



King's
Arms
Project
(Bedford)

TRUSTEES' REPORT & FINANCIAL STATEMENTS

For the year ending
31 December 2024

"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



CONTENTS	PAGE
CHARITY AND COMPANY INFORMATION	3
TRUSTEES' REPORT	4
INDEPENDENT AUDITOR'S REPORT	21
STATEMENT OF FINANCIAL ACTIVITIES	25
BALANCE SHEET	26
STATEMENT OF CASH FLOWS	27
NOTES TO THE FINANCIAL STATEMENTS	28



CHARITY AND COMPANY INFORMATION

Trustees/Directors	Vanessa Lipski (Chair) Nigel Taylor Sue Frossell	Matthew Burge Samantha Roach (resigned 03.02.2025) 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	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP	
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



2024 has been a year of continued growth and deepening impact for King's Arms Project (Bedford), marked by expansion in our teams, innovation in our services, and renewed commitment to serving the most vulnerable in our community. Across all areas of our work, we have sought to embody our vision of offering *"hope for everyone, always."* We've seen significant development in our **staff team**, whose growth has increased our capacity across every service we deliver. This expansion has not only enabled us to support more people but has enriched the culture of compassion and care at the heart of our organisation. One staff member captured the spirit of King's Arms Project beautifully, saying that working here feels like being "wrapped in a warm blanket." This attention to the individual – whether client, staff member, volunteer, or partner, is central to everything we do.

This year, we were privileged to host a **Royal visit to our Language Club**, recognising the vital role this programme plays in supporting asylum seekers and refugees with integration, language skills, and community. It was an honour to see our work acknowledged at such a high level.

In 2024, our **resettlement services** were also formally recognised and endorsed for their excellence. As a result, we were entrusted with expanding our provision from supporting six families annually to welcoming **an additional 27 families**—a tremendous increase and a reflection of both our capability and the trust placed in us.

In response to last year's delivery, we continued the **Winter Night Shelter**, using our building to create a warm, safe refuge for rough sleepers during the coldest months. Over **120 volunteers** came forward to support **106 guests**, an extraordinary testament to the community's willingness to stand alongside the vulnerable.

Beyond direct services, King's Arms Project has played a key strategic role locally. We are proud to **chair the Bedford Homeless Executive Partnership**, uniting key stakeholders across the borough to collaboratively tackle homelessness. This leadership has strengthened our voice and allowed us to advocate for those we serve at a systemic level. Throughout all these achievements, our dedicated team has continued to serve with passion, resilience, and deep care. Whether supporting the homeless, ex-offenders, refugees, or asylum seekers, they consistently bring both professionalism and heart to their work. This report highlights just some of the ways lives have been changed and hope restored in 2024. It celebrates the work being done in Bedford and the remarkable people – staff, volunteers, partners, and supporters, who make it all possible.

On behalf of the Board of Trustees, I would like to express our deepest gratitude to everyone involved in this mission. Your faithful giving, selfless service, and enduring belief in what we do ensure that King's Arms Project (Bedford) can continue to be a place of transformation for those who need it most.

Vanessa Lipski

Chair of Trustees

Date: 12th September 2025



Introductory Letter from the Chief Executive Officer

Welcome to the Annual Report and Financial Statements for King's Arms Project (Bedford) 2024.



This has been a transformative and deeply encouraging year for us. Having successfully established ourselves in our new town centre base we've seen a significant increase in our ability to connect with clients, partners, and the wider Bedford community. Our central location has made us more visible, accessible, and collaborative, enhancing both the quality and reach of our services.

This physical presence has allowed us to provide not just vital support sessions and life skills training, but also a consistent and welcoming place of safety for those we serve. Following the success of last year's Winter Night Shelter, we were asked to do it again. With over 120 volunteers and 104 guests, this year's provision once again offered a safe, warm, and supportive environment to those sleeping rough. It was a true community effort: our volunteers, staff, and donors came together to transform our centre into a shelter by night and return it to its daytime use each morning. One guest said it best: *"You have become my family. Thank you for saving my life."* Such feedback reminds us that our work is not just practical—it is deeply relational and transformative.

