing to introduce new ways to engage digitally with one off or regular donors.
- We are exploring the potential to develop a social enterprise which will generate an income for us.
- We have employed an external grant writing consultancy to help increase our income through these means.
- We have moved to new premises which should decrease our core costs in the long run as the rents are lower and give us the ability to generate income from room rental. We also believe that being in the town centre and therefore very much more visible, will increase our profile and as a consequence help us raise support.

## Training

We are dealing with increasingly complex cases and are very mindful of issues for our staff around vicarious trauma, the need to navigate mental health issues, addictions, managing conflict, accurately and safely recording information, diversity awareness and inter-agency knowledge. Therefore, this year we are continuing to:

- Put all our staff through Homeless Link vicarious trauma training.
- Enrolling all new staff on GDPR and equal opportunity courses and ensuring everyone completes refresher training throughout the year.
- Send selected staff on specialist courses as we begin to build our expertise in areas of complex case management. We are particularly interested in exploring therapeutically informed environments for our clients and creating access to counselling, recognising the need to treat the whole person when dealing with homelessness and its causes and are therefore looking to upskill in this area.
- Train our refugee and migrant service team to become qualified immigration advisors.



## Services

There are many areas of need across our town and beyond that we are aware of. We are focussing our attention on the things we know we do best; working with and valuing the individual to bring about long-lasting change with compassion and professionalism. There is a particular problem in Bedford with the number of rough sleepers and those in temporary accommodation, therefore we are seeking new ways to break the cycle and help people find and keep a home. To this end we are:

- Exploring creative ways to provide homes and support which will break the cycle of homelessness.
- Continuing with the development of low support accommodation, providing homeless people with a stepping stone to successfully obtaining and maintaining their own independent tenancy, including the targeting of particularly vulnerable groups.
- Exploring the needs and viability of providing further accommodation and support to asylum seekers and destitute migrants.
- Continuing to grow and develop Pathways, creating a positive community for those who access it and building more links with local employers and businesses. This is a strong model for long term homelessness prevention.
- Growing a social enterprise which will create jobs and provide more opportunities for collaboration with local businesses and provide an income.
- Developing information and training resources for other churches to use to tackle poverty where they are based and for schools to raise awareness among young people about the needs of people in society around them.
- Seeking planning permission for a site on which to build 6 modular housing units plus 1 community centre. We already have the land and the site fully designed.

## Trustees, Governance and Management

The Trustees/Directors of KAP are as follows:

- Vanessa Lipski (Appointed as Chair January 2022)
- Matthew Burge
- Nigel Taylor
- Simon Cook (Appointed November 2022)
- Sue Frossell (Appointed November 2022)
- Samantha Roach

The Trustees are also directors of the company. New Trustees are appointed with the approval of the other Trustees and in accordance with the Memorandum and Articles of Association. Without exception, new Trustees are already familiar with the work of KAP. Prior to their appointment, new Trustees will meet with the Chair of the Trustees to review:

- The roles and responsibilities of a Trustee.
- The main documents which set out the operational framework for the charity including the Memorandum and Articles of Association.
- Resourcing and the current financial position.
- Future plans and objectives.
- The Trustee Induction Procedure and Trustee Job Description.



## Trustees' Responsibilities Statement

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

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

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

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

In so far as the Trustees are aware:

There is no relevant audit information of which the charitable company's auditor is unaware; and the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information. The Trustees met four times during 2022 and were regularly consulted and informed on matters of importance. In the year ending 31st December 2022 the Trustees had insurance cover up to the sum of £1 million. Trustees' insurance is now part of our general insurance policy.

## Management Team

The day-to-day running of KAP is delegated by the Trustees to a Management Team composed of the Chief Executive Officer, Directors (not Trustees) and Managers.

**SENIOR MANAGEMENT TEAM (SMT).** This consists of the CEO, the Director of Services and the Head of Operations. This team meets regularly to assess the overall health and direction of the charity. The Strategic Leadership Team (SLT) is made up of the SMT plus the Accommodation Manager, the Refugee and Migrant Services Manager and the Fundraising Manager. This setting creates space for key leaders across the organisation to explore opportunities, exchange information and make strategic decisions.

**STAKEHOLDER ENGAGEMENT.** As well as having Trustees and Managers to oversee KAP we are committed to involving our clients in how we shape and deliver our services. We have a history of employing past service users and currently have 9 people on staff who have experienced homelessness and addiction in our town or who have lived experience of the asylum and immigration systems. We are part of the Bedford Homeless Executive Partnership which is committed to equipping its members in co-production training and encouraging all agencies to embrace these principles.



**GOVERNANCE.** Oversight is provided by the Trustees, principally via their meetings generally held at least three times a year. The Senior Management Team meets once a month to monitor the overall health of the charity. The operations team which consists of the Senior Management Team along with the finance officer and fundraising manager meet once a month to go over the budget, fundraising and performance against contracts.

*"Full co-production means sharing power – giving people who use services an equal chance to sit at the table and make decisions about how to run it better. It means building up their confidence and developing their skills so that they can participate fully. It also means involving staff in the process and not just managers and trustees." – Homeless Link, 2018*

## Policies and Procedures

**SAFEGUARDING.** At KAP we believe that every individual who accesses our services should be treated with dignity and respect, have their choice respected and not be forced to do anything against their will. KAP is committed to safeguarding all service users, and their children, coming into contact with the organisation, regardless of gender, ethnicity, disability, sexuality, or beliefs. Safeguarding is everyone's responsibility and all employees who, during the course of their employment, have direct or indirect contact with vulnerable adults or children, or who have access to information about them, have a responsibility to safeguard and promote their welfare. Our policy includes but is not limited to safe recruitment, safe environment, safe culture, roles and responsibilities, procedures, duty to report and confidentiality.

