



King's
Arms
Project

TRUSTEES' REPORT & FINANCIAL STATEMENTS

For the year ending
31 December 2023

"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

#hopeforeveryonealways



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CHARITY AND COMPANY INFORMATION

Trustees/Directors	Vanessa Lipski (Chair) Nigel Taylor Sue Frossell	Matthew Burge Samantha Roach Simon Cook
Chief Executive	Kirstie Cook	
Charity number	1139956	
Company number	07433621	
Registered office	56 Harpur Street Bedford MK40 2QT	
Business address	56 Harpur Street Bedford MK40 2QT	
Website	www.kingsarmsproject.org	
Statutory Auditor	Williamson Morton Thornton LLP 4 Beaconsfield Road St Albans Hertfordshire AL1 3RD	
Solicitor	HCB Park Woodfine LLP 1 Lurke Street Bedford MK40 3TN	
Banker	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. 07433621), 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

2023 was a year of development and growth for King's Arms Project (Bedford) in relation to premises, teams and the services that they provide for the people we serve. King's Arms Project (Bedford) has continued to deliver our services to the poor and vulnerable offering "hope for everyone, always." For King's Arms Project (Bedford), this means being able to turn our attentions to supporting the most complex, critical cases, often non-UK Nationals, who still struggle to maintain tenancies. We have also embarked on exciting and new innovative schemes, such as modular housing and recovery coaching to prevent a return to homelessness and provide a stable path to independence, leading to excellent outcomes for rough sleepers.



One example of responding to the needs of the most vulnerable was to open a Winter Night Shelter to provide a safe, warm and welcoming place for rough sleepers during the winter months, utilising our new building to the benefit of the community and making the most of our growing profile by recruiting well over 100 volunteers to join us on this journey. 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. I would personally like to thank all those who are behind the scenes, who give faithfully, serve unconditionally and help King's Arms Project (Bedford) to provide the service it does for our community and beyond.

Vanessa Lipski

Chair of Trustees

Date:

17/7/24



Introductory Letter from the Chief Executive Officer

Welcome to the Annual report and financial statements for King's Arms Project (Bedford) 2023. This has been a very significant year for us. In March, we relocated our operations to a fabulous set of properties in the town centre, taking on three leases for neighbouring premises. This move has transformed how we deliver our services, giving us a base from which we can run courses, conduct support sessions and most importantly be a safe place for our clients to come to. The team have benefited from being together in the town, closer to other partners and services our clients often need to access, meaning we can more easily attend appointments and build relationships. Our fundraising team has felt the benefits of having a physical building to show current and potential donors around and we have enjoyed hosting various training events throughout the year. In October we found ourselves in a room with the council and other partners asking about what was to be done about Winter Severe Weather Emergency Provision across the borough as there was nothing in place and no funds or resources available.



We took the bold step of opening a Winter Night Shelter in order to provide a safe, warm and welcoming place for rough sleepers during the winter months. We recruited over 100 volunteers and raised over 70k in a few short weeks to make this happen and transformed our new building into a space which could accommodate up to 20 rough sleepers every night, including providing meals and then turn back to a working building in the daytime for the rest of team and on-going work of King's Arms Project (Bedford). It was a remarkable achievement made possible by the dedication, expertise and 'can-do' attitude of the team, alongside the many people from across our community who stepped in to help. I had the privilege of getting to know some of our guests during this time and as I was saying goodbye to someone in the morning, he turned to me as he left to say, *'Thank you so much, you have done a great thing. It has been good to stay here.'* These moments of personal connection and seeing how we impact the lives of others for the good are what motivates me to see King's Arms Project (Bedford) 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 King's Arms Project (Bedford). 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 a 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: 17/7/24



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 2023 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. 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 to 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 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 environmentally 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 winter night shelter, outreach services on the streets of Bedford and our helpline 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 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 230 individuals and families. We are OISC* registered to provide basic immigration & asylum advice and services to a high standard.

*Office of the Immigration Commissioner

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. 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. We are fortunate to have expertise within the wider KAP team on providing immigration support, employment support and trauma recovery coaching where appropriate. Having moved into our new building, this team has been able to expand their services and are now able to offer a warm, safe space to come for support. Clients have somewhere to shower, do laundry, collect essential items and have that all important cup of tea.