We've also been honoured this year with recognition that endorses the quality and impact of what we do. A grant from the National Lottery affirmed the strength and credibility of our approach, and we were proud winners of the SME Not-for-Profit Award, encouragement that the heart-led, professional work of our team is making a real difference.

At King's Arms Project, we tackle poverty and isolation head-on. We exist to bring hope, dignity and opportunity to the most vulnerable and excluded people in Bedford. Whether through emergency accommodation, long-term support, pathways into training and employment or providing vital integration support and language learning for the refugee families we have the privilege of serving our mission remains the same: to walk alongside people in their toughest moments and believe with them for a better future.

To all who have supported us, individual donors, families, churches, volunteers, and institutional funders—thank you. Your generosity, faith, and partnership are the reason this work is possible. I'm especially grateful to our staff team, who give of themselves daily with compassion and courage, often at great personal cost. And above all, we continue to hold fast to the truth that we are entirely dependent on God's grace and provision in all we do.

Together, we press on—bringing hope, love and practical support to those who need it most.

Kirstie Cook

Chief Executive Officer

Date: 12th September 2025



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 2024 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 240 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. The team works Monday to Friday with a diverse client group. Due to the proximity of our office to the town centre, combined with our support to rough sleepers over three decades and recent winter night shelters, we are seeing an increase of new clients coming to our office for support.

When our emergency winter night shelter is operational- the past two years this has been from December to March/April, the outreach team provide in reach support to those staying here. They liaise with both the local authority and a partner agency who is also working with rough sleepers in Bedford.

We have also undertaken early morning outreach and daytime outreach to those in Bedford town centre. 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.

Since moving into our town centre offices, the 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 access to food.

Winter Night Shelter

Following the huge success of the Winter Night Shelter last year we were approached by the council again to reopen for the Winter beginning in December 2024. We employed 4 winter night shelter co-ordinators and 2 security staff for the winter season and with the help of 120 volunteers and meal makers they supported over 100 guests in a place of warmth and safety for the winter months. This project was largely funded by Bedford Borough Council but also supported by the generosity of the public across Bedford as well as by some specific major donors and organisations. Without whom we could not have provided the service.

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

Supported Accommodation.

KAP's Supported Accommodation service offers medium-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.

One of the unique features of this service is how we make our housing affordable for residents who gain employment. We subsidise workers by capping their rent charge, seeing this as being an important aspect of transitioning into employment whilst maintaining other support residents may need. In 2024, around a third of our residents engaged with paid employment, which is a significant number in the context of our client group. Alongside the opening of a new property this year in an out-of-town location, we have seen considerable progress in the lives of many of our residents.

Resettlement And Integration Support

Specialist support for vulnerable families.

We provide holistic casework support to over 65 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 27 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

Our ESOL department provides opportunities for individuals to study, learn and practise the English language to increase their proficiency in the four domains of language acquisition: speaking, listening, reading and writing. We serve families resettled to the UK as well as providing opportunities for speakers of English as a second language from the wider community.



Our core activities in 2024 comprised of:

- Initial Assessments
- English Language Classes & Creche
- English Language Club & Creche
- Kids United Holiday Club
- Community Threads (as part of community integration work)

Initial Assessments

Throughout 2024 newly resettled families were visited by one of our ESOL tutors in their homes for initial assessments of English language levels. Those students assessed as E0-E3 were then subsequently invited to join one of our English language classes at the appropriate level. Under resettlement ESOL funding individuals are entitled to ESOL provision for 3 years (resettled from Afghanistan) or 5 years (resettled from elsewhere in the world) or until they are assessed as L1 in all four domains of reading, writing, speaking and listening.