**GDPR.** Our Head of Operations works closely with our HR and IT consultants to ensure that all our staff are trained and regularly updated on good practice with respect to GDPR. Given the vulnerability of our clients, the sensitive nature of much of the information we hold and the increase in remote working we have taken extra steps to ensure that all IT equipment is secure. This is reviewed by the SLT on a regular basis.

**EQUAL OPPORTUNITIES.** Our services are provided to all people, regardless of religion, race, ethnicity, gender, or sexual orientation. Our assistance and our programmes are offered to all with no conditions attached. We do not discriminate against anyone, whether clients or staff. KAP is a Christian organisation committed to fulfilling its mission and ethos in accordance with the values of its Christian faith. Accordingly, as a Christian organisation, there are posts which we believe can only be filled by Christians. These roles are kept under regular review. The nature of these posts or the context in which they are carried out and their link to the organisation's 'Statement of belief' give rise to a Genuine Occupational Requirement (GOR) for the post-holders to be Christian. All employees in these posts are required to demonstrate a clear, personal commitment to the Christian faith.

**HEALTH AND SAFETY.** KAP recognises and accepts its legal obligations under the Health and Safety at Work Act 1974 and all applicable regulations made under it to ensure, as far as is reasonably practical, the health and safety and welfare at work of all its employees, persons in training, directors, contractors, temporary workers and volunteers ("Employees") and the health and safety of service users, visitors and other persons who attend or use its premises. In accordance with its legal obligations, the Employer has carried out a risk assessment of its activities, equipment, facilities, building and all other related arrangements where matters of health and safety may be involved.





**FAMILY FRIENDLY.** KAP aims to be a family friendly employer. We have policies to support this including but not limited to part time working, working from home, maternity/paternity leave, flexible emergency leave and carers leave.

**REMUNERATION POLICY.** The pay policy for all staff is reviewed annually and new posts are benchmarked against pay levels in equivalent posts in other organisations and external benchmark data. In addition to salary, we also offer a generous Employer Contribution Pension Scheme, Death In-Service Insurance, up to 33 days' annual leave per year, an employee benefits platform, including Cycle to Work, discounted social activities and an Employee Assistance Programme.

## Financial Overview

The accounts are prepared for 12 months of operations. A summary of the income and expenditure (£K) for 2022 and 2021 is shown below:

	2022	2021
Income	1,763.4	1,826.8
Expenditure	1,635.6	1,749.6
Surplus/Deficit	127.8	77.2

Income totalled £1,763.4k in 2022, a decrease of 3.5% compared with 2021. During 2022 there was a surplus of £127.8k compared with a surplus of £77.2k in 2021.

## Reserves

The policy on reserves, agreed by the Trustees, is that the appropriate level of unrestricted (including designated) reserves should be based on a proportion of our regular costs as follows:

- Four months of long-term commitments, such as rent and utilities payments and the cost of running services which are a vital activity to maintain.
- Two months of medium-term commitments such as permanent staff costs and the financial support we provided to external parties.
- One month of short-term costs, including the day-to-day activities of the Trust.

Using the above criteria, a detailed review has estimated that reserves for 2022 should be at least £280K. The current unrestricted (including designated) reserves are £276.7K, just below the amount specified by the policy and this will continue to be monitored during 2023.

Total reserves at the end of the year were £448.1K, £276.7K being unrestricted reserves as noted above. The remaining balance of £171.4K were restricted reserves made up of the following funds: -

- Nightshelter Purchase fund of £90.7k represents specific donations given towards the purchase of a new Night shelter. However, as the Nightshelter has now closed this has been agreed by donors to put towards future emergency accommodation.
- Accommodation fund of £55.7k relates to two grants, £50k from Nationwide for 4 bed spaces for a year for No Recourse to Public funds clients and £5.7k from Screwfix for replacing fire doors in properties that were not spent in the year.





- Refugee Care fund £25.0k represents the balance of funds given specifically to that fund for the care of refugees.

It is anticipated that the balance of £171.4K restricted funds held at the end of the year will be used on the respective activities, as noted above, in the year 2023.

## Investment Policy

Reserve funds are invested such that the total in any one bank/building society is less than the £85K guarantee limit provided by the Financial Services Compensation Scheme (FSCS). In order to stay below the limit three savings accounts, with Virgin Money Plc, Co-Operative Bank and Shawbrook Bank Ltd, are utilised. In the current uncertain financial climate and with interest rates being very low, priority is being given to protecting the reserves under FSCS rather than seeking to maximise interest.

## Risk Management

The major risks as recognized by the Trustees are detailed below.

Nature of Risk	Risk Level	Mitigation
<b>GOVERNANCE</b>		
Well-being CEO/leadership team	Low	Access to support through HR, broadening of responsibilities across team, good pastoral, and well-being support
Inadequate reserves	Medium	Diversity of income streams to increase revenue. Fundraising strategy in place to maximise opportunities. Outsourcing bids and trusts to consultants. New accounting system in place to help manage daily progress more efficiently.
Size and skill set on Trustee board	Low	Recruited new trustees in the last 12 months. Becoming an RP will require a housing specialist which we will recruit for this year.
Staff recruitment/retainment	Low	Improved recruitment process. Increased access to staff benefits. Building a culture of value, motivation, and purpose.
Mission Drift	Low	Strategic objectives for next 5 years complete and monthly check on these in SLT
<b>EXTERNAL RISKS</b>		
Cyber-attacks – hacking, email interceptions etc	Low	New contract with IT consultants has ensured all systems and equipment are fully protected with antivirus, firewalls, and insurance. Moved to Microsoft 365 to increase security.
Loss of Office space due to fire/flood or notice on lease	Low	People can work from home, good relationship with landlords. All properties protected with fire systems.