Winter Night Shelter

We closed the Night shelter we had run for nearly 30 years in 2022 because of the council deciding they didn't want to fund it anymore given rough sleepers were being housed by everyone in. The borough then found itself in the position of having no emergency provision for the winter of 2023/24 once that funding ran out and no other solutions had been developed in the meantime. Not wanting to stand by and watch rough sleepers perish on the streets, we stepped in and mobilised an emergency shelter for the winter months in our new building by running a campaign to raise funds and recruit volunteers. Supported by team members from KAP, over 115 volunteers ran shifts, provided meals, cleaned and changed laundry. During the winter period we had 130 different people access the shelter, provided 1475 bedspaces and over 3000 meals.

"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."



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 towards 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 had funding that enables us to provide 4 bed spaces for those with no access to public funds, including refused asylum seekers. There are some stand out features to the service we run. Our financial model means that when our residents start work, they can afford to stay with us. We see this as being an important aspect of transitioning into employment whilst maintaining the support residents may need to do this successfully. We have also opened properties with a slightly different emphasis this year, that being one of a longer-term home for our residents as opposed to somewhere to move on from after a specified period. These houses have become 'home' and are a valuable addition to our portfolio.

Resettlement And Integration Support

Specialist support for vulnerable families.

We provide holistic casework support to over 50 families, predominantly Syrian and Afghan, resettled by the UNHCR / UK government in Bedford and Central Bedfordshire. 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. 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. This bespoke service is delivered by a highly experienced and growing team consisting of people with lived experience of displacement, those who speak the languages of the refugee families and OISC qualified practitioners. We won a tender submitted towards the end of 2023 to deliver this service to a further 25 families placed in Central Bedfordshire as part of the wider strategy to move families out of hotels. This was a resounding endorsement of the quality of support and advice offered by this team.



OPPORTUNITIES

ESOL

KAP ESOL was established in 2017 and now runs 4 days per week and includes:

- Pre-entry English lessons for resettled refugees
- Bespoke English lessons for European Migrants
- Online Literacy and Conversation
- 1-2-1 English tutoring

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."

English Language Club

In addition to the structured ESOL lessons we run an additional group in the community called the English Language Club. This has an emphasis on learning skills for integration into UK society. It runs on Friday mornings in our town centre building with a creche. This group is vibrant and varied, providing much needed community learning and very practical lessons about how to assess health provisions, liaising with schools and identifying places to visit in the town such as parks and museums and using public transport. The group has also attracted funding for another class in the week called 'Community Threads' which is a sewing class.



Pathways Community

This area of KAP 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 participate in a wide variety of courses and experiences offered.

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. We have started a group called coffee and connect as a soft entry into courses where people can come for a cup of tea and to play games. 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. 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 employed a fundraising officer to work alongside our fundraising manager. We also outsourced some bid writing to Charity Fundraising as we felt we did not have enough internal capacity for the larger grants we wanted to apply to. This proved to be unsuccessful as they failed to win us anything. Therefore, we changed to work with Competitive Solutions with a view to increasing the volume of the trusts and grants we can apply for.

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 are signed up for 'Easyfundraising' and investigating 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 also have an internal ethical framework which steers our activities. 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 several ways:

- Increasing the diversity of income streams across contracts, grants, local schools and churches, businesses, and individuals. We have secured a 3rd new 3-year contract for resettlement to run alongside the other two contracts we already run which gives a high degree of stability during this period.
- 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 have employed an external grant writing consultancy to help increase our income through these means.
- We have moved to new premises which allowed us to open a Winter Night Shelter. As well providing the service to rough sleepers, this also had the effect of raising our profile considerably and bringing in more donations and 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. Over this last year we have ensured the relevant staff completed the Homeless Link vicarious trauma training and have done mental health first aid training. We have an additional member of staff leading on HR this year and one of her priorities is enrolling all new staff on GDPR and equal opportunity courses and ensuring everyone completes refresher training throughout the year. Additionally, we 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. One of our strategic objectives is in Learning and Excellence and this remains an area we are seeking to develop.

Services

There are many areas of need across our town and beyond that we are aware of. We are focusing 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.
- 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.



- We have obtained planning permission for a site on which to build 6 modular housing units plus 1 community centre. The site is fully designed and in 2024 we will be seeking the funding to develop this scheme.

Trustees, Governance and Management

The Trustees/Directors of KAP are as follows:

- Vanessa Lipski
- Matthew Burge
- Nigel Taylor
- Simon Cook
- Sue Frossell
- 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 2023 and were regularly consulted and informed on matters of importance. In the year ending 31st December 2023 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 and Senior Management Team.