English Language Classes

In 2024 we expanded our English classes to accommodate new service users resettled into the UK under ARAP/ACRS schemes. To facilitate this increased provision, we launched classes and creche at a satellite site in Shefford in April 2024, employing an additional three tutors and creche staff by September 2025 to provide classes to an additional 29 students in Shefford, plus an additional 10 students at our Bedford site.

By the end of 2024, across our two sites we were running three pre-entry classes (E0), two beginners' classes (E1), two elementary classes (E2) and one pre-intermediate (E3) class, accommodating a total of 66 learners. For those unable to access English Language group classes outside of their homes due to health needs, we have provided 1:1 in-home classes or online options where feasible. Recruitment of staff for this has posed a challenge due to the amount of driving required.

To reduce barriers to accessing education, we run a creche service for children aged 6 months-school aged onsite, this enables parents to access their classes whilst also supporting resettled children in adjusting to the English language and culture in the UK. Our creche team expanded throughout 2024 with team members undergoing training in partnership with play therapists in trauma-informed childcare practices. We invested in resources to support the development of our creche in accordance with best practices in the sector, with the team increasingly focussing on supporting children to develop the necessary skills and language to integrate into pre-school and school settings within the UK. Our creche service provided childcare for 29 children throughout 2024.

Many of our clients, prior to being resettled in the UK have never had the opportunity to access education, often being accompanied by a male relative any time they leave the home. We therefore provide transport to all our classes to enable clients to overcome the barrier of access where accessing private or public transport is not possible

Throughout the summer term of 2024 our newly appointed ESOL team manager worked with the tutor team to conduct a review of curriculum prior to the team launching a new curriculum for learners of all levels in September 2024. This curriculum has been well received by our attendees, with an increased focus on functional language, developing reading and writing skills, speaking and gaining skills for independence. . Due to the increasing number of learners who have never accessed education in their own language, we have heavily invested in the training of teachers and development of a curriculum for our pre-entry learners (those who do not know any words in English at their initial assessment & have no reading/writing ability). This curriculum has enabled students to grow in confidence in participating in life in the UK through the initial prioritisation of essential language for functioning in the UK.



As families are resettled into the UK in a staggered way, we regularly receive new arrivals into our classes part way through the academic year. To support those learners who arrive once a course has already started in Autumn 2024, we launched booster and catch-up classes. Students who arrive part way through a course have been provided with catch-up classes to enable them to cover units of the curriculum which they have missed and have proven to be a great success. Booster classes have provided additional support to pre-entry learners who are illiterate in their first language, with a focus on skills such as using a pen and pencil and provided an opportunity for further repetition of material covered in our standard pre-entry classes. In Summer 2024 we sadly stopped providing English language classes to those resettled in Bedford Borough, however continued to provide classes for those resettled in Central Bedfordshire.

English Language Club

The English language club is a free-to-access mixed-level community setting for individuals to learn and practise the English language, whilst focussing on topics which support integration and independence in life in the UK. We continued to work with external organisations having several guest speakers come to the English language club throughout the year, including: a previous attendee who shared about their experiences 5 years into life in the UK, The Duchess of Edinburgh, NHS oral health team. In addition to our guest speakers the English language club went on several trips to explore the local area and learn about life in the UK including a guided tour of the town centre & how to catch busses from the bus station, and the Higgins Museum.

Throughout 2024 our amazing team of volunteer table facilitators and creche assistants worked alongside our English Club Tutor and Early Years Childcare Lead & assistants to provide trauma-informed support and education to our attendees. Many of our volunteers/team have lived experience of displacement and acquiring English as a second language themselves, with some having been previous attendees of the club who have then progressed in linguistic ability to the level where they are able to support others. In 2024 several of our volunteers went on to paid employment in childcare or education following the experience and confidence gained in their time with us.

Kids United Holiday Club

Our Kids United Holiday club provided 4 days of sessions throughout February, May & October half terms as well as the first week of the summer holidays for children in resettled families in school years 1-6. This club provides a safe space for children to meet other children who are resettled to the UK and access games and activities with the support of our holiday club team.

For families where there is a low level of proficiency in English in the home environment, attending this club provides an opportunity to be with English speaking team and other children during the school holidays, supporting children's linguistic development and integration into school in the UK.

Community Threads

In 2024 we launched a community integration initiative in the form of a sewing club. Women attending this club weekly are provided the opportunity to improve their sewing skills or utilise their existing abilities and skills to teach others in the community. This club provided the opportunity for one resettled individual to utilise their professional skills as a tailor to train and support others in their sewing skills. In December 2024 the group attended local craft fairs where items produced were gifted to members of the public with the option of a donation towards costs.

Pathways Courses and Opportunity

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 includes one to one support with budgeting, tenancy retention and goal setting. Pathways run a variety of courses that aim to give clients skills for work, independence and life. The courses content and activities are organic in nature, with the emphasis on what each group or individual identifies as their priority or need. Pathways work with outside companies to provide employment support and voluntary work opportunities that can sometimes lead to paid roles. 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 run a coffee and connect group as a soft entry point every week which aims to help clients to build a strong community among themselves and has been a key to people really getting involved in what we are doing. We also run a weekly outdoor activities group aimed at increasing mental and physical wellbeing of our client base.

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 Competitive Solutions as we felt we did not have enough internal capacity for the larger grants we wanted to apply to.

KAP seeks to raise funds from Regular and Major Donors, Churches, Schools, Corporate and Community Fundraising. We have seen particular growth in the area of corporate support this year, and due to our location are conducting an increasing number of tours, many of which result in donations being 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 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

We feel in a good and stable place financially at this point and therefore are seeking to see how we best future proof our income and create opportunity for growth. 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, marketing, social media and campaign creating consultancy to help increase our income through these means.
- We are seeking new ways to use our town centre 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. We are looking to see if a further town centre hub would open up further opportunities.

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. This scheme can go ahead when we get funding for it.

Trustees, Governance and Management

The Trustees/Directors of KAP during 2024 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. This includes 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 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 2024 and were regularly consulted and informed on matters of importance. In the year ending 31st December 2024, 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, Head of Outreach and Support Services, Head of Refugee and Migrant Services and Head of Accommodation and Pathways. 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 Casework Manager, ESOL Manager, Finance Manager, Fundraising Manager and the Senior HR Officer. 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 several 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 meets 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/adoption 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 2024 and 2023 is shown below:

	2024	2023
Income	£2,550,083	£1,586,534
Expenditure	£2,235,977	£1,630,362
Surplus/Deficit	£314,106	(£43,828)

Income totalled £2,550,083 in 2024, an increase of 61% compared with 2023. During 2024 there was a surplus of £314,106 compared with a deficit of £43,828 in 2023.

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 2024 should be at least £428k. The current unrestricted (including designated) reserves are £627.7k, well above the amount specified by the policy and this will continue to be monitored during 2025.

Total reserves at the end of the year were £718.4k, £627.7k being unrestricted reserves as noted above. The remaining balance of £90.7k were restricted reserves made up of the following funds: -

Nightshelter fund of £90.7k represents specific donations given towards future emergency accommodation. However, as the provision of emergency accommodation is no longer required in the area where the Trust operates - due to the sufficient existing provision of such accommodation - the Trust will be seeking permission from the Charity Commission in 2025 to reallocate these funds. The intention is to redirect them toward the provision of other charitable services aligned with the Trust's objectives. Subject to approval, the funds will be reassigned as either designated or restricted funds, as appropriate.

Investment Policy

The Trust's policy is to have reserve funds invested such that the total in any one bank or building society is below the £85k guarantee limit provided by the Financial Services Compensation Scheme (FSCS). However, at the year-end, £423k was held with its main banking provider, Unity Trust Bank, thereby exceeding the FSCS protection limit. To mitigate this risk, the Trust will be transferring funds to its existing savings accounts, held with Co-Operative Bank and Shawbrook Bank, and will be exploring savings accounts with other banks in which it can invest to maintain compliance with this policy. 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	Currently on-boarding two more trustees.



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 being revisited in 2025 along with a rebrand. 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	Seeking to upskill staff to work with more complex needs. Looking for funding for restricted eligibility clients. Have opened a different style of move on housing. Increased capacity in pathways and outreach teams. Gained new contract extension for resettlement.

Achievements and Performance

Despite the challenges of 2024, the King's Arms Project (Bedford) finished in a strong financial position. Our monthly expenditure was less than budgeted, and we benefitted from winning The National Lottery Grant, although otherwise income from grants was disappointing in line with the national trend of this becoming a tougher environment. Going into 2025, we have a budget which is designed to increase our reserves and ensure we have designated funds to allowing for a tapering off income from contracts over the next two/three years and build our resilience through other income sources.

In 2024 we were able to work with and support:

Service	2024 Achievement
Helpline	10 Individuals
Street Outreach	109 Individuals
Winter Night Shelter	33 individuals
Supported Accommodation	55 Individuals
Resettlement and Integration Support	381 individuals
ESOL	183 Individuals (48 of which were children)
Pathways	88 Individuals

Our income comes from a variety of sources. We have contracts with the Bedford Borough Council and Central Bedfordshire local council, which in total accounts for the on-going employment and salary costs for 26 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. Our move to the town centre has raised our profile and accessibility, giving us the opportunity to expand our services.

We have negotiated an increase in our housing benefit rates and 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 increase in demand for temporary accommodation, pressures on other support services in the community and the cost of living increases, 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, Moore Kingston Smith LLP who have signified their willingness to act on KAP's behalf, were appointed to KAP by the Trustees on 22nd March 2024.

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: 12th September 2025



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 2024 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 2024, 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.

Jonathan Aikens

Jonathan Aikens

Partner

Date: 25 September 2025

For and on behalf of Moore Kingston Smith LLP
Chartered Accountants and Registered Auditors

9 Appold Street
London
EC2A 2AP



FINANCIAL STATEMENTS 2024

COMPANY NO. 07433621

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2024

INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT

		Unrestricted funds year ended 31/12/24	Designated funds year ended 31/12/24	Restricted funds year ended 31/12/24	Total funds year ended 31/12/24	Total funds year ended 31/12/23
Income	Notes	£	£	£	£	£
<i>Income from generated funds</i>						
Voluntary income						
Donations and legacies		171,508	59,642	1,003	232,153	209,648
Other income/fundraising		-	999	-	999	5,577
<i>Investment income</i>		2,590	-	-	2,590	2,541
<i>Income from charitable activities</i>						
Rent & Housing Benefit		-	602,532	-	602,532	453,063
Supporting People/Rough Sleeper Outreach		-	37,881	-	37,881	8,431
Refugee Support		-	1,455,550	-	1,455,550	562,949
Grants		-	-	218,378	218,378	344,325
Total Income	2	174,098	2,156,604	219,381	2,550,083	1,586,534
Expenditure						
Cost of raising funds		124,515	-	-	124,515	59,225
Charitable activities						
Core Operations		-	-	64,428	64,428	102,018
Outreach		-	92,839	92,842	185,681	119,238
Accommodation		-	486,274	51,104	537,378	584,237
Refugee Support		-	1,144,920	24,492	1,169,412	698,411
Opportunity		-	48,217	106,346	154,563	67,233
Total Expenditure	3	124,515	1,772,250	339,212	2,235,977	1,630,362
Net movement in funds	5	49,583	384,354	(119,831)	314,106	(43,828)
Balance brought forward	5	281,775	-	122,516	404,291	448,119
Transfers between funds	5	(102,781)	14,795	87,986	-	-
Balances carried forward	5 & 10	228,577	399,149	90,671	718,397	404,291

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 2024****COMPANY NO. 07433621**

	Notes	2024	2023
		£	£
Property, plant and equipment			
Tangible assets	6	101,347	108,135
Current assets			
Debtors	7	323,391	230,037
Cash and cash equivalents	8	476,934	156,957
Total current assets		800,325	386,994
Creditors falling due within one year	9	(183,275)	(90,838)
Net current assets		617,050	296,156
Net assets		718,397	404,291
Funds	5 & 10		
Unrestricted funds		228,577	281,775
Designated funds		399,149	-
Restricted funds		90,671	122,516
Total funds		718,397	404,291

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 12th September 2025 and signed on their behalf.

V. Lipski
Trustee

M. Burge
Trustee



STATEMENT OF CASH FLOWS AT 31 DECEMBER 2024

	2024 £	2023 £
Cash flows from operating activities:		
Net movement in funds	314,106	(43,828)
Depreciation	55,296	47,222
Surplus on sale of fixed assets	-	(5,577)
Interest received	(2,590)	(2,541)
Increase in trade and other receivables	(93,354)	(115,070)
Increase / (decrease) in trade and other payables	92,437	(84,642)
Net cash inflow from operating activities	365,895	(204,436)
Cash flows from investing activities		
Purchase of property, plant and equipment	(48,508)	(103,484)
Proceeds from the sale of property, plant and equipment	-	5,577
Interest received	2,590	2,541
Net cash outflow from investing activities	(45,918)	(95,366)
Net increase / (decrease) in cash and cash equivalents	319,977	(299,802)
Opening cash and cash equivalents	156,957	456,759
Net increase in cash and cash equivalents	319,977	(299,802)
Closing cash and cash equivalents	476,934	156,957

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, the amount can be measured, and it is probable the funds will be received.

1.4 Voluntary assistance and donated goods

Volunteers are key to the success of KAP and during 2024 there were over 171 (2023: 115) volunteers giving approximately 5,370 hours of service in 2024 (2023: 2,063). Volunteers provided assistance to KAP including 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 31.12.2024 Total	Year ending 31.12.2023 Total
	£	£	£	£	£	£	£	£	£
Unrestricted Income	171,508	-	2,590	-	-	-	-	174,098	161,164
Designated Income									
OUTREACH									
Rough Sleeper Outreach Service	40,880	999	-	-	37,881	-	-	79,760	64,686
ACCOMMODATION	-	-	-	583,316	-	-	-	583,316	435,019
REFUGEE AND MIGRANT SERVICES	18,762	-	-	19,216	-	1,455,550	-	1,493,528	580,993
Total Designated Income	59,642	999	-	602,532	37,881	1,455,550	-	2,156,604	1,080,698
Restricted Income									
CORE OPERATIONS	-	-	-	-	-	-	64,428	64,428	102,018
OUTREACH									
Rough Sleeper Outreach Service	-	-	-	-	-	-	92,842	92,842	88,399
ACCOMMODATION	-	-	-	-	-	-	-	-	59,000
REFUGEE SUPPORT									
Refugee and Migrant Services	-	-	-	-	-	-	18,341	18,341	5,581
Refugee Care Fund	1,003	-	-	-	-	-	-	1,003	347
OPPORTUNITY	-	-	-	-	-	-	42,767	42,767	89,327
Total Restricted Income	1,003	-	-	-	-	-	218,378	219,381	344,672
Total Income	232,153	999	2,590	602,532	37,881	1,455,550	218,378	2,550,083	1,586,534

During the year 2024 trustees and senior leadership donated £15,462 (2023: £13,882) to the charity. There were not related party transactions in the current or prior year.



3 Total Expenditure

	Staff Costs	Direct Costs	Indirect Costs	Depreciation	Year ending 31.12.2024 Total	Year ending 31.12.2023 Total
	£	£	£	£	£	£
Fundraising & Publicity	59,126	65,389	-	-	124,515	59,225
Designated Expenses						
OUTREACH						
Rough Sleepers Outreach Service	22,486	33,343	25,744	11,266	92,839	30,839
ACCOMMODATION	151,856	280,815	31,420	22,183	486,274	474,133
REFUGEE AND MIGRANT SERVICES	633,997	415,867	76,035	19,021	1,144,920	672,609
OPPORTUNITY	40,022	-	8,195	-	48,217	-
Total Designated Expenses	848,361	730,025	141,394	52,470	1,772,250	1,177,581
Restricted Expenses						
CORE OPERATIONS	44,303	20,125	-	-	64,428	102,018
OUTREACH						
Rough Sleepers Outreach Service	92,023	819	-	-	92,842	88,399
ACCOMMODATION	51,104	-	-	-	51,104	110,104
REFUGEE SUPPORT						
Refugee and Migrant Services	18,341	-	-	-	18,341	5,581
Refugee Care Fund	5,744	407	-	-	6,151	20,221
OPPORTUNITY	75,309	20,641	7,570	2,826	106,346	67,233
Total Restricted Expenses	286,824	41,992	7,570	2,826	339,212	393,556
Total Charitable Expenditure	1,194,311	837,406	148,964	55,296	2,235,977	1,630,362

Included in direct costs is auditor's remuneration of £9,600 (2023: £9,100) plus VAT.

The difference between Staff Costs in the above and Employee Information in Note 4 is £42,080. 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

	2024	2023
	£	£
Salaries	1,001,202	784,115
Social security costs	78,729	59,875
Pension	72,300	58,774
Total	1,152,231	902,764

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

	2024	2023
OPERATIONS		
Management & administration	8	7
Fundraisers	2	2
OUTREACH		
Rough Sleeper Outreach	2	2
WNS Bank Workers	1	0
ACCOMMODATION		
Move on Housing	8	7
OPPORTUNITY		
Pathways	3	2
REFUGEE SUPPORT		
Refugee Support	9	7
ESOL	12	7
Bank Workers	2	4
Total Employees	47	38
Total Full-Time equivalents (FTE)	36.95	29.38

No employee received remuneration of more than £60k in either 2024 or 2023.

Trustee remuneration is in accordance with the Memorandum & Articles of the Trust for services provided to the Trust. Trustee remuneration during the year 2024 was nil (2023: £nil). Trustee expenses were reimbursed to nil (2023: one) Trustee during the year 2024 totalling nil (2023: £15.60) being for the purpose of travel expenses.

Remuneration of key management personnel for the year ended 31 December 2024 comprising the CEO, Director of Services, Head of Operations, Head of Refugee and Services and Head of Accommodation and Pathways totalled £253,776 (2023: £186,627).

Total termination and redundancy costs amount to £nil during the year (2023: £861). £nil (2023: £nil) are included in accruals.



5 Movement in funds

	Opening balance 2024 £	Income £	Expenditure £	Transfers £	Closing balance 2024 £
Unrestricted Funds	281,775	174,098	(124,515)	(102,781)	228,577
Designated Funds					
OUTREACH					
Rough Sleeper Outreach Service	-	79,760	(92,839)	13,079	-
ACCOMMODATION	-	583,316	(486,274)	(46,501)	50,541
REFUGEE AND MIGRANT SERVICES	-	1,493,528	(1,144,920)	-	348,608
OPPORTUNITY		-	(48,217)	48,217	-
Total Designated Funds	-	2,156,604	(1,772,250)	14,795	399,149
Restricted Funds					
CORE OPERATIONS	-	64,428	(64,428)	-	-
OUTREACH					
Rough Sleeper Outreach Service	-	92,842	(92,842)	-	-
Nightshelter Fund	90,671	-	-	-	90,671
ACCOMMODATION	4,603	-	(51,104)	46,501	-
REFUGEE SUPPORT					
Refugee and Migrant Services	-	18,341	(18,341)	-	-
Refugee Care Fund	5,148	1,003	(6,151)	-	-
OPPORTUNITY	22,094	42,767	(106,346)	41,485	-
Total Restricted Funds	122,516	219,381	(339,212)	87,986	90,671
Total movement in funds	404,291	2,550,083	(2,235,977)	-	718,397

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. However, as the provision of emergency accommodation is no longer required in the area where the Trust operates – due to the sufficient existing provision of such accommodation – the Trust will be seeking permission from the Charity Commission in 2025 to reallocate these funds. The intention is to redirect them toward the provision of other charitable services aligned with the Trust's objectives. Subject to approval, the funds will be reassigned as either designated or restricted funds, as appropriate.