Loss of Office Server/Client info	Low	All info backed up, also stored on InForm
Pandemic	No longer in one	Everyone has been offered vaccines. PPE and screens stored if ever needed again.
<b>COMPLIANCE WITH LAW AND REGULATION</b>		
Accused of discrimination and prejudice in the local and national media due to acts of past or present staff	Low	Adhere to equality act and equality policies. Have prepared a robust response to GOR.
Accused of discrimination	Low	Adhere to equality act and equality policies. Have prepared a robust response to GOR.
Employee accusing discrimination	Low	Adhere to equality act and equality policies. Have prepared a robust response to GOR.
<b>OPERATIONAL RISKS</b>		
Loss of housing provision due to extreme circumstances such as fire or flood.	Low	Ensuring all properties up to safety standards to protect against damage and accidents. On-going relationship with other housing providers.
Change or Leadership	Low	Well established team with broadening and transparent procedures- operational procedures well documented so others across the team could pick up and work with.
Client/staff member seriously injured/killed	Low	Health and safety training/policies in place, access to HR if support needed
Competition in the market for our client group	Medium	Moving into new areas of housing provision such as modular housing. Seeking to upskill staff in order to work with more complex needs. Looking for funding for restricted eligibility clients.

## Achievements and Performance

Despite the challenges of 2022 the King's Arms Project (Bedford) finished in a stronger financial position than we were in at the beginning of the year. Our expenditure was less than budgeted and we were able to put some money into reserves. Going into 2023 we have a balanced budget.



In 2022 we were able to work with and support:

Service	2022 Achievement
Helpline	58 individuals
Advice Service	50 individuals
Street Outreach	355 individuals
Supported Accommodation	57 individuals
Resettlement and Integration Support	223 individuals
ESOL	169 individuals (of which 58 were children)
Pathways	40 individuals

Our income is from a diversity of sources. We have contracts with the Bedford Borough Council and Central Beds local council which in total accounts for the on-going employment and salary costs for 16 of the current staff team. We also have funding from the East of England Government Agency and AMIF which has provided the income for a further 2 staff members. 7 of our team are covered through housing benefits. The remaining posts have to be covered through fundraising, trusts and grants.

We have been working with consultants for Marketing and Grant writing to increase our profile and income and continue to do this moving forward as we feel this gives us maximum flexibility to respond to our needs. We are developing new ways to increase community involvement with KAP as well focusing in house on growing our regular donor base as a way of providing as much forecastable income as possible. We have moved into our own premises in the town centre as a way of bringing down central office costs, raise our profile, give us the opportunity to gain income through room rental and expand our services.

We have negotiated an increase in our housing benefit rates and are seeking to become a registered provider although this is a long process which will increase the opportunities for us to provide further bed spaces across the borough. We have been able to claim housing benefit for up to 37 bed spaces at any one time through our move on housing which provides a significant and consistent portion of our income, including the staff costs of 7 employees.

With increasing numbers of people at risk of returning to homelessness following the 'Everyone In' initiative our services continue to be in high demand as we focus efforts on prevention through supported housing and our Pathways programme which is growing in impact and continues to draw attention from funders. Our work with refugees and asylum seekers and support for those with no access to public funds is increasing in line with our policy to find a dignified solution for these individuals.

Given the diversity of our income streams, the increasing demand for our services and our growing reputation for excellence with local and national partners and funders we feel that we are in a strong position to continue to deliver and expand our services.



## Auditor

The auditor, WMT who have signified their willingness to act on KAP's behalf, were appointed to KAP by the Trustees on 22nd March 2023.

## Statement of Disclosure of Information to Auditor

We, the directors of the company who held office at the date of approval of these Financial Statements, as set out above, each confirm so far as we are aware, that: there is no relevant audit information of which the company's auditors are unaware; and we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

The Trustees have prepared this report in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

Approved by the Trustees on and signed on their behalf:

**Vanessa Lipski**  
**Chair of Trustees**

**Date 28/09/2023**



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KING'S ARMS PROJECT (BEDFORD)

## Opinion

We have audited the financial statements of King's Arms Project (Bedford) (the 'charitable company') for the year ended 31 December 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows, 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, including FRS 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 December 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

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

## Conclusions relating to going concern.

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

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

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



## Other information

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

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

## Matters on which we are required to report by exception.

In 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 Directors' Report included within the Trustees' Report.

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

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



## Responsibilities of Trustees

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

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

## Auditor's responsibilities for the audit of the financial statements

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

Discussions with and enquires of management and those charged with governance were held with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing, the outcomes of these discussions and enquiries were shared with the team, as well as consideration as to where and how fraud may occur in the entity. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Based on our understanding of King's Arms Project (Bedford) and its activities, the following laws and regulations were identified as being of significance to the entity:

- Those laws and regulations considered to have a direct effect on the financial statements include UK financial reporting standards (FRS 102), Company Law (Companies Act 2006), Charity Law (Charities Act 2011), the Charities Statement of Recommended Practice (Charity SORP) and Tax and Pension legislation.
- Those laws and regulations for which non-compliance may be fundamental to the operating aspects of the charitable company and therefore may have a material effect on the financial statements include compliance with the charitable objectives, public benefit, safeguarding, data protection, health and safety legislation and employment regulations.