SENIOR MANAGEMENT TEAM (SMT). This consists of the CEO, Head of Operations, Director of Services and Head of Accommodation. 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 Refugee & Migrant Services Manager, Senior Finance Officer 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 Chair the Bedford Homeless Executive Partnership which is committed to equipping its members in co-production training and encouraging all agencies to embrace these principles.

"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

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 Senior Finance Officer and Fundraising Manager meet once a month to go over the budget, fundraising and performance against contracts.

Policies and Procedures

SAFEGUARDING. At KAP we believe that every individual who accesses our services should be treated with dignity and respect, have their choices respected and not be forced to do anything against their will. KAP is committed to safeguarding all service users and their children encountering the organisation, regardless of gender, ethnicity, disability, sexuality, or beliefs. Safeguarding is everyone's responsibility and all employees who, during 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 2023 and 2022 is shown below:

	2023	2022
Income	1586.53	1763.40
Expenditure	1630.36	1635.60
Surplus/Deficit	(43.83)	127.80



Income totalled £1,586.53k in 2023, a decrease of 10% compared with 2022. During 2023 there was a deficit of £43.83k compared with a surplus of £127.80k in 2022.

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 2023 should be at least £280K. The current unrestricted (including designated) reserves are £281.8K, just above the amount specified by the policy and this will continue to be monitored during 2024.

Total reserves at the end of the year were £404.3K, £281.8K being unrestricted reserves as noted above. The remaining balance of £122.5K were restricted reserves made up of the following funds: -

- Nightshelter fund of £90.7k represents specific donations given towards future emergency accommodation.
- Accommodation fund £4.6k from Screwfix for replacing fire doors at properties that were not spent in the year
- Refugee Care fund £5.1k represents the balance of funds given specifically to that fund for the care of refugees
- The Opportunity fund of £22.1k represents the balance of funds given specifically to Pathways to Employment.

It is anticipated that the balance of £122.5K restricted funds held at the end of the year will be used on the respective activities, as noted above, in the year 2024.

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 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
GOVERNANCE		
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. Internal monitoring in place with Trustee oversight to look at spending against cash in the bank and level of reserves.
Size and skill set on Trustee board	Low	If we become 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. Recent pay increase.
Mission Drift	Low	Strategic objectives for next 5 years complete and monthly check on these in SLT, connect wider team to this on a regular basis through team times.
EXTERNAL RISKS		
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.



COMPLIANCE WITH LAW AND REGULATION		
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.
OPERATIONAL RISKS		
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 2023, the King's Arms Project (Bedford) finished in a strong financial position. Our monthly expenditure was less than budgeted, and we have carried the additional expenditure incurred by the move as well as we could given the disappointing lack of success from Charity Fundraising (CF). Going into 2024, we have budget which is designed to replace the reserves we used to cashflow the lack of income from CF and moving costs.



In 2023 we were able to work with and support:

Service	2023 Achievement
Helpline	93 individuals
Street Outreach	259 individuals
Supported Accommodation	57 individuals
Resettlement and Integration Support	44 families
ESOL	193 individuals (of which 65 were children)
Pathways	61 individuals

Our income comes from a variety 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. 7 of our team are covered through housing benefits. The remaining posts must 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 to 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: 17/7/24



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 2023 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 2023 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 contained within the annual report. Our opinion on the financial statements does not cover the other information and,



except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is 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 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 enquiries 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 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 judgment 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.

Elizabeth Wicks

Elizabeth Wicks
Senior Statutory Auditor

Date: 18 July 2024

For and on behalf of WMT
Chartered Accountants and Registered Auditors
4 Beaconsfield Road
St Albans
Hertfordshire, AL1 3RD



FINANCIAL STATEMENTS 2023

COMPANY NO. 07433621

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2023

INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT

		Unrestricted funds year ended 31/12/23	Designated funds year ended 31/12/23	Restricted funds year ended 31/12/23	Total funds year ended 31/12/23	Total funds year ended 31/12/22
Income	Notes	£	£	£	£	£
<i>Income from generated funds</i>						
<i>Voluntary income</i>						
Donations and legacies		153,046	56,255	347	209,648	161,719
Other income/fundraising		5,577	-	-	5,577	7,017
<i>Investment income</i>		2,541	-	-	2,541	879
<i>Income from charitable activities</i>						
Rent & Housing Benefit		-	453,063	-	453,063	338,716
Supporting People/Rough Sleeper Outreach		-	8,431	-	8,431	111,212
No Recourse Accommodation		-	-	-	-	59,915
Refugee Support		-	562,949	-	562,949	750,164
Opportunity		-	-	-	-	17,864
Grants		-	-	344,325	344,325	315,896
Total Income	2	161,164	1,080,698	344,672	1,586,534	1,763,382
Expenditure						
Cost of raising funds		59,225	-	-	59,225	63,042
Charitable activities						
Core Operations		-	-	102,018	102,018	4,089
Outreach		-	30,839	88,399	119,238	237,835
Accommodation		-	474,133	110,104	584,237	524,291
Refugee Support		-	672,609	25,802	698,411	706,326
Opportunity		-	-	67,233	67,233	99,992
Total Expenditure	3	59,225	1,177,581	393,556	1,630,362	1,635,575
Net movement in funds	5	101,939	(96,883)	(48,884)	(43,828)	127,807
Balance brought forward	5	276,719	-	171,400	448,119	320,312
Transfers between funds	5	(96,883)	96,883	-	-	-
Balances carried forward	5 & 10	281,775	-	122,516	404,291	448,119

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 28 to 38 form part of these accounts.

**BALANCE SHEET AS AT 31 DECEMBER 2023****COMPANY NO. 07433621**

	Notes	2023 £	2022 £
Property, plant and equipment			
Tangible assets	6	108,135	51,873
Current assets			
Debtors	7	230,037	114,967
Cash and cash equivalents	8	156,957	456,759
Total current assets		386,994	571,726
Creditors falling due within one year	9	(90,838)	(175,480)
Net current assets		296,156	396,246
Net assets		404,291	448,119
Funds	5 & 10		
Unrestricted funds		281,775	276,719
Designated funds		-	-
Restricted funds		122,516	171,400
Total funds		404,291	448,119

The notes on pages 28 to 38 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 18th July 2024 and signed on their behalf.

V. Lipski
Trustee

M. Burge
Trustee



STATEMENT OF CASH FLOWS AT 31 DECEMBER 2023

	2023 £	2022 £
Cash flows from operating activities:		
Net movement in funds	(43,828)	127,807
Depreciation	47,222	30,950
Surplus on sale of fixed assets	(5,577)	-
Interest received	(2,541)	(879)
Decrease in trade and other receivables	(115,070)	48,393
Decrease / (increase) in short term investments	-	23,983
(Decrease) / increase in trade and other payables	(84,642)	(14,898)
Net cash inflow from operating activities	(204,436)	215,356
Cash flows from investing activities		
Purchase of property, plant and equipment	(103,484)	(38,284)
Proceeds from the sale of property, plant and equipment	5,577	-
Interest received	2,541	879
Net cash outflow from investing activities	(95,366)	(37,405)
Net (decrease)/increase in cash and cash equivalents	(299,802)	177,951
Opening cash and cash equivalents	456,759	278,808
Net increase in cash and cash equivalents	(299,802)	177,951
Closing cash and cash equivalents	156,957	456,759

The notes on pages 28 to 38 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 2023 there were over 115 (2022: 15) volunteers giving approximately 2,063 hours of service in 2023 (2022: 1,100). Volunteers provided assistance to KAP including befriending refugees, assisting in ESOL classes, creche and our Language Club as well as Pathways courses, and staffing our Winter Night Shelter. 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 31.12.2023 Total	Year ending 31.12.2022 Total
	£	£	£	£	£	£	£	£	£
Unrestricted Income	153,046	5,577	2,541	-	-	-	-	161,164	179,942
Designated Income									
OUTREACH									
Rough Sleeper Outreach Service	56,255	-	-	-	8,431	-	-	64,686	104,061
Night shelter	-	-	-	-	-	-	-	-	9,274
ACCOMMODATION	-	-	-	435,019	-	-	-	435,019	383,695
REFUGEE AND MIGRANT SERVICES	-	-	-	18,044	-	562,949	-	580,993	768,298
OPPORTUNITY	-	-	-	-	-	-	-	-	17,864
Total Designated Income	56,255	-	-	453,063	8,431	562,949	-	1,080,698	1,283,192
Restricted Income									
CORE OPERATIONS	-	-	-	-	-	-	102,018	102,018	4,089
OUTREACH									
Rough Sleeper Outreach Service	-	-	-	-	-	-	88,399	88,399	141,651
ACCOMMODATION	-	-	-	-	-	-	59,000	59,000	86,024
REFUGEE SUPPORT									
Refugee and Migrant Services	-	-	-	-	-	-	5,581	5,581	-
Refugee Care Fund	347	-	-	-	-	-	-	347	7,601
OPPORTUNITY	-	-	-	-	-	-	89,327	89,327	60,883
Total Restricted Income	347	-	-	-	-	-	344,325	344,672	300,248
Total Income	209,648	5,577	2,541	453,063	8,431	562,949	344,325	1,586,534	1,763,382



3 Total Expenditure

	Staff Costs	Direct Costs	Indirect Costs	Depreciation	Year ending 31.12.2023 Total	Year ending 31.12.2022 Total
	£	£	£	£	£	£
Fundraising & Publicity	25,461	33,764	-	-	59,225	63,042
Designated Expenses						
OUTREACH						
Rough Sleepers Outreach Service	13,467	-	6,998	10,374	30,839	136,450
Night shelter	-	-	-	-	-	11,443
ACCOMMODATION	148,183	256,035	46,582	23,333	474,133	493,974
REFUGEE AND MIGRANT SERVICES	437,588	168,655	54,074	12,292	672,609	687,580
OPPORTUNITY	-	-	-	-	-	39,109
Total Designated Expenses	599,238	424,690	107,654	45,999	1,177,581	1,368,556
Restricted Expenses						
CORE OPERATIONS	49,363	52,655	-	-	102,018	4,089
OUTREACH						
Rough Sleepers Outreach Service	62,826	25,573	-	-	88,399	89,942
ACCOMMODATION	110,104	-	-	-	110,104	30,317
REFUGEE SUPPORT						
Refugee and Migrant Services	5,581	-	-	-	5,581	-
Refugee Care Fund	17,356	2,865	-	-	20,221	18,746
OPPORTUNITY	56,246	4,403	5,361	1,223	67,233	60,883
Total Restricted Expenses	301,476	85,496	5,361	1,223	393,556	203,977
Total Charitable Expenditure	926,175	543,950	113,015	47,222	1,630,362	1,635,575

Included in direct costs is auditor's remuneration of £9,100 (2022: £8,500) plus VAT.

The difference between Staff Costs in the above and Employee Information in Note 4 is £23,411. 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

	2023	2022
	£	£
Salaries	784,115	815,390
Social security costs	59,875	61,900
Pension	58,774	60,065
Total	902,764	937,355

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

	2023	2022
OPERATIONS		
Management & administration	7	5
Fundraisers	2	2
OUTREACH		
Rough Sleeper Outreach	2	3
Nightshelter	0	3
ACCOMMODATION		
No Recourse/Move on Housing	7	7
OPPORTUNITY		
Pathways	2	3
REFUGEE SUPPORT		
Refugee Support	7	8
ESOL	7	8
Bank Workers	4	-
Total Employees	38	39
Total Full-Time equivalents (FTE)	29.38	32.97

No employee received remuneration of more than £60k in either 2023 or 2022.

Trustee remuneration is in accordance with the Memorandum & Articles of the Trust for services provided to the Trust. Trustee remuneration during the year 2023 was £nil (2022: £nil). Trustee expenses were reimbursed to one (2022: two) Trustee during the year 2023 totalling £16 (2022: £571) being for the purpose of travel expenses.

Remuneration of key management personnel for the year ended 31 December 2023 comprising the CEO, Director of Services, Head of Operations and Head of Accommodation totalled £186,627 (2022: £140,601).

Total termination and redundancy costs amount to £861 during the year (2022: £25,436). £nil (2022: £13,500) are included in accruals.



5 Movement in funds

	Opening balance £	Income £	Expenditure £	Transfers £	Closing balance 2023 £
Unrestricted Funds	276,719	161,164	(59,225)	(96,883)	281,775
Designated Funds					
OUTREACH					
Rough Sleeper Outreach Service	-	64,686	(30,839)	(33,847)	-
ACCOMMODATION	-	435,019	(474,133)	39,114	-
REFUGEE AND MIGRANT SERVICES	-	580,993	(672,609)	91,616	-
Total Designated Funds	-	1,080,698	(1,177,581)	96,883	-
Restricted Funds					
CORE OPERATIONS	-	102,018	(102,018)	-	-
OUTREACH					
Rough Sleeper Outreach Service	-	88,399	(88,399)	-	-
Nightshelter Fund	90,671	-	-	-	90,671
ACCOMMODATION	55,707	59,000	(110,104)	-	4,603
REFUGEE SUPPORT					
Refugee and Migrant Services	-	5,581	(5,581)	-	-
Refugee Care Fund	25,022	347	(20,221)	-	5,148
OPPORTUNITY	-	89,327	(67,233)	-	22,094
Total Restricted Funds	171,400	344,672	(393,556)	-	122,516
Total movement in funds	448,119	1,586,534	(1,630,362)	-	404,291

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

- Nightshelter fund of £90.7k represents specific donations given towards future emergency accommodation.
- Accommodation fund £4.6k from Screwfix for replacing fire doors at properties that were not spent in the year – this is expected to be used in 2024
- Refugee Care fund £5.1k represents the balance of funds given specifically to that fund for the care of refugees – this is expected to be used in 2024 towards items that are not covered by the Refugee and Migrant Services contracts.
- The Opportunity fund of £22.1k represents the balance of funds given specifically to Pathways to Employment and is expected to be used in 2024

Designated funds for Outreach, Accommodation, Refugee and Migrant Services, and Opportunity represent funds received to deliver a contracted 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 st January 2023	101,307	57,728	13,720	172,755
Additions	2,397	101,087	–	103,484
Disposals	(374)	–	(6,940)	(7,314)
Cost at 31st December 2023	103,330	158,815	6,780	268,925
Depreciation				
As at 1 st January 2023	89,771	18,779	12,332	120,882
Charge for the year	7,570	38,264	1,388	47,222
Eliminated on disposal	(374)	–	(6,940)	(7,314)
Depreciation at 31st December 2023	96,967	57,043	6,780	160,790
Net book value at 31st December 2023	6,363	101,772	–	108,135
Net book value at 31st December 2022	11,536	38,949	1,388	51,873

7 Debtors

	2023	2022
	£	£
Trade debtors	79,313	30,408
Accrued income & prepayments	146,026	81,982
Tax credit (gift-aid)	4,698	2,577
Total debtors	230,037	114,967

8 Short term deposits and cash and cash equivalents

	2023	2022
	£	£
Bank accounts	156,957	456,759
Total	156,957	456,759



9 Creditors falling due within one year.

	2023	2022
	£	£
Trade creditors	30,767	24,595
Deferred income	22,622	112,812
Accrued expenses	37,449	38,073
Total creditors	90,838	175,480
Deferred income		
At 1 st January	112,812	155,921
Grants awarded within the year	22,622	112,812
Released to incoming resources for the year	(112,812)	(155,921)
At 31st December	22,622	112,812

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 2023	Total 2022
	£	£	£	£	£	£
Unrestricted Funds	52,216	16,504	251,523	(38,468)	281,775	276,719
Designated Funds						
OUTREACH						
Rough Sleeper Outreach Service	26,209	14,023	(34,637)	(5,595)	-	-
ACCOMMODATION	28,682	29,909	(31,774)	(26,817)	-	-
REFUGEE AND MIGRANT SERVICES	1,028	112,545	(105,252)	(8,321)	-	-
OPPORTUNITY	-	3,000	(2,918)	(82)	-	-
Total Designated Funds	55,919	159,477	(174,581)	(40,815)	-	-
Restricted Funds						
CORE OPERATIONS	-	19,056	(19,056)	-	-	-
OUTREACH						
Rough Sleeper Outreach Service	-	-	9,113	(9,113)	-	-
Nightshelter Fund	-	-	90,671	-	90,671	90,671
ACCOMMODATION	-	20,000	(15,397)	-	4,603	55,707
REFUGEE SUPPORT						
Refugee Care Fund	-	-	5,148	-	5,148	25,022
OPPORTUNITY	-	15,000	9,536	(2,442)	22,094	-
Total Restricted Funds	-	54,056	80,015	(11,555)	122,516	171,400
Total Funds	108,135	230,037	156,957	(90,838)	404,291	448,119



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:

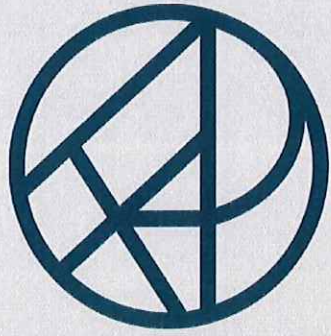
	Total 2023	Total 2022
	£	£
Expiring within one year	150,096	88,206
Expiring within two to five years	200,921	144,999
Expiring over five years	–	4,881
Total	351,017	238,086

12 Pension costs

During the year defined contribution pension costs of £58,774 (2022: £60,065) were paid on behalf of 41 employees (2022: 52) 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.



**King's
Arms
Project**

**We believe in hope for
everyone, always.**

**Tackling
Homelessness
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