Designated funds for Outreach, Accommodation, Refugee and Migrant Services, and Opportunity represent funds received to deliver a contracted service. Any deficit in designated funds is then covered from the unrestricted fund. Any surplus from a designated fund is transferred to unrestricted fund at the year-end except in the cases where contracted services are for a period beyond the end of the current year-end.



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 2024	103,330	158,815	6,780	268,925
Additions	22,806	25,702	-	48,508
Disposals	(1,220)	-	-	(1,220)
Cost at 31st December 2024	124,916	184,517	6,780	316,213
Depreciation				
As at 1 st January 2024	96,967	57,043	6,780	160,790
Charge for the year	11,082	44,214	-	55,296
Eliminated on disposal	(1,220)	-	-	(1,220)
Depreciation at 31st December 2024	106,829	101,257	6,780	214,866
Net book value at 31st December 2024	18,087	83,260	-	101,347
Net book value at 31st December 2023	6,363	101,772	-	108,135

7 Debtors

	2024	2023
	£	£
Trade debtors	147,838	79,313
Accrued income & prepayments	169,339	146,026
Tax credit (gift-aid)	6,214	4,698
Total debtors	323,391	230,037

8 Short term deposits and cash and cash equivalents

	2024	2023
	£	£
Bank accounts	476,934	156,957
Total	476,934	156,597



9 Creditors falling due within one year.

	2024	2023
	£	£
Trade creditors	79,775	30,767
Deferred income	76,305	22,622
Accrued expenses	27,195	37,449
Total creditors	183,275	90,838
Deferred income		
At 1 st January	22,622	112,812
Grants awarded within the year	76,305	22,622
Released to incoming resources for the year	(22,622)	(112,812)
At 31st December	76,305	22,622

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 2024	Total 2023
	£	£	£	£	£	£
Unrestricted Funds	51,193	14,074	213,040	(49,730)	228,577	281,775
Designated Funds						
OUTREACH						
Rough Sleeper Outreach Service	18,136	34,985	(19,706)	(33,415)	-	-
ACCOMMODATION	21,700	42,305	15,110	(28,574)	50,541	-
REFUGEE AND MIGRANT SERVICES	8,322	231,000	139,213	(29,927)	348,608	-
OPPORTUNITY	1,996	1,027	20,695	(23,718)	-	-
Total Designated Funds	50,154	309,317	155,312	(115,634)	399,149	-
Restricted Funds						
CORE OPERATIONS	-	-	7,502	(7,502)	-	-
OUTREACH						
Rough Sleeper Outreach Service	-	-	2,921	(2,921)	-	-
Nightshelter Fund	-	-	90,671	-	90,671	90,671
ACCOMMODATION	-	-	-	-	-	4,603
REFUGEE SUPPORT						
Refugee Care Fund	-	-	-	-	-	5,148
OPPORTUNITY	-	-	7,488	(7,488)	-	22,094
Total Restricted Funds	-	-	108,582	(17,911)	90,671	122,516
Total Funds	101,347	323,391	476,934	(183,275)	718,397	404,291



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 2024	Total 2023
	£	£
Expiring within one year	191,970	150,096
Expiring within two to five years	232,948	200,921
Expiring over five years	-	-
Total	424,918	351,017

12 Pension costs

During the year defined contribution pension costs of £72,301 (2023: £58,774) were paid on behalf of 45 employees (2023: 41) 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 to 19.



**King's
Arms
Project**

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

**Tackling
Homelessness
Isolation
&
Displacement**

kingsarmsproject.org

#hopeforeveryonealways