

**Annual Report**

Homeless Action Resource Project

Charitable Company Limited by Guarantee  
Financial Statements

Annual Report for the year ended 31st March 2025

Company registration No. 04566985

Charity registration No. 1098126

Social Housing Regulator No. 4742

# Contents

3	Reference and administrative details
4-21	Trustees' report for the year ended 31st March 2025
22-25	Independent auditor's report to the members
26	Statement of Comprehensive Income (including income and expenditure account)
27	Statement of financial activities (including income and expenditure account)
28	Statement of financial position
29	Statement of cash flows
30-45	Notes to the financial statements

## Reference and Administrative Details

The Trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31st March 2025

**Registered Charity Name** Homeless Action Resource Project  
**Trading Name** HARP (Southend's Homelessness Charity)  
**Charity Registration Number** 1098126  
**Company Registration Number** 04566985  
**Social Housing Regulator No.** 4742

**Principal Office and Registered Office**  
104-106 High Street  
Southend-on-Sea  
Essex  
SS1 1JN

### Trustees

Alistair Barr (Honorary Treasurer) (resigned 29/09/25)  
Alex Brown (Appointed 24/06/24)  
Iain Campbell  
Lillas Felton  
Ian Martin (Appointed 31/03/25)  
Helen McDonald (Appointed 24/06/24)  
Michael Nevin (Honorary Treasurer from 10/09/25)  
Michael Raffan (Chair)  
Mark Rothman (Resigned 17/06/24)  
Debbie Stanton (Resigned 17/06/24)  
Haroon Siddique  
Peter Thorn  
Yvonne Vickers (Resigned 19/11/24)  
Vanessa Hemmings (Chief Executive)  
Nicolette Bowling (Director of Property Development)  
Agata Elliott (Director of Fundraising and Communications)  
Jacqueline Saxby (Director of Finance and HR)  
Amanda Bristow (Director Operations) (resigned 15/08/25)  
Samantha Cowie MBE (Director Operations) (appointed 11/08/25)

### Key Management

### Auditor

Edmund Carr LLP  
Chartered Accountants & Statutory Auditor  
146 New London Road  
Chelmsford  
Essex  
CM2 0AW

# Chair of the Board of Trustees' introduction

I am pleased to present the Homeless Action Resource Project's (HARP's) Annual Report for 2024/25, which highlights the progress we've made over the past year against the objectives of our five-year strategic plan. Our overarching aim remains clear: to significantly reduce homelessness in Southend-on-Sea and empower people to build more stable, independent lives.

HARP's approach is rooted in a clear and consistent pathway, supporting people from the point they arrive straight from the street, all the way through to living independently in their own accommodation. By embedding this joined up approach, HARP ensures that the right support is in place at each step, with a focus on housing, but also on health, recovery, and long-term wellbeing.

## Evolve, develop and deliver

Over the past year, this approach has continued to evolve, develop and deliver positive outcomes for our residents and service-users. We have expanded our specialist accommodation options, strengthened our community recovery services, invested in and established a prevention team, and helped more people to move on from homelessness for good. Our teams have supported individuals across Southend-on-Sea, to gain skills, rebuild relationships, and access opportunities such as employment.

These results reflect the ongoing commitment of our staff, volunteers, partners, funders, supporters and individuals using our services. On behalf of the Board of Trustees, I would like to thank everyone involved for their contribution.

## Increasing housing options

Looking ahead, we are focused on deepening early prevention, increasing housing options, and ensuring our services continue to respond to local need. We remain committed to our mission and to working in partnership to make long-term change possible.



**Michael Raffan**

Chair of Trustees  
HARP Southend

# Trustees' report for the year ending 31st March 2025

## 1. Purpose

HARP (Homeless Action Resource Project) exists to reduce homelessness and support people in rebuilding their lives. HARP provides a comprehensive pathway of support that helps individuals move from street homelessness or a housing crisis into stable, independent accommodation. Our services aim not only to meet immediate housing needs but also to address the underlying causes of homelessness through tailored, trauma-informed support focused on recovery, health, skills development, and social inclusion.

## Key Achievements in 2024/25

During the reporting period, HARP delivered a broad range of services aligned with our core purpose:

- Provided supported accommodation to over 400 individuals across a diverse portfolio of services.
- Achieved a 54% positive move-on rate to independent living, which is above the sector average.
- Supported over 300 individuals previously unknown to HARP through the Prevention and Move-On team, contributing to local efforts to reduce rough sleeping and prevent people falling into homelessness again.
- Delivered over 600 recovery group sessions to help people out of homelessness.
- We helped 423 people get access to health care services, from GP appointments to mental health support and dentistry, showing our commitment to holistic care.

- Expanded our specialist accommodation provision with the opening of Crowstone Manor (for people with long-term rough sleeping histories), to 23 new supported bed spaces across the city. Whitefriars (a dedicated service for women needing intensive support), and Ashburnham, a home just for women to step-down and into more independence.
- We increased the number of emergency beds by opening Bradbury Mansions, giving 23 more people a safe place to stay by offering 23 additional bedspaces.
- We achieved 100% tenancy retention in our Housing First Project, with all nine residents successfully maintaining their homes – a strong sign the model is working.
- We introduced Specialist Support Worker roles and expanded training for our teams in trauma-informed care – helping us better support people with complex needs in trauma informed practice.



# Our year in numbers

Thank you so much for your support. With your help we

**400**  
People

now in accommodation and recovering from homelessness

**300**  
People

supported through homelessness prevention service

**423**  
Residents

supported in accessing vital healthcare

**952**  
People

supported in 2024/205

**107,869**  
Nights

of rough sleeping avoided thanks to support provided across all services

**5,722**

Hot Breakfasts

served to people who have slept rough



## Challenges and Future Priorities

The organisation continues to operate within a challenging external environment, including pressures on housing availability, increased service demand, and reduced statutory resources. HARP's key priorities for the coming year include:

- Reducing accommodation void times and arrears across services.
- Expanding early intervention and prevention capacity.
- Enhancing the use of assistive technology and data systems to improve efficiency and evidence impact.
- Growing independent move-on options and partnerships to support long-term housing outcomes.
- Strengthening workforce wellbeing, reflective practice, and trauma-informed delivery.

Despite the challenges, HARP remains committed to delivering high-quality, person-centred services that enable people to leave homelessness behind for good.

## 2. Context and Need

### Operating Environment

In 2024/25, Southend-on-Sea continued to experience significant economic and social pressures that affect housing stability. The national cost-of-living crisis has exacerbated financial hardship for many, while rental prices in the private sector have increased beyond Local Housing Allowance rates, limiting affordable housing access. Nationally, the number of households in temporary accommodation reached a record high of over 117,000 in early 2024 (Department for Levelling Up, Housing and Communities, 2024). At the same time, local authorities are operating under tighter financial constraints, reducing the availability of prevention resources and statutory housing support.