Our audit procedures were designed to respond to those identified risks, including non-compliance with laws and regulations (irregularities) and fraud that are material to the financial statements. Our audit procedures included but were not limited to: inquiries of management and the Trustees as to whether the entity complies with such laws and regulations; inquiries with the same concerning any actual or potential litigation or



claims; inspection of relevant legal correspondence; review of Trustee meeting minutes; testing the appropriateness of journal entries and; the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

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

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

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





## Use of the audit 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 auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.

WMT.

**Elizabeth Wicks**

**Senior Statutory Auditor**

**For and on behalf of WMT**

**Chartered Accountants and Registered Auditors**

4 Beaconsfield Road

St Albans

Hertfordshire

AL1 3RD

**Date: 28/9/2023**



# FINANCIAL STATEMENTS 2021

COMPANY NO. 07433621

## STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2022

INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT

		Unrestricted funds year ended 31/12/22	Designated funds year ended 31/12/22	Restricted funds year ended 31/12/22	Total funds year ended 31/12/22	Total funds year ended 31/12/21
<b>Income</b>	<b>Notes</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<i>Income from generated funds</i>						
<i>Voluntary income</i>						
Donations and legacies		149,296	10,781	1,642	161,719	127,509
Other income/fundraising		7,017	-	-	7,017	10,972
<i>Investment income</i>		879	-	-	879	142
<i>Income from charitable activities</i>						
Rent & Housing Benefit		-	333,256	5,460	338,716	395,044
Supporting People/Rough Sleeper Outreach		-	111,212	-	111,212	387,715
No Recourse Accommodation		-	59,915	-	59,915	22,770
Refugee Support		-	750,164	-	750,164	630,998
Opportunity		-	17,864	-	17,864	36,264
Grants		22,750	-	293,146	315,896	215,414
<b>Total Income</b>	<b>2</b>	<b>179,942</b>	<b>1,283,192</b>	<b>300,248</b>	<b>1,763,382</b>	<b>1,826,828</b>
<b>Expenditure</b>						
Cost of raising funds		63,042	-	-	63,042	53,282
<b>Charitable activities</b>						
Core Operations		-	-	4,089	4,089	-
Outreach		-	147,893	89,942	237,835	564,936
Accommodation		-	493,974	30,317	524,291	373,256
Refugee Support		-	687,580	18,746	706,326	643,652
Opportunity		-	39,109	60,883	99,992	114,515
<b>Total Expenditure</b>	<b>3</b>	<b>63,042</b>	<b>1,368,556</b>	<b>203,977</b>	<b>1,635,575</b>	<b>1,749,641</b>
<b>Net movement in funds</b>	<b>5</b>	<b>116,900</b>	<b>(85,364)</b>	<b>96,271</b>	<b>127,807</b>	<b>77,187</b>
Balance brought forward	5	150,308	20,000	150,004	320,312	243,125
Transfers between funds	5	9,511	65,364	(74,875)	-	-
<b>Balances carried forward</b>	<b>5 &amp; 10</b>	<b>276,719</b>	<b>-</b>	<b>171,400</b>	<b>448,119</b>	<b>320,312</b>

The charity's incoming resources and resources expended all relate to continuing operations. The charity has no recognised gains or losses other than those included above. The notes on pages 29 to 39 form part of these accounts.

**BALANCE SHEET AS AT 31 DECEMBER 2022****COMPANY NO. 07433621**

	<b>Notes</b>	<b>2022</b> £	<b>2021</b> £
<b>Property, plant and equipment</b>			
Tangible assets	6	<b>51,873</b>	<b>44,539</b>
<b>Current assets</b>			
Debtors	7	114,967	163,360
Short term deposits	8	-	23,983
Cash and cash equivalents	8	456,759	278,808
<b>Total current assets</b>		<b>571,726</b>	<b>466,151</b>
<b>Creditors falling due within one year</b>	9	<b>(175,480)</b>	<b>(190,378)</b>
<b>Net current assets</b>		<b>396,246</b>	<b>275,773</b>
<b>Net assets</b>		<b>448,119</b>	<b>320,312</b>
<b>Funds</b>	5 & 10		
Unrestricted funds		276,719	150,308
Designated funds		-	20,000
Restricted funds		171,400	150,004
<b>Total funds</b>		<b>448,119</b>	<b>320,312</b>

The notes on pages 29 to 39 form part of these accounts.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved and authorised for issue by the Trustees on 28/09/2023 and signed on their behalf.

V. Lipski  
**Trustee**

M. Burge (FCA)  
**Trustee**



## STATEMENT OF CASH FLOWS AT 31 DECEMBER 2022

	2022 £	2021 £
<b>Cash flows from operating activities:</b>		
Net movement in funds	127,807	77,187
Depreciation	30,950	24,415
Interest received	(879)	(142)
Decrease in trade and other receivables	48,393	61,700
Decrease / (increase) in short term investments	23,983	(31)
(Decrease) / increase in trade and other payables	(14,898)	38,795
<b>Net cash inflow from operating activities</b>	<b>215,356</b>	<b>201,924</b>
<b>Cash flows from investing activities</b>		
Purchase of property, plant and equipment	(38,284)	(35,691)
Interest received	879	142
<b>Net cash outflow from investing activities</b>	<b>(37,405)</b>	<b>(35,549)</b>
<b>Net increase in cash and cash equivalents</b>	<b>177,951</b>	<b>166,375</b>
Opening cash and cash equivalents	278,808	112,433
Net increase in cash and cash equivalents	177,951	166,375
<b>Closing cash and cash equivalents</b>	<b>456,759</b>	<b>278,808</b>

The notes on pages 29 to 39 form part of these accounts.



# NOTES TO THE FINANCIAL STATEMENTS

## Accounting policies

### 1.1 General information

King's Arms Project (Bedford) is a charitable company limited by guarantee (Company No. 7433621), registered in England and Wales, and has no share capital. It was incorporated on 9th November 2010, and registered as a charity on 20th January 2011 (Charity No. 1139956). In the event of the charity being wound up, the liability in respect of the guarantees is limited to £10 per member of the charity. The address of its registered office and principal place of business is disclosed in the company information on page 3 of this Annual Report.

King's Arms Project (Bedford) is a public benefit entity as defined by FRS 102. The nature of the charity's operations and principal activities are to relieve financial hardship particularly but not exclusively among the homeless or those at risk of homelessness and to promote and preserve good health, and to advance the Christian faith.

### 1.2 Accounting convention and basis of preparation

The financial statements have been prepared in accordance with 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) - (Charities SORP (FRS 102)), the Charities Act 2011, the Companies Act 2006. and UK Generally Accepted Accounting Practice.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

The financial statements are presented in sterling, which is also the functional currency of the charity and rounded to the nearest £.

### 1.3 Income

Any income received is credited to the relevant fund. The following policies are applied to particular categories of income: -

**Donations and Gift Aid** - Income receivable by way of donations is included in the Statement of Financial Activities when receivable. Tax credits (gift-aid) are included in the financial statements on an accruals basis as recommended by the Statement of Recommended Practice. This means that tax credits are taken into account in the period in which the originating donation was made.

**Legacies** - are recognised when receipt is probable, and the amount can be reliably measured.

**Investment Income** - is included in the Statement of Financial Activities when receivable.



**Income from charitable activities** – incoming resources from charitable activities are accounted for when earned.

**Grant Income** – incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

#### **1.4 Voluntary assistance and donated goods**

Volunteers are key to the success of KAP and during 2022 there were over 15 (2021: 46) volunteers giving approximately 1,100 hours of service in 2022 (2021: 1,000). Volunteers provided assistance to KAP including befriending refugees, assisting in ESOL classes and our Language Club as well as Pathways courses. Donated goods include food, clothes, and consumables for the homeless. Voluntary assistance and donated goods are not recognised in the financial statements as the amount cannot be measured accurately.

#### **1.5 Allocation of costs**

Costs are allocated directly to funds whenever applicable. Staff costs, and internal indirect costs, are allocated on a proportional basis between funds where services are provided from within the organisation.

#### **1.6 Pension costs**

The pension costs charged in the financial statements represent the contributions payable by the charitable company during the year.

#### **1.7 Redundancy and termination payments**

Redundancy and termination costs are recognised as an expense in the Statement of Financial Activities and a liability on the Balance Sheet immediately at the point the charitable company is demonstrably committed to either: terminate the employment of an employee or group of employees before normal retirement date; or provide termination benefits as a result of an offer made in order to encourage voluntary redundancy.

#### **1.8 Operating leases**

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

#### **1.9 Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures and fittings	20%–33% straight line
Leasehold improvements	over the period of the lease
Motor vehicles	20% straight line

Tangible assets above £500 are capitalised.



## **1.10 Financial Instruments**

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction values and subsequently measured at their settlement value.

**Debtors:** Debtors are recognised on the accrual's basis at the settlement amount due. Prepayments are valued at the amount prepaid and accrued income is valued at the best estimate of expected receipts.

**Cash and cash equivalents:** Cash at bank and in hand includes cash and short term highly liquid investment with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**Creditors:** Creditors are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at their settlement amount.

## **1.11 Unrestricted, designated, and restricted funds**

Unrestricted funds are funds given for the general purposes of the charitable company and these funds may be expended on the objects of the charitable company at the discretion of the Trustees.

Designated funds are unrestricted funds set aside for a purpose as determined by the Trustees.

Restricted funds are those funds that have been given for a specific purpose and they must only be expended on that purpose.

There is an overarching fund for KAP administration. This fund receives donations for general expenditure on any aspect of the work of the Charity. Within these criteria, the Trustees have discretion as to which designated fund the funds will be applied to.

## **1.12 Judgments in applying accounting policies and key sources of estimation uncertainty.**

In applying the company's accounting policies, the Trustees are required to make judgements, estimates and assumptions in determining the carrying amounts of assets and liabilities. The trustee's judgements, estimates and assumptions are based on the best and most reliable evidence available at the time when the decisions are made and are based on historical experience and other factors that are considered to be applicable. Due to inherent subjectivity involved in making such judgements, estimates and assumptions, the actual results and outcomes may differ.

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, if the revision affects only that period, or in the period of the revision and future periods, if the revision affects both current and future periods. The key area of judgement in the accounts relates to voluntary assistance and donated goods – refer to note 1.4.



## 2 Total Income.

	Donation & Legacies	Fundraising	Investment Income	Rent & Housing Benefit	Supporting People	Services Income	Grants	Year ending 31.12.2022 Total	Year ending 31.12.2021 Total
	£	£	£	£	£	£	£	£	£
<b>Unrestricted Income</b>	<b>149,296</b>	<b>7,017</b>	<b>879</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,750</b>	<b>179,942</b>	<b>120,684</b>
<b>Designated Income</b>									
<b>OUTREACH</b>									
Rough Sleeper Outreach Service	-	-	-	2,123	101,938	-	-	<b>104,061</b>	<b>123,945</b>
Nightshelter	-	-	-	-	9,274	-	-	<b>9,274</b>	<b>338,722</b>
<b>ACCOMMODATION</b>	10,000	-	-	313,780	-	59,915	-	<b>383,695</b>	<b>328,402</b>
<b>REFUGEE AND MIGRANT SERVICES</b>	781	-	-	17,353	-	750,164	-	<b>768,298</b>	<b>630,629</b>
<b>OPPORTUNITY</b>	-	-	-	-	-	17,864	-	<b>17,864</b>	<b>38,221</b>
<b>Total Designated Income</b>	<b>10,781</b>	<b>-</b>	<b>-</b>	<b>333,256</b>	<b>111,212</b>	<b>827,943</b>	<b>-</b>	<b>1,283,192</b>	<b>1,459,919</b>
<b>Restricted Income</b>									
<b>CORE OPERATIONS</b>	-	-	-	-	-	-	4,089	<b>4,089</b>	<b>-</b>
<b>OUTREACH</b>									
Rough Sleeper Outreach Service	-	-	-	-	-	-	141,651	<b>141,651</b>	<b>29,847</b>
Nightshelter	-	-	-	-	-	-	-	<b>-</b>	<b>43,277</b>
<b>ACCOMODATION</b>	-	-	-	-	-	-	86,024	<b>86,024</b>	<b>32,355</b>
<b>REFUGEE SUPPORT</b>									
Refugee and Migrant Services	-	-	-	-	-	-	-	<b>-</b>	<b>14,973</b>
Refugee Care Fund	1,642	-	-	5,460	-	-	499	<b>7,601</b>	<b>33,971</b>
<b>OPPORTUNITY</b>	-	-	-	-	-	-	60,883	<b>60,883</b>	<b>91,802</b>
<b>Total Restricted Income</b>	<b>1,642</b>	<b>-</b>	<b>-</b>	<b>5,460</b>	<b>-</b>	<b>-</b>	<b>293,146</b>	<b>300,248</b>	<b>246,225</b>
<b>Total Income</b>	<b>161,719</b>	<b>7,017</b>	<b>879</b>	<b>338,716</b>	<b>111,212</b>	<b>827,943</b>	<b>315,896</b>	<b>1,763,382</b>	<b>1,826,828</b>





### 3 Total Expenditure

	Staff Costs	Direct Costs	Indirect Costs	Depreciation	Year ending 31.12.2022 Total	Year ending 31.12.2021 Total
	£	£	£	£	£	£
<b>Fundraising &amp; Publicity</b>	<b>52,854</b>	<b>10,188</b>	<b>-</b>	<b>-</b>	<b>63,042</b>	<b>53,282</b>
<b>Designated Expenses</b>						
<b>OUTREACH</b>						
Rough Sleepers Outreach Service	75,314	26,076	20,279	14,781	<b>136,450</b>	<b>78,666</b>
Nightshelter	4,635	5,289	1,025	494	<b>11,443</b>	<b>407,352</b>
<b>ACCOMMODATION</b>	<b>210,575</b>	<b>226,802</b>	<b>46,962</b>	<b>9,635</b>	<b>493,974</b>	<b>340,901</b>
<b>REFUGEE AND MIGRANT SERVICES</b>	<b>431,876</b>	<b>189,683</b>	<b>61,590</b>	<b>4,431</b>	<b>687,580</b>	<b>616,233</b>
<b>OPPORTUNITY</b>	<b>21,280</b>	<b>7,264</b>	<b>8,956</b>	<b>1,609</b>	<b>39,109</b>	<b>22,713</b>
<b>Total Designated Expenses</b>	<b>743,680</b>	<b>455,114</b>	<b>138,812</b>	<b>30,950</b>	<b>1,368,556</b>	<b>1,465,865</b>
<b>Restricted Expenses</b>						
<b>CORE OPERATIONS</b>	<b>4,089</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,089</b>	<b>-</b>
<b>OUTREACH</b>						
Rough Sleepers Outreach Service	89,942	-	-	-	<b>89,942</b>	<b>35,641</b>
Nightshelter	-	-	-	-	<b>-</b>	<b>43,277</b>
<b>ACCOMMODATION</b>	<b>30,317</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,317</b>	<b>32,355</b>
<b>REFUGEE SUPPORT</b>						
Refugee and Migrant Services	-	-	-	-	<b>-</b>	<b>14,973</b>
Refugee Care Fund	6,425	12,321	-	-	<b>18,746</b>	<b>12,446</b>
<b>OPPORTUNITY</b>	<b>60,883</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>60,883</b>	<b>91,802</b>
<b>Total Restricted Expenses</b>	<b>191,656</b>	<b>12,321</b>	<b>-</b>	<b>-</b>	<b>203,977</b>	<b>230,494</b>
<b>Total Charitable Expenditure</b>	<b>988,190</b>	<b>477,623</b>	<b>138,812</b>	<b>30,950</b>	<b>1,635,575</b>	<b>1,749,641</b>

Included in direct costs is auditor's remuneration of £8,500 (2021: £5,500) plus VAT.

The difference between Staff Costs in the above and Employee Information in Note 4 is £50,835. This is due to staff life insurance; recruitment expenses and agency worker's charges being included in the above but not in Note 4.

Fundraising and publicity costs relate mainly to staff working to secure grants and funding from a variety of organisations and grant-making trusts as well as organising fundraising events during the year.



#### 4 Employee information.

	2022	2021
	£	£
Salaries	815,390	941,450
Social security costs	61,900	64,846
Pension	60,065	62,817
<b>Total</b>	<b>937,355</b>	<b>1,069,113</b>

The table below details how many employees are required for each project/service

	2022	2021
<b>OPERATIONS</b>		
Management & administration	5	6
Fundraisers	2	2
<b>OUTREACH</b>		
Rough Sleeper Outreach	3	1
EEA Outreach Worker	0	2
Nightshelter	3	11
<b>ACCOMMODATION</b>		
No Recourse/Move on Housing	7	5
<b>OPPORTUNITY</b>		
Pathways	3	5
<b>REFUGEE SUPPORT</b>		
Refugee Support	8	9
ESOL	8	7
<b>Total Employees</b>	<b>39</b>	<b>48</b>
<b>Total Full-Time equivalents (FTE)</b>	<b>32.97</b>	<b>42.1</b>

No employee received remuneration of more than £60k in either 2022 or 2021.

Trustee remuneration is in accordance with the Memorandum & Articles of the Trust for services provided to the Trust. Trustee remuneration during the year 2022 was £nil (2021: £nil). Trustee expenses were reimbursed to two (2021: one) Trustees during the year 2022 totalling £571 (2021: £100) being training, entertainment, travel and subsistence costs.

Remuneration of key management personnel for the year ended 31 December 2022 comprising the CEO, Director of Services and Head of Operations totalled £140,601 (2021: £129,532).

Total termination and redundancy costs amount to £25,436 during the year (2021: £5,856). £13,500 (2021: £nil) are included in accruals.



## 5 Movement in funds.

	Opening balance £	Income £	Expenditure £	Transfers £	Closing balance 2022 £
<b>Unrestricted Funds</b>	<b>150,308</b>	<b>179,942</b>	<b>(63,042)</b>	<b>9,511</b>	<b>276,719</b>
<b>Designated Funds</b>					
<b>OUTREACH</b>					
Rough Sleeper Outreach Service	-	104,061	(136,450)	32,389	-
Nightshelter	-	9,274	(11,443)	2,169	-
<b>ACCOMMODATION</b>	-	383,695	(493,974)	110,279	-
<b>REFUGEE AND MIGRANT SERVICES</b>	-	768,298	(687,580)	(80,718)	-
<b>OPPORTUNITY</b>	-	17,864	(39,109)	21,245	-
<b>CAPITAL PROJECT PURCHASE FUND</b>	20,000	-	-	(20,000)	-
<b>Total Designated Funds</b>	<b>20,000</b>	<b>1,283,192</b>	<b>(1,368,556)</b>	<b>65,364</b>	<b>-</b>
<b>Restricted Funds</b>					
<b>CORE OPERATIONS</b>	-	4,089	(4,089)	-	-
<b>OUTREACH</b>					
Rough Sleeper Outreach Service	23,166	141,651	(89,942)	(74,875)	-
Nightshelter Purchase	90,671	-	-	-	90,671
<b>ACCOMMODATION</b>	-	86,024	(30,317)	-	55,707
<b>REFUGEE SUPPORT</b>					
Refugee Care Fund	36,167	7,601	(18,746)	-	25,022
<b>OPPORTUNITY</b>	-	60,883	(60,883)	-	-
<b>Total Restricted Funds</b>	<b>150,004</b>	<b>300,248</b>	<b>(203,977)</b>	<b>(74,875)</b>	<b>171,400</b>
<b>Total movement in funds</b>	<b>320,312</b>	<b>1,763,382</b>	<b>(1,635,575)</b>	<b>-</b>	<b>448,119</b>

Restricted funds represent grants or specific donations received for a particular purpose, the balances at the year-end represent the following: -

- Nightshelter Purchase fund of £90.7k represents specific donations given towards the purchase of a new Night shelter. However, as the Nightshelter has now closed this has been agreed by donors to put towards future emergency accommodation.
- Accommodation fund of £55.7k relates to two grants, £50k from Nationwide for 4 bed spaces for No Recourse to Public Funds Clients and £5.7k from Screwfix for replacing fire doors at properties that were not spent in the year.
- Refugee Care fund £25.0k represents the balance of funds given specifically to that fund for the care of refugees.



During 2021 a restricted gift of £20k towards the Nightshelter purchase was released by the donor to become unrestricted. The Trustees agreed to designate it as a Capital Project Purchase Fund. It was subsequently agreed by the Trustees in 2022 to reallocate this to cover the provision of Outreach Services as the donor had asked for the monies to go towards street homeless.

Designated funds for Outreach, Accommodation, Refugee and Migrant Services, and Opportunity represent funds received to deliver a contracted service.

Transfers from the restricted Rough Sleeper Outreach Service of £74,875 is comprised of two amounts; -

- £23,166 of leasehold improvement capitalised as fixed assets at 31 December 2021 were reclassified as designated funds in the year as the obligations of the restriction had been fulfilled and those assets are now available for the general charitable activities of the trust.
- £51,709 was received in the year as a capital purchase grant, £32,874 was spent and capitalised as leasehold improvements and were therefore reclassified as designated funds as the obligations of the restriction had been fulfilled and those assets are now available for the general charitable activities of the trust. The remaining £18,835 was made available by the funder for the general charitable activities related to Rough Sleeper Outreach Service.

Any deficit in a designated funds is then covered from the unrestricted fund. Any surplus from a designated fund is transferred to unrestricted fund at the year-end leaving all designated funds with a zero balance.

The purpose of the unrestricted fund is to:

- cover any deficits in designated funds.
- meet the requirements of the KAP Reserves policy.
- to keep funds available for future developments of the KAP.

## 6 Property, plant, and equipment.

	Fixtures and fittings	Leasehold improvements	Motor vehicles	Total
Cost	£	£	£	£
As at 1 <sup>st</sup> January 2022	<b>114,857</b>	<b>28,960</b>	<b>13,720</b>	<b>157,537</b>
Additions	9,516	28,768	-	38,284
Disposals	(23,066)	-	-	(23,066)
<b>Cost at 31<sup>st</sup> December 2022</b>	<b>101,307</b>	<b>57,728</b>	<b>13,720</b>	<b>172,755</b>
<b>Depreciation</b>				
As at 1 <sup>st</sup> January 2022	<b>96,260</b>	<b>5,794</b>	<b>10,944</b>	<b>112,998</b>
Charge for the year	16,577	12,985	1,388	30,950
Eliminated on disposal	(23,066)	-	-	(23,066)
<b>Depreciation at 31<sup>st</sup> December 2022</b>	<b>89,771</b>	<b>18,779</b>	<b>12,332</b>	<b>120,882</b>
<b>Net book value at 31<sup>st</sup> December 2022</b>	<b>11,536</b>	<b>38,949</b>	<b>1,388</b>	<b>51,873</b>
<b>Net book value at 31<sup>st</sup> December 2021</b>	<b>18,597</b>	<b>23,166</b>	<b>2,776</b>	<b>44,539</b>



## 7 Debtors.

	2022	2021
	£	£
Trade debtors	30,408	121,720
Accrued income & prepayments	81,982	37,389
Tax credit (gift-aid)	2,577	4,251
<b>Total debtors</b>	<b>114,967</b>	<b>163,360</b>

## 8 Short term deposits and cash and cash equivalents.

	2022	2021
	£	£
Accounts over 90 days	-	23,983
Bank accounts	456,759	278,808
<b>Total</b>	<b>456,759</b>	<b>302,791</b>

## 9 Creditors falling due within one year.

	2022	2021
	£	£
Trade creditors	24,595	24,611
Deferred income	112,812	155,921
Accrued expenses	38,073	9,846
<b>Total creditors</b>	<b>175,480</b>	<b>190,378</b>
<b>Deferred income</b>		
At 1 <sup>st</sup> January	155,921	104,694
Grants awarded within the year	112,812	155,921
<b>Released to incoming resources for the year</b>	<b>(155,921)</b>	<b>(104,694)</b>
<b>At 31<sup>st</sup> December</b>	<b>112,812</b>	<b>155,921</b>

Income is deferred where income has been received in advance or the recognition criteria have not yet been met.



## 10 Net assets held by funds.

	Property, plant, and equipment	Debtors	Bank and cash	Creditors	Total 2022	Total 2021
	£	£	£	£	£	£
<b>Unrestricted Funds</b>	<b>5,296</b>	<b>8,208</b>	<b>305,332</b>	<b>(42,117)</b>	<b>276,719</b>	<b>150,308</b>
<b>Designated Funds</b>						
<b>OUTREACH</b>						
Rough Sleeper Outreach Service	42,233	-	(42,178)	(55)	-	-
Nightshelter	-	398	(338)	(60)	-	-
<b>ACCOMMODATION</b>	2,283	20,175	(8,623)	(13,835)	-	-
<b>REFUGEE AND MIGRANT SERVICES</b>	1,459	86,186	(81,109)	(6,536)	-	-
<b>OPPORTUNITY</b>	602	-	(538)	(64)	-	-
<b>CAPITAL PROJECT PURCHASE FUND</b>	-	-	-	-	-	20,000
<b>Total Designated Funds</b>	<b>46,577</b>	<b>106,759</b>	<b>(132,786)</b>	<b>(20,550)</b>	<b>-</b>	<b>20,000</b>
<b>Restricted Funds</b>						
<b>CORE OPERATIONS</b>	-	-	78,228	(78,228)	-	-
<b>OUTREACH</b>						
Rough Sleeper Outreach Service	-	-	27,607	(27,607)	-	23,166
Nightshelter Purchase	-	-	90,671	-	90,671	90,671
<b>ACCOMMODATION</b>	-	-	62,684	(6,978)	55,706	-
<b>REFUGEE SUPPORT</b>						
Refugee Care Fund	-	-	25,023	-	25,023	36,167
<b>Total Restricted Funds</b>	<b>-</b>	<b>-</b>	<b>284,213</b>	<b>(112,813)</b>	<b>171,400</b>	<b>150,004</b>
<b>Total Funds</b>	<b>51,873</b>	<b>114,967</b>	<b>456,759</b>	<b>(175,480)</b>	<b>448,119</b>	<b>320,312</b>



## 11 Financial commitments and contingent liabilities.

At the year end the charitable company was committed to making the following payments under operating leases in the coming year, all of which related to property:

	<b>Total 2022</b>	<b>Total 2021</b>
	<b>£</b>	<b>£</b>
Expiring within one year	88,206	126,765
Expiring within two to five years	144,999	123,441
Expiring over five years	4,881	-
<b>Total</b>	<b>238,086</b>	<b>250,206</b>

In January 2023, the charity entered into new lease agreements for 2 properties amounting to £23,450 and £8,000 per annum, for a period of 3 and 5 years respectively.

## 12 Pension costs.

During the year defined contribution pension costs of £60,065 (2021: £62,817) were paid on behalf of 52 employees (2021: 43) to pension schemes administered independently of the charitable company. There were no pension liabilities outstanding at the year end.

## 13 Post Balance Sheet Events.

Please refer to the Risk Management section of the Trustees' Report on pages(s) 17 and 18.



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