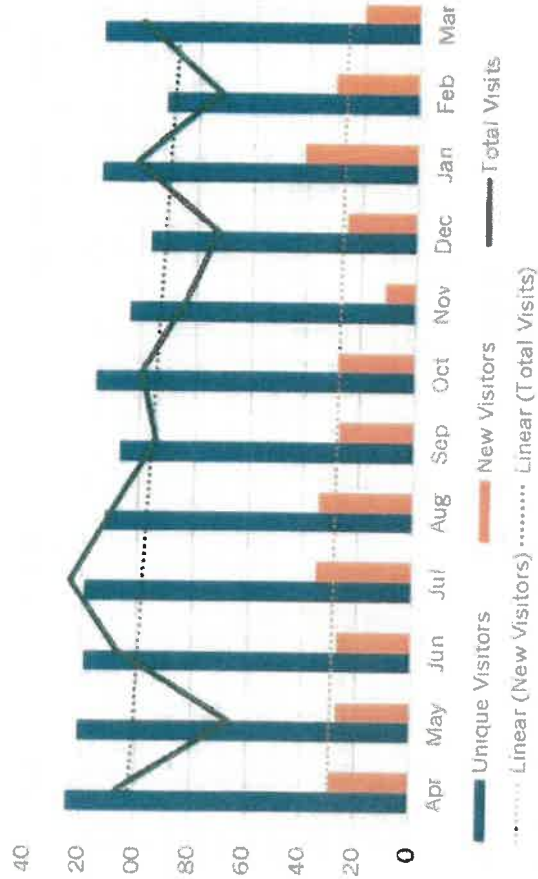
## Homelessness Trends in Southend

- **Rough Sleeping:** The official autumn 2024 snapshot identified 35 individuals sleeping rough in Southend-on-Sea (Southend-on-Sea City Council, 2024). This figure represents a persistent challenge despite multi-agency responses and reflects ongoing housing pressures in the region.
- **Day Centre Presentations:** HARP's Bradbury Day Centre continues to experience steady levels of attendance, reflecting sustained need. While overall visits have reduced slightly, the number of first-time visitors has remained consistent, suggesting a continued inflow of individuals experiencing crisis.
- **External Referrals:** Referrals into HARP services from statutory agencies -including probation, hospital discharge teams, and mental health services have increased over the year. This indicates growing complexity in the need of our service users and wider system reliance on voluntary sector intervention.

- **Complex Needs and Demographic Shifts:** A high proportion of HARP clients present with co-occurring mental health and substance misuse issues, histories of trauma, and social exclusion. Notably, there has been a rise in younger clients aged 25 and under (overrepresented compared to the general population) and an increase in women accessing our services (HARP, 2025). These shifts require responsive, tailored support offers, particularly in gender-informed and youth-specialist provision. 75% of those we helped had a connection local to Southend, with 17% holding a local connection to Essex and Greater London.

## Monthly Day Centre Attendance Breakdown

Total visits to the Day Centre have trended downwards this year, but the rate of new visitors has remained steady.



## Age

According to the 2021 Census of Southend, 25 & Under is the most overrepresented age group amongst HARP clients. The General population percentage being closer to 12%.

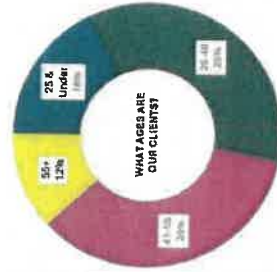


Figure 1. A pie chart showing the current ages of HARP's clients

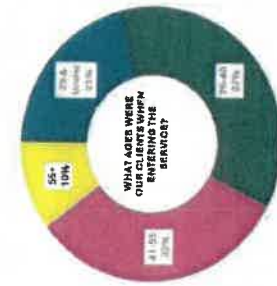


Figure 2. A pie chart showing the size of the different age groups amongst HARP's clients

## Where Are our Clients From?



Almost 75% of our clients were previously under Southend City Council, and a further 17% come from neighbouring authorities in Essex and London.

## Assessment of Ongoing Unmet Demand

Despite the delivery of strong outcomes, demand for services continues to outpace provision in several key areas:

- Affordable Housing Availability:** There remains a critical shortage of suitable, affordable housing for individuals ready to move on from our supported accommodation. This prolongs stays at HARP and restricts flow through the system.
- Specialist Support Capacity:** While new services have been developed, the need for psychologically informed environments, complex needs support, and step-down accommodation remains high.
- Prevention and Early Intervention:** Although HARP has expanded its prevention and resettlement services, capacity is limited in relation to the scale of need across the city. Further investment in upstream services is essential to reduce future homelessness.

Tackling these challenges will require sustained collaboration between the local authority, health and justice partners, housing providers, and the voluntary sector. HARP works closely with a range of external partners in the course of our work with the aim of collaborating to provide improved outcomes for individuals using our services.

## 3. Progress Against Strategic Aims

### Strategic Aim 1: Reduce the Need for Rough Sleeping in Southend

This year, HARP significantly expanded its capacity to support individuals directly from the street with Single Homeless Accommodation Programme (SHAPS) funded services, our **Bradbury Mansions** service adding to existing units both in terms of number of bed spaces and quality of accommodation. A second SHAPS funded service was launched, with **Crowstone Manor service**, a purpose-designed eight bed service for entrenched rough sleepers, marking a key milestone in our commitment to accommodation with support rooted in trauma informed care.

Alongside this, our **overall bed space capacity** grew through the addition of three high-quality intensive support properties and the continued success of our Housing First programme. HARP now offers **321 bed spaces, with a roughly equal split between owned and leased stock**, improving flexibility and long-term sustainability. Building increased and stronger relationships with landlords, including private and housing associations, has been a priority for HARP this year. This work has enhanced both the volume and quality of available properties and reduced reliance on single-site provision. These changes have contributed to smoother move-on transitions and more housing choice for service users at different stages of recovery.

### Strategic Aim 2: Develop and Deliver Services Supporting Long-Term Recovery

HARP's Pathway Model continues to evolve, providing consistent and coordinated support from first contact, through to independent living. Our model is now supported by a clearer internal structure and improved alignment between our teams in Direct Access, Supported Housing, and Floating Support Services.

To ensure we can measure our impact and plan, we have begun to introduce new data capture tools and are developing a more comprehensive evidence base. This includes enhanced KPI tracking, a move-on directory, and the piloting of AI tools to support case working and reduce admin time and enable more direct support. We have further invested in expanding our Data Team to enable the renewed focus on measuring our impact to be fully resourced.

**Our Housing First service** maintained 100% tenancy retention this year, with long-term residents progressing into volunteering, family reconnection, and employment. Our Floating Support service was fully staffed, embedding a more structured, empowering approach. The Prevention and Move-on Team supported over 300 individuals, achieving 18 positive move-ons within just six months.

We know that providing housing is not enough to break the cycle of homelessness, so this year we have increased our investment in our meaningful activity and employability programme. To reflect the wide range of holistic support and solutions we are offering in this area, this year we've renamed the area of work to the 'THRIVE' team. This stands for Therapeutic, Health, Recovery, Innovation, Vocation and Education. Across the organisation, we delivered 660 group sessions in total, with 210 group sessions in Q4 alone and with 145 unique residents attending 792 times.

Activities included music therapy, budgeting, cooking, digital literacy, and peer-led workshops, contributing to recovery and life readiness.

### Stay Duration By Service

Direct Access has the shortest stays, whereas Floating Support & Bluebird Walk have the longest. Floating Support & Bluebird Walk is the service where external factors (housing prices, waitlists etc.) pose the largest impediment to move-on.

Stay Duration By Service

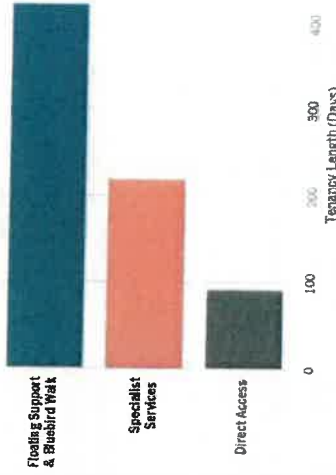


Figure 5 A bar chart displaying the average duration of stays within each HARP's services (measured in days per tenancy)

### Strategic Aim 3: Invest in and Strengthen Our Workforce

This year we prioritised workforce development and resilience. We introduced Specialist Support Worker roles across services to embed expertise in trauma, mental health, and substance misuse. This has strengthened front-line delivery and supported internal knowledge sharing. Staff retention and wellbeing remained a key focus. We delivered regular supervision and ensured new starters had structured inductions. We launched a new corporate access to clinical debriefs led by psychologists particularly within complex needs services.

Staff surveys and feedback reflected a strong sense of support and satisfaction. We consulted on the structure and launched a revived staff panel with representatives from the frontline across all areas of the organisation. Trustees who can attend as invited guests.

The panel meet regularly and both, minutes from the meetings, and executive responses are shared space with all, including the board.

We began the process of being accredited by Investors in People, with a survey and discussion groups being independently hosted by our IIP assessor. Recommendations from that initial assessment are being taken forward into 25/26's action plan for roll out.

We also undertook initial benchmarking of pay and reward structures, laying the groundwork for a review of HARP's wider employment offer to support retention, equity, and progression opportunities. We continue to strive to improve pay on the front line and pay above the median rate for social care and support in the local area.

### Strategic Aim 4: Enhance Community Connections

HARP continued to build strong partnerships across Southend and beyond. We have worked closely with Southend-on-Sea City Council, NHS partners, local colleges, and voluntary sector agencies to co-design better responses to homelessness and recovery.

Our THRIVE team played a key role in fostering local relationships, with visible, co-produced projects helping integrate residents into the community. Examples include art exhibitions, community gardening, and local fundraising events such as the Macmillan Coffee Morning at Whitefriars. We also saw growth in our corporate and community supporter base, with new relationships formed to support our recovery activity, group facilitation, and fundraising.

These partnerships have not only improved our reach but also enriched the lived experience of those using our services. Looking ahead, the development of an integrated hub model is in progress, aiming to bring together services, activity space, and community engagement under one roof. This model will support early intervention and sustained recovery while further embedding HARP within the wider fabric of the Southend community.

### 4. Organisational Strength and Resilience

We recognise that delivering consistent, high-quality services requires a robust and resilient organisational foundation. Throughout 2024/25, we have taken significant steps to improve financial sustainability, strengthen governance, and invest in the systems and infrastructure that underpin our frontline work.

#### Financial Sustainability and Fundraising

Improving cost recovery across our services remained a core priority this year. We continued to align our housing-related support services with eligible Housing Benefit (HB) funding, ensuring better tracking of chargeable costs and reducing our reliance on unrestricted funds for core service delivery. This included clearer separation of HB eligible and ineligible charges and more effective use of data to forecast income and recoverable expenditure.

Alongside improvements in cost recovery, we've made strong progress in diversifying our income streams. Our fundraising reach has grown significantly, generating over £1.4 million through a broad mix of activities, including substantial support from leading Trusts and Foundations. To build on this momentum, we've strengthened our Fundraising and Communications Team, bringing in specialist digital expertise that helped deliver a record-breaking Christmas campaign raising over £218,000. We've also expanded our capacity in Trusts and Foundations, enabling us to further capitalise on new funding opportunities.

## Financial review

Our surplus for the year ended 31<sup>st</sup> March 2025 was £722,153. As part of the regular revaluation of HARP-owned properties, a write-down on revaluation of £732,114 was taken to the income and expenditure account, resulting in an overall deficit of £9,961 for the year. Total funds at the end of the year were £6,393,270. Of this, £10,447,249 represented the property value of accommodation which HARP provides for the homeless. Our principal funding source is from housing income (see note 6 in the financial statements), and this is used to run and maintain HARP's high standard of housing stock for people experiencing homelessness. This income allows us to provide the support our residents need to enable them to move towards independent living and a healthier lifestyle. We also receive grant funding (see note 6 in the financial statements) which allows us to provide additional specialist support for particularly vulnerable and at-risk homeless individuals.

Freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in June 2024 using the 'existing use' valuation method for the majority of the properties in the portfolio. The exception to this is the Bradbury Day Centre which has been valued on a market value basis to represent its true and fair value to the charity.

## Reserves statement

As part of the Charity's overall management of risk, the Trustees' financial strategy is to ensure there is diversification in HARP's sources of income. The plan is to achieve this via a combination of public sector funded income from housing benefit and capital/revenue grants, funds from voluntary sources such as fundraised income from events and donations, an expansion of our charity shops, all topped up with income generated from HARP's charitable activities.

It is the aim of the Trustees to ensure that HARP has sufficient funds to:

- Enable the Charity to continue its operations in any short-term absence of income
- Allow it to continue to develop the services it can offer to the homeless
- Provide seed-corn funding when required for property redevelopment programmes.

HARP's financial position remains strong, with year-end reserves of £6,393m (2023/24: £6,403m). Of these, £2,058m are unrestricted (2023/24: £1,577m). Cash levels were £971k at the year end (2023/24: £650k). A large proportion of the Charity's income is guaranteed, subject to demand, and with the Charity being almost at full capacity, this income will continue to support the outgoings. The adequacy of free reserves has been reviewed by the Trustees and is monitored throughout the year through the Finance Sub-Committee.

The Trustees are confident in the organisation's underlying financial health. We estimate that the property portfolio holds approximately 20% more value than is currently reflected in these accounts, as our freehold property is currently valued on an economic use basis rather than open market value. In the meantime, the charity continues to operate on a sustainable footing with strong income streams and no impact on service delivery or commitments to beneficiaries.

## Events after the reporting period

HARP exchanged on the purchase of Ann Terry House, 104-106 High Street, Southend-on-Sea SS1 2NJ. Completion of the purchase will take place 10 working days after completion of the works at the property as certified by SKArchitects. The purchase price is £1, and the anticipated completion date is October 2025. This represents a significant donation which will be recognised in the accounts in the year ended 31<sup>st</sup> March 2026.

HARP purchased Whitefriars for £750,000 from our existing landlord on 16<sup>th</sup> May 2025: a dedicated service for women needing intensive support.

On 9<sup>th</sup> September 2025 HARP exchanged contracts to sell its property at 117 York Road for £530,000.

## Pay policy for senior staff

The Directors of the Company are also the Charity's Trustees. All Trustees give up their time freely, and no Trustees received remuneration in the year.

The Executive Management Team (EMT) comprises the key management personnel of the Charity in respect of managing and operating HARP on a day-to-day basis. The pay of the EMT is reviewed annually, as for other HARP staff, subject to the approval of the Trustees and following performance appraisal. In view of the nature of the Charity, the Trustees' policy is to seek to match HARP staff pay levels with those of competing employers within its sector.

## Fundraising

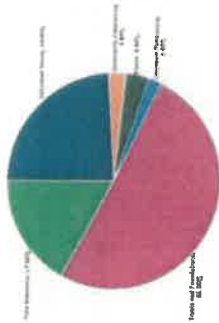
In 2024-2025, we focused on diversifying our income by investing in digital fundraising, Trusts and Foundations, and corporate engagement. As a result, we secured a total income of £1,411,023, representing a 68% increase compared to the previous financial year. Despite a challenging fundraising landscape, we exceeded our targets, generating more income than anticipated, particularly from individual donors and Trusts and Foundations.

We were also honoured to be selected as the Mayor of Southend's Charity of the Year, alongside the Jude Harvey Foundation. This opportunity raised HARP's public profile and deepened our engagement with the local community, giving us a platform to share the impact of our work.

## Breakdown of Funds Secured in 2024-2025

- Individual giving 24%
- Community Fundraising 2.6%
- Events 3.6%
- Corporate Fundraising 1.8%
- Trusts and Foundations 51%
- Food donations 17%

Sources of Report



## Supporting Strategic Aim 1: To reduce the need for rough sleeping in Southend

Thanks to the generosity of donors and the local community, who contributed over £451,000 through various initiatives and events, we continued to deliver vital frontline support. A key highlight was our Christmas Appeal, which raised £218,000 in unrestricted funds, marking a 110% increase compared to the previous year (£103,812). Much of this income supported services for people sleeping rough, particularly through our Bradbury Day Centre.

## Food donations

We continue to be incredibly grateful to the local community that donates food to HARP. We estimate that the value of food donated is approximately £234,000 for 2024/25 (2023/24: £275,000). We have included this amount in our donations and in the food expenditure costs for 2024/25.

## Supporting our strategic Aim 2: To develop and deliver services supporting long-term recovery

Our focus on Trusts and Foundations enabled us to launch several key initiatives, including our first Employability Programme, now a core part of the THRIVE offer. We also secured capital funding for major projects such as HARP & Soul Hub, Bradbury Mansions, and Crowstone Manor, as well as for expanding Meaningful Activities, another component of THRIVE. These developments directly support our aim to deliver services that promote long-term recovery from homelessness.

## Supporting Strategic Aim 3: To enhance community connections

Throughout the year, we deepened our community connections, particularly through work with local schools involved in campaigns like Harvest Festival, Have a Heart for HARP, and HARP24. We also shared the impact of our work at events, talks and our annual Fundraising Gala, which helped grow our supporter base and volunteer engagement.

## Volunteering

Our volunteer programme expanded significantly. We now have over 100 regular volunteers, up from 74 the previous year. In addition to ad hoc volunteers, service users and community members actively contributed to service delivery and development. Initiatives like Take HARP, a community action day, laid the groundwork for further volunteer-led programmes.

## Charity shops

We increased charity shops' income by 39% in 2024-2025. HARP's shops have shown strong improvement, driven by innovation and efficiency. The Leigh Broadway Media Shop led performance, while other locations benefited from strategies such as £1 trails, trialling platforms like Vinted, and improved stock management.

14

HARP annual report 2024/25

## Governance and System Improvements

Following on from our 2023/24 strategic governance priorities, this year we introduced further enhancements to our internal systems and oversight processes.

These include:

- Strengthened risk management frameworks, with more regular reviews and clearer escalation procedures.
- Updated complaints, safeguarding policies and GDPR compliance mechanisms, aligned to best practice and renewed regulatory compliance.
- Progress in making improvements to data quality and monitoring systems to support better operational insight and accountability.

Board development has remained a focus, with the recruitment of two new Trustees. Trustees have also participated in training and strategic planning workshops to support ongoing leadership and scrutiny. This ensures HARP remains not only compliant with its statutory obligations but proactive in its governance responsibilities.

## Infrastructure and Operational Investments

We have continued to invest in infrastructure to ensure that our systems and environments are fit for purpose. Highlights from this year include:

- Additional investment in our team and upgrades to our IT systems, including the piloting of AI tools to reduce administrative burden and increase time for direct client work. The roll out of laptops for clients, fast speed fibre Wi-Fi in services and refreshed equipment in services. Investing in our staff team and upgrading our IT systems directly strengthens the quality and accessibility of our services. By piloting AI tools to reduce administrative burden, staff can dedicate more time to direct client support, ensuring that people experiencing homelessness receive the personalised, timely care they need.

This shift enhances efficiency, reduces waiting times, and ensures that every pound of public and charitable investment achieves greater impact in the community.

- Alongside this, providing clients with laptops, installing fast-speed fibre Wi-Fi, and refreshing equipment across services will help bridge the digital divide for people who are often excluded from online opportunities. Access to reliable technology opens doors to employment, training, health services, and reconnection with family and community networks. In this way, the investment not only improves the effectiveness of frontline services but also promotes long-term independence and recovery, delivering a wider public benefit by reducing reliance on crisis services.
- Property investments that reflect our commitment to high-quality, trauma informed environments across our sites, including at Crowstone Manor, Queens Road, Elmer, Stromness and Ashburnham.
- Improvements to operational systems, including more streamlined HR, finance, and maintenance processes, to better support frontline staff.

Together, these actions have enhanced HARP's organisational resilience, ensuring we are well-positioned to respond to emerging challenges, sustain delivery, and scale our impact across the remaining life of the current five-year plan.

Partnerships with donors such as CAMA, The Pyramid Centre, and Gilbert & Rose were vital, with new clothing bins helping to improve donation flow. Volunteer training and engagement were key to sustaining shop operations.

## Thank you to our funders

We are sincerely grateful to our generous supporters and funders:

All Terrain Mobility, B&Q Foundation, Basildon Crematorium, CAMA, C2C, Charity Bank, Edmunds Construction, Essex Community Foundation, FPGuiver & Sons Ltd, Finish Line Fund, Garfield Weston Foundation, Gilbert and Rose, IPECO, Lockton Charitable Association, Olympus Keymed, ROSCA, S. Stibbards & Sons, Sainsbury's Good Food for All of Us Community Grants, SAVS, Souter Charitable Trust, Sport England, Suez Recycling Ltd, The Fowler Smith and Jones Trust, The Pyramid Centre, The Screwfix Foundation, The Story of Christmas, The Wolfson Foundation, UK Shared Prosperity Fund.

## Fundraising Regulator

HARP is registered with the Fundraising Regulator and is committed to best practice in all our fundraising activities. We follow the Code of Fundraising Practice, including its requirements for working with vulnerable individuals.

All members of the Fundraising Team have completed mandatory safeguarding training for adults and children. We ensure GDPR compliance by regularly reviewing our supporter consent options and privacy statements.

There were no identified breaches of the Code of Fundraising Practice in 2024-2025. Our adherence to the Code helps us safeguard the public from unreasonable or unwanted fundraising approaches, with a clear focus on protecting vulnerable people.

## 5. Impact and Outcomes

At HARP, we are committed to delivering services that not only respond to immediate crisis but also support long-term, sustainable change. Our impact is measured through a combination of key performance indicators, service-level outcomes, and feedback from those with lived experience of homelessness.

### Public Benefit

The Trustees continue to pay due regard to the Charity Commission's guidance on Public Benefit when deciding what activities the Charity should undertake. HARP's work creates impact not only for individuals experiencing homelessness but also for the wider community by improving wellbeing, reducing pressure on public services, and helping Southend become a fairer and more inclusive place to live.

In 2025/26, our public benefit will be realised through:

- **Emergency provision** – food, warmth, and shelter for those in immediate crisis.
- **Stability and recovery** – short-term accommodation and tailored support to help people stabilise, recover, and to rebuild their lives.
- **Innovative housing solutions** – long-term homes, Housing First options, and creative approaches to self-contained housing, designed to meet diverse and complex needs.
- **Advice and advocacy** – practical tenancy rescue, welfare rights, and housing advice, preventing homelessness before it starts.
- **Skills, training, and employment support** – equipping people with the confidence, resilience, and opportunities they need to thrive independently.
- **Targeted outreach** – reaching people on the streets, building trust, and connecting them into the right support at the right time.

By embedding psychologically informed and strengths-based approaches, we are not only reducing rough sleeping but pioneering models of prevention and recovery that bring long-term benefit to the whole community.

Our ambition is to be at the forefront of tackling homelessness in the UK, demonstrating that with the right partnerships, investment, and vision, it is possible to create lasting change. Together, these commitments underline HARP's role as both a safety net and a springboard, we are aiming to protect those in crisis while innovating to make homelessness a thing of the past.

While levels of rough sleeping in Southend continue to grow, we have refocused how we manage the need with our beds providing a pathway. We have 68 (direct access) beds available straight from the street. We have directed considerable resources into the redevelopment of our Acorn properties, relaunching Bradbury Mansions at the start of the new financial year 2024/25. We have refined our plans for 2024/25 to focus on consolidating and evaluating our model / pathway approach. This was a high priority in our Corporate Business Plan for 2024/25.

### Key Performance Indicators

In 2024/25, HARP tracked and reported against a range of operational and outcome-based KPIs. These include accommodation occupancy, positive move-on rates, engagement in recovery activities, and access to health, employment, and community resources. Our internal dashboards and new data systems have improved our ability to understand trends, identify gaps, and demonstrate the value of our work to partners and funders.

### Headline Outcomes

Single Figures	481
Total Number of People in Need	481
Nights of Rough Sleeping Prevented by Other Agencies	26,916
Nights of Rough Sleeping Prevented by All Agencies	157,416
Total Clients 2024/2025	143
New Clients	111
Hot Breakfasts Served to people who have slept rough	6722

### User Feedback and Lived Experience

We have begun to consult with service users through exit interviews, group feedback sessions, and co-produced activities. Clients report that feeling "listened to" and "treated with respect" are key factors in their engagement and sense of progress. Many describe HARP as "the first place where I felt safe," and "a space where I've started to believe in myself again."

One service user, who was previously sleeping rough for over a decade, moved into Crowstone Manor. After receiving support to access health services, he was fitted with a prosthetic arm and began attending creative workshops and gym sessions. He now volunteers in a local garden project and is actively working toward his own tenancy.

Another client, supported by the Prevention and Move On team, was successfully relocated from Southend to Hull with tailored support. He has remained in contact with the team, reflecting the continued trust and stability HARP built during his time in service.

These stories remind us that our work is not just about accommodation - but about creating opportunity, restoring confidence, and supporting people to rebuild their lives on their own terms.

- Over 300 individuals were supported through our Prevention and Move-On Team.

- 54% of clients who moved on from HARP accommodation progressed into independent housing (private rented, social housing, or personal ownership).

- 423 people were supported to engage with health services including GP access, mental health support, and dental care.

- Our **Housing First programme** maintained **100% tenancy retention**, with residents achieving personal milestones including volunteering, family reconnection, and re-entry into education.

- Our Employment, Training and Education Programme (part of THRIVE), which ran for nine months in its first year, exceeded nearly all of its targets, these included:
  - » **100 career conversations** were delivered across services.
  - » **42 participants** completed in-depth assessments and coproduced action plans.
  - » **21 residents** attended inhouse training sessions; 10 entered volunteering or work placements, including education (13.6%), volunteering (50%), and employment (36.4%).

The programme offered digital skills courses, financial literacy training, creative engagement through art, and one-to-one employment support. Microgrants played a vital role in reducing practical barriers to work, funding essentials such as ID, workwear, travel, and digital access.

One resident, previously long-term unemployed, passed his driving theory test and entered parttime work with support from the ETE Coordinator. Another, facing digital exclusion, completed a smartphone training course and was provided with a device and a year's data enabling ongoing connection to services and job search tools.

## Plans for future periods

HARP's vision is to work together with our community to ensure that nobody is forced to sleep rough in Southend-on-Sea. Our mission remains clear: to end the need for rough sleeping by transforming the lives of those we support, providing people with the foundation for change. We offer emergency accommodation options and support tailored to people's needs. We build lasting, restorative relationships, shining a light on each individual's strengths. We empower people to move away from rough sleeping for good.

In 2025/26, we will continue to deliver on the ambitions of our five-year strategy, which is built around four pillars: reducing rough sleeping, supporting long-term recovery, investing in our workforce, and strengthening our connection with the community.

Our priorities for the year ahead include:

- Opening our new Homeless Prevention Hub, a bold step in shifting the focus from crisis response to early intervention, ensuring more people are supported before they reach the street.
- Implementing new data capture and analysis tools, enabling us to measure impact with greater precision, strengthen accountability, and use insight to drive service innovation.
- Evaluating our pathway approach and outcomes, testing the effectiveness of our model and making adjustments to meet the complex and changing needs of our community.
- Delivering the outcomes required by our grants and commissioned contracts, ensuring we meet our obligations while maximising flexibility to respond to new challenges.
- Expanding prevention and move-on options, from Housing First to self-contained and shared housing models, to create more personalised pathways out of homelessness.
- Investing in our workforce, equipping staff with the tools, training, and reflective practice they need to meet rising demand and increasing complexity with confidence.

- Building resilience and sustainability, through new partnerships, diversified income, and deeper community engagement.

Together, these plans will ensure that HARP continues to provide high quality services today while building the foundation for our vision for a future where homelessness in Southend is rare, brief and non-recurrent.

## 6. Risk and Future Focus Strategic Risks and Mitigation

Key risks currently include:

- **Housing Availability:** Limited access to affordable housing continues to affect move-on rates and increase service pressures. We are mitigating this through landlord diversification, investment in longer-term step-down provision, and developing stronger partnerships with local housing associations and landlords.
- **Financial Sustainability:** Rising operational costs and uncertainty in the public funding landscape present an ongoing risk. In response, we have strengthened cost recovery systems, improved financial forecasting, and are expanding income from corporate and community fundraising. We are carrying out a full review of HARP's treasury governance in 25/26.
- **Workforce Capacity and Retention:** Recruitment and retention in the social care sector remain challenging. We are responding through workforce investment, clearer career pathways, improved wellbeing support, and benchmarking of pay and reward structures. We are planning to continue investment in training and growing our workforce.
- **Data Quality and Compliance:** Inconsistent data capture impacts service planning and accountability especially in the tighter regulatory framework that we are working within. Mitigation includes improved system training, investment in new tools, and closer oversight through service audits and reporting dashboards.
- **Reputational and Regulatory Risk:** As a high-profile charity and registered provider of social housing delivering essential services, we maintain strong compliance frameworks around health and safety,

safeguarding, GDPR, and governance, with routine reviews at board level.

- In addition, we have a crisis communications and stakeholder plan in place to support the management of external reputational risk.

### External Factors to Monitor

We will continue to track:

- Shifts in the national homelessness funding landscape and potential changes in local commissioning.
- Changes in local and central government, devolution Southend City's role in a new era of politics. We currently operate within an area that is a priority devolution area.
- The changing impact of economic pressures on housing affordability and cost of living.
- Local demographic, social and health trends that influence demand for trauma-informed and specialist services.

HARP remains focused on adapting to external change, protecting our capacity to support Southend's most vulnerable residents, and delivering sustainable term solutions to homelessness. We continue to be ambitious for the community and committed to enhancing our role within it.

### Forward Priorities for 2025/26

In the next financial year HARP will focus on several strategic priorities:

- **Digital Transformation:** Further rollout of assistive technologies improved internal systems, and better data capture to evidence outcomes and streamline operations.
- **Accommodation Growth:** Continuing to improve the quality and availability of supported and move-on accommodation, aligned with local need.
- **Funding Diversification:** Expanding unrestricted income, major donor cultivation, and grant development.
- **Integrated Hub Model:** Progressing plans for a centralised service and community hub, co-locating support, recovery, and activity provision in a new High Street location.

## 7. Structure, governance and management

### Governing document

The Charity is controlled by its governing document, the Memorandum and Articles of Association, and is a company limited by guarantee, under the Companies Act 2006. HARP is also a Registered Housing Provider, and consequently regulated by the Social Housing Regulator.

### Organisational structure

The Charity is governed by its Trustees, who are selected to provide a broad base of expertise in social welfare, legal matters finance, human resources, homelessness and charity administration.

Trustees meet regularly and meetings are hybrid depending on availability of Trustees. The Trustees have chosen to exercise much of the Charity's governance and oversight via the following sub-committees:

- Premises Committee,
- Finance Committee,
- Fundraising and Communications Committee
- As well as the recently restructured Operations Committee and People Committee. The Operations Committee includes service-related H&S and oversight of the organisational risk register.

The day-to-day operating decisions of the Charity are delegated via a Scheme of Delegated Authority to the Chief Executive Officer, who reports directly to the Trustees via the Chair.

New Trustees are recruited according to their relevant skills, expertise and the sympathy they demonstrate towards the plight of people finding themselves homeless. Prospective Trustees attend one or more Trustee meetings (including a Sub-Committee) in addition to being interviewed by a panel of Trustees, prior to being appointed. Trustees attend an induction programme following their appointment, and all Trustees are offered suitable training opportunities according to their needs.

## Risk management

In accordance with Accounting and Reporting by Charities (Charities SORP FRS 102), the Charity carries out regular risk reviews.

As part of these, the Charity has (and will continue to):

- reviewed its financial control system to protect its assets and help to prevent fraud and other irregularities
- reviewed all relevant regulations with regards to the conduct of its principal activities
- ensured that regulations governing employment law and taxation are complied with
- continuously monitored Health and Safety risks for its staff, volunteers and clients, especially with regards to the inherently difficult nature of the work of frontline staff in particular, due to the sometimes-chaotic behaviours exhibited by the Charity's more complex clients
- reviewed its information management systems to ensure compliance with the data protection regulations known as GDPR
- implemented other risk management measures as appropriate, including insurances where available, to help mitigate those risks which cannot be eliminated entirely
- appointed expert health and safety consultants, human resources or individuals, to advise the Charity and the Trustees as and when required.

The Trustees believe the greatest potential risks facing the Charity to be:

- Its ability to continue to provide high quality services with the need to balance the safety of staff and volunteers with achievement of HARP's core charitable objective of meeting the needs of Southend's homeless people.
- Access to longer term revenue funding beyond the lifetime of the three-year SHAPS revenue grant.
- Fundraising ROI.
- Move towards regulating supported living and hostel sector leading to increased costs for staff training.
- Rising sector wages impacting recruitment and retention levels.
- Rising interest rates impacting existing / future borrowing.
- Increased rates of homelessness due to rising poverty and the cost-of-living crisis, and reduced funding available to the government.
- The continued shortage of suitable affordable quality accommodation within the local vicinity.
- The relatively small size of the Charity's staffing, constraining opportunities for segregation of duties, and resulting in over-reliance on individuals for key tasks such as preparing payroll.

### Trustees' responsibilities statement

The Trustees (who are also Directors of HARP for the purposes of company law) are responsible for preparing the Trustees Annual Report (including the Strategic 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 Housing SORP 2018;
- 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.

### Auditor

Each of the persons who is a Trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the Charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a Trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

The Trustees' annual report was approved on 29th September 2025 and signed on behalf of the board of Trustees by:

**Michael Raffan**

Trustee



**Mike Nevin**

Trustee



# Independent Auditor's Report to the Members of the Homeless Action Resource Project

Year ended 31st March 2025

## Independent Auditor's Report to the Members of Homeless Action Resource Project

**Opinion**  
We have audited the financial statements of Homeless Action Resource Project (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of comprehensive income, the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025, and of its 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, the Housing and Regeneration Act 2008 and the Accounting Direction for private registered providers of social housing in England 2022.

### 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 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 board's 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 board 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 Trustees Annual Report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the Trustees Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our

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

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

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

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

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

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Board (incorporating the Strategic 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 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 directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit;

In addition, we have nothing to report in respect of the following matter where the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion: a satisfactory system of control over transactions has not been maintained.

### Responsibilities of the board

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the association for the purposes of charity 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 board 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 board is responsible for assessing the association'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 board either intends to liquidate the charitable company or to cease operations, or has no realistic alternative but to do so.

### Auditor 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 these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations. We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations for the company, including the Companies Act 2006, tax legislation and data protection, anti-bribery, employment, environmental and health and safety legislation.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur by:

- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud.
- Considered the internal controls in place to mitigate the risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- Performed analytical procedures to identify any unusual or unexpected relationships
- Tested journal entries to identify unusual transactions

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- Agreeing financial statement disclosures to underlying supporting documentation
- Enquiring of management as to actual and potential litigation and claims

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also

HARP annual report 2024/25

greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.
- Conclude on the appropriateness of the board's 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 association 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 (ie. gives a true and fair view).

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 our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 137 of the Housing and Regeneration Act 2008. 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.

Sandra Morrell

S Morrell (Senior Statutory Auditor)

For and on behalf of Edmund Carr LLP  
Chartered Accountants and Statutory Auditor  
146 New London Road  
Chelmsford  
Essex  
CM2 0AW

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Comprehensive Income (Including Income and Expenditure Account)  
Year ended 31st March 2025

	2025 Total funds £	2024 Total funds £
Turnover	10,173,082	9,091,704
Operating expenditure	(9,117,026)	(7,317,256)
Operating surplus / (deficit)	1,056,056	1,774,448
Interest receivable	1,655	2,555
Interest and financing costs	(335,558)	(283,531)
Downward revaluation of housing properties	(732,114)	(1,517,981)
Total comprehensive income for the year	(9,961)	(24,519)

The statement of comprehensive income was approved by the Board of Trustees on 29 September 2025 and was signed on its behalf by:



Michael Rafian  
Trustee



Mike Nevin  
Trustee

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Statement of Financial Activities (Including income and expenditure account)  
Year ended 31st March 2025

	Note	2025 Unrestricted funds £	2025 Unrestricted funds £	2024 Total funds £
<b>Income and endowments</b>				
Donations and legacies	5	679,633	731,390	838,801
Charitable activities	6	7,209,481	1,094,228	7,723,466
Other trading activities	7	453,805	-	326,461
Investment income	8	1,655	-	2,555
Other income	9	4,567	-	202,976
<b>Total income</b>		<b>8,349,121</b>	<b>1,825,616</b>	<b>9,084,259</b>
<b>Expenditure</b>				
Expenditure on raising funds:				
Fundraising costs	10	489,563	-	248,366
Expenditure on charitable activities	11/12	7,265,705	1,677,316	7,352,421
<b>Total expenditure</b>		<b>7,755,268</b>	<b>1,677,316</b>	<b>7,600,787</b>
<b>Net income/expenditure</b>		<b>573,853</b>	<b>148,300</b>	<b>1,493,472</b>
<b>Transfers between funds</b>				
Other recognised gains and losses		(32,624)	32,624	(1,517,981)
Revaluation of freehold property		(59,711)	(672,403)	(732,114)
<b>Net movement in funds</b>		<b>481,518</b>	<b>(491,479)</b>	<b>(24,519)</b>
<b>Reconciliation of funds</b>				
Total funds brought forward		1,576,811	4,826,420	6,427,750
<b>Total funds carried forward</b>		<b>2,058,329</b>	<b>4,334,941</b>	<b>6,403,231</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 30 to 45 form part of these financial statements

**Homeless Action Resource Project**  
Charitable Company Limited by Guarantee  
Statement of Financial Position  
Company registration number 04566985  
Year ended 31st March 2025

**Homeless Action Resource Project**  
Charitable Company Limited by Guarantee  
Statement of Cash Flows  
Year ended 31st March 2025

Note	2025	2024
	£	£
<b>Fixed assets</b>		
Tangible fixed assets	11,335,683	11,335,683
<b>Current assets</b>		
Debtors	186,173	273,838
Cash at bank and in hand	971,182	650,050
	<u>1,157,355</u>	<u>923,888</u>
<b>Creditors: amounts falling due within one year</b>	<u>716,259</u>	<u>887,847</u>
<b>Net current assets</b>	<u>441,096</u>	<u>36,041</u>
<b>Total assets less current liabilities</b>	<u>12,169,562</u>	<u>11,371,724</u>
<b>Creditors: amounts falling due after more than one year</b>	<u>5,776,292</u>	<u>4,989,493</u>
<b>Net assets</b>	<u>6,393,270</u>	<u>6,403,231</u>
<b>Funds of the Charity</b>		
Restricted funds	4,334,941	4,826,420
Unrestricted funds	2,058,329	1,576,811
<b>Total Charity funds</b>	<u>6,393,270</u>	<u>6,403,231</u>

These financial statements were approved by the Board of Trustees and authorised for issue on 29<sup>th</sup> September 2025 and are signed on behalf of the Board by:

  
Michael Raffan  
Trustee

  
Mike Nevin  
Trustee

The notes on pages 30 to 45 form part of these financial statements

	2025	2024
	£	£
<b>Cash flows from operating activities</b>		
Net (expenditure) income	722,153	1,493,472
<b>Adjustments for:</b>		
Depreciation of tangible fixed assets	76,316	69,615
Other interest receivable and similar income	(1,655)	(2,555)
Interest payable and similar charges	335,558	283,531
Gain on disposal	3,478	7,480
<b>Changes in:</b>		
Trade and other debtors	87,665	(78,853)
Trade and other creditors due in one year	(171,588)	415,818
<b>Cash generated from operations</b>	<u>1,051,929</u>	<u>2,188,508</u>
Interest paid	(335,558)	(283,531)
Interest received	1,655	2,555
<b>Net cash from operating activities</b>	<u>718,026</u>	<u>1,907,532</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible assets	(1,204,693)	(3,457,910)
Proceeds from sale of tangible assets	-	-
Long term loans for purchase of assets	807,799	1,716,660
<b>Net cash used in investing activities</b>	<u>(396,894)</u>	<u>(1,741,250)</u>
<b>Net increase (decrease) in cash and cash equivalents</b>	<u>321,132</u>	<u>166,282</u>
<b>Cash and cash equivalents at beginning of year</b>	<u>650,050</u>	<u>483,768</u>
<b>Cash and cash equivalents at end of year</b>	<u>971,182</u>	<u>650,050</u>

The notes on pages 30 to 45 form part of these financial statements

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements  
Year ended 31st March 2025

## 1. General information

The Charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered Charity in England and Wales. The address of the registered office is 104-106 High Street, Southend-on-Sea, Essex, SS1 1JN. The charitable company is registered under the Companies Act 2006 and is a registered provider of social housing.

## 2. Statement of compliance

The financial statements are prepared in accordance with UK Generally Accepted Accounting Practice (UK GAAP) including Financial Reporting Standard 102 (FRS 102) and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2024.

## 3. Accounting policies

### Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

### Going concern

The Trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern nor any significant areas of uncertainty that affect the carrying value of assets held by the charitable company.

### Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome.

### Income tax

The Charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

## 3. Accounting policies (continued)

### Fund accounting

Funds held by the Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the Trustees.

Restricted funds - these are funds that can only be used for particular restricted purposes within the objectives of the Charity. These are detailed in the financial statements.

Designated funds - these are funds set aside by the Trustees out of unrestricted funds for specific future purposes or projects. These are detailed in the financial statements.

### Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the Charity; it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably
- legacy income is recognised when receipt is probable and entitlement is established
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

### Grants received

Items of income are recognised and included in the accounts when all the following criteria are met:

- the charity has entitlement to the funds;
- any performance conditions attached to the income have been fully met or are fully within the control of the charity;
- there is sufficient certainty that the receipt of the income is considered probable; and
- the amount can be reliably measured.

Income from charitable activities includes income received under contract or where entitlement to grant funding is subject to specific performance conditions and is recognised as earned (as the related goods or services are provided). Grant income included in this category is recognised on a receivable basis except where it is given specifically to fund expenditure in a future period when it is treated as deferred income.

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### 3. Accounting policies (continued)

#### Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, noncharitable trading activities, and the sale of donated goods
- expenditure on charitable activities includes all costs incurred by a Charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the Charity apportioned to charitable activities
- other expenditure includes all expenditure that is neither related to raising funds for the Charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

#### Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

#### Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

#### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Motor vehicles	- 15% reducing balance
Equipment	- 15% reducing balance to 33.3% straight line

No depreciation is charged on the freehold property. The Charity's policy is to maintain the property in a continual state of sound repair and accordingly the Trustees are of the opinion that the life of the property is so long and the residual value so high that the depreciation is insignificant.

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### 3. Accounting policies (continued)

#### Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

#### Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

### 4. Limited by guarantee

In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity whilst he or she is a member or within one year thereafter.

### 5. Donations and legacies

Unrestricted Funds	Restricted Funds	Total Funds
£	£	2025
679,633	731,390	1,411,023
Unrestricted Funds	Restricted Funds	Total Funds
£	£	2024
654,504	184,297	838,801

Donations and legacies

Donations and legacies

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

The Charity benefits greatly from the involvement and enthusiastic support of its many volunteers, details of which are given in the Trustees' Report. In accordance with FRS 102 and the Charities SORP (FRS 102), the economic contribution of general volunteers is not recognised in the accounts.

### 6. Charitable activities

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Grants from charitable bodies	-	66,000	66,000
Statutory contracts	-	1,028,226	1,028,226
Housing benefit and service charges	7,209,461	-	7,209,461
	7,209,461	1,094,226	8,303,687
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Grants from charitable bodies	-	133,000	133,000
Statutory contracts	-	2,009,748	2,009,748
Housing benefit and service charges	5,580,718	-	5,580,718
	5,580,718	2,142,748	7,723,466

### 7. Other trading activities Shop Sales

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
	453,805	453,805	326,461	326,461
	453,805	453,805	326,461	326,461

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### 8. Investment income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Bank interest receivable	1,655	1,655	2,555	2,555

### 9. Other income

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Insurance claims	4,073	4,073	201,592	201,592
Other income	494	494	1,384	1,384
	4,567	4,567	202,976	202,976

### 10. Fundraising costs

	Unrestricted Funds £	Total Funds 2025 £	Unrestricted Funds £	Total Funds 2024 £
Wages and salaries	326,393	326,393	204,350	204,350
Bank charges	1,285	1,285	445	445
Training and welfare	923	923	3,513	3,513
Equipment and IT costs	252	252	617	617
Motor vehicle expenses	-	-	3,767	3,767
Telephone	2,559	2,559	2,643	2,643
Printing, postage and stationery	2,031	2,031	7,858	7,858
Subscription	-	-	368	368
Marketing	156,120	156,120	24,805	24,805
	489,563	489,563	248,366	248,366

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### 11. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Services to the homeless Support costs	5,888,432 1,397,273	1,877,316 -	7,565,748 1,397,273
	7,285,705	1,877,316	8,963,021
	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Services to the homeless Support costs	5,580,094 1,068,870	703,457 -	6,283,551 1,068,870
	6,648,964	703,457	7,352,421

### 12. Expenditure on charitable activities by activity type

	Support costs £	Total funds 2025 £	Total fund 2024 £
Activities undertaken directly	7,565,748	8,697,028	7,189,987
Services to the homeless Governance costs	-	265,993	162,434
	7,565,748	8,963,021	7,352,421

### 13. Analysis of support costs

	Total 2025 £	Total 2024 £
Loan interest	335,558	283,531
Premises	595,100	446,903
Communications and IT	63,233	68,130
General office	137,388	107,872
Governance costs	265,994	162,434
	1,397,273	1,068,870

### 14. Net income

Net income is stated after charging/(crediting):

	2025 £	2024 £
Depreciation of tangible fixed assets	76,318	68,615
Loss/(gains) on disposal of tangible fixed assets	3,101	(7,480)
Operating lease rentals	851,547	634,503
Auditors remuneration	15,500	15,500

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### 15. Auditors' remuneration

	2025 £	2024 £
Fees payable for the audit of the financial statements	15,500	15,500

### 16. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2025 £	2024 £
Wages and salaries	4,045,558	3,458,752
Social security costs	400,395	327,721
Pension contributions	89,267	74,165
Agency staff	1,067,569	448,517
Other benefits	43,507	48,396
	5,946,286	4,357,551

During the year, redundancy and settlement payments totalling £27,854 (2023/24: £48,396) were paid to 3 (2023/24:7) employees.

The average head count of employees during the year was 133 (2023/24: 118). The average number of full-time equivalent employees during the year is analysed as follows:

	2025 No.	2024 No.
Charitable purposes	117	89
Management and administration	12	12
	129	101

The number of employees whose remuneration for the year fell within the following bands, were:

	2025 No.	2024 No.
£60,000 to £69,999	0	1
£70,000 to £79,999	3	2
£80,000 to £89,999	2	1

### Key management personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the Charity. The total remuneration benefits paid to key management personnel for services provided to the Charity was £462,882 which includes employer's national insurance contributions of £47,535 (2023/24: £386,682 including employer's national insurance of £38,730).

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### 17. Trustee remuneration and expenses

The Trustees neither received nor waived any remuneration during the year (2023/24: £Nil) and no Trustee received payment for expenses during the year (2023/24: £Nil).

### 18. Tangible fixed assets

	Leasehold property improvements £	Freehold property £	Motor vehicles £	Equipment £	Total £
<b>Cost</b>					
At 1 <sup>st</sup> April 2024	-	10,874,095	80,466	852,375	11,806,936
Additions	825,931	305,268	-	73,494	1,204,693
Disposals	-	(732,114)	(12,450)	-	(12,450)
Revaluations	-	-	-	-	(732,114)
<b>At 31<sup>st</sup> March 2025</b>	<b>825,931</b>	<b>10,447,249</b>	<b>68,016</b>	<b>925,869</b>	<b>12,267,065</b>
<b>Depreciation</b>					
At 1 <sup>st</sup> April 2024	-	-	34,341	436,912	471,253
Charge for the year	-	-	7,003	69,315	76,318
Disposals	-	-	(8,972)	-	(8,972)
<b>At 31<sup>st</sup> March 2025</b>	<b>-</b>	<b>-</b>	<b>32,372</b>	<b>506,227</b>	<b>538,599</b>
<b>Carrying amount</b>					
At 31 <sup>st</sup> March 2025	825,931	10,447,249	35,644	419,642	11,728,466
At 31 <sup>st</sup> March 2024	-	10,874,095	46,125	415,463	11,335,683

The freehold properties have been reviewed by the Trustees in the year to ensure the valuations being carried in the accounts reflect a fair market value. A professional valuation was carried out by Jones Lang LaSalle in March 2024 using the 'existing use' valuation method for the majority of the properties in the portfolio. The exception to this is the Bradbury Day Centre which has been valued on a market value basis to represent its true and fair value to the Charity.

Leasehold property improvements relates to building works at 104-106 High Street, Southend-On-Sea. As this is ongoing, the works are being carried at cost. Once the building work is completed, a calculation will be carried out to determine the true and fair value to the Charity.

Included within bank loans and overdrafts is an amount of £4,964,318 (2023/24: £4,223,088) which is secured by The Charity Bank Limited by a fixed charge over certain properties owned by Homeless Action Resource Project.

Also included within bank loans and overdrafts is an amount of £600,000 (2023/24: £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### Tangible fixed assets held at valuation

In respect of tangible fixed assets held at valuation, the aggregate cost, depreciation and comparable carrying amount that would have been recognised if the assets had been carried under the historical cost model are as follows:

		<b>Freehold property £</b>
At 31 March 2025		
Aggregate cost		16,154,652
Aggregate depreciation		-
<b>Carrying value</b>		<b>16,154,652</b>
At 31 March 2024		
Aggregate cost		15,849,384
Aggregate depreciation		-
<b>Carrying value</b>		<b>15,849,384</b>

### 19. Debtors

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Prepayments and accrued income	128,613	98,999
Other debtors	57,560	174,839
	<b>186,173</b>	<b>273,838</b>

### 20. Creditors: amounts falling due within one year

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Trade creditors	280,839	114,046
Accruals and deferred income	128,734	532,321
Social security and other taxes	135,765	95,093
Bank and third party loans	169,121	146,387
	<b>716,259</b>	<b>887,847</b>

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

### 21. Creditors: amounts falling due after one year

Bank and third party loans	2025 £	2024 £
	5,776,292	4,968,493
	5,776,292	4,968,493

Of this amount, capital of £4,744,661 (2023/24: £4,171,546) is due to be repaid after more than five years.

Included within bank loans and overdrafts is an amount of £4,964,318 (2023/24: £4,223,088) which is secured by The Charity Bank Limited by way of a fixed charge over Vancouver House, 36 Genesta Road, 58 York Road, 117 York Road, 49a Southchurch Avenue, 49b Southchurch Avenue 49c Southchurch Avenue, 158 York Road, 160 York Road, 162 York Road, 45 Southchurch Road and 47 Southchurch Road (incorporating Bluebird Walk). There is also a floating charge covering all the property and undertaking of the company. The legal charge also contains a negative pledge. Also included within bank loans and overdrafts is an amount of £600,000 (2023/24: £600,000) which is secured by Parochial Church Council of the Ecclesiastical Parish of Leigh by way of a fixed charge over 2 Ceylon Road.

### 22. Analysis of charitable funds

#### Unrestricted funds

	At 1 <sup>st</sup> April 2024 £	Income £	Expenditure/ Revaluation £	Transfers £	At 31 <sup>st</sup> March 2025 £
General funds	1,576,811	8,349,121	(7,834,979)	(32,624)	2,058,329
	At 1 <sup>st</sup> April 2024 £	Income £	Expenditure/ Revaluation £	Transfers £	At 31 <sup>st</sup> March 2024 £
General funds	1,219,975	6,767,214	(7,128,536)	718,158	1,576,811

#### Restricted funds

	Balance at 1 <sup>st</sup> April £	Income £	Expenditure/ revaluation £	Transfer between funds £	Balance at 31 <sup>st</sup> March £
SHAPS revenue grants	-	577,016	(577,016)	-	-
Henry Smith Foundation	-	66,000	(66,000)	-	-
Southend CC Rough Sleeper	-	352,710	(352,710)	-	-
Southend CC Sit up service	30,134	70,000	(100,134)	-	-
Charity Bank	-	132,143	(132,143)	-	-
Garfield Weston Foundation	-	100,000	(100,000)	-	-
Energy Grant	-	3,396	(3,396)	-	-
Essex Community Foundation	-	5,000	(5,000)	-	-
Sport England	-	3,927	(1,170)	-	2,757
One Stop Shop	2,500	-	(2,500)	-	-
Fowler and Smith	-	3,000	-	-	3,000
Screwfix Foundation	-	5,245	(5,245)	-	-
Anon Donor	-	163,650	(163,650)	-	-
ROSCA	-	735	(65)	-	670
Souther Charitable Foundation	-	2,000	(2,000)	-	-
Southend Emergency Fund	-	2,880	(2,880)	-	-
The B&Q Foundation	-	10,500	(10,415)	-	85
The Story of Christmas	-	51,000	(51,000)	-	-
Wolfson Foundation	-	60,000	(60,000)	-	-
UKSPF Levelling Up	-	102,993	(32,071)	-	70,922
Other	-	9,921	(9,921)	-	-
Funds Available to Spend	32,634	1,722,116	(1,677,316)	-	77,434
Capital Fund (Fixed Assets)	4,793,786	103,500	(672,403)	32,624	4,257,507
	4,826,420	1,825,616	(2,349,719)	32,624	4,354,941

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

## Southend City Council Rough Sleeper

This is a 3 year contract to provide outreach services in Southend

## Southend City Council Sit up Service

Funding to provide a winter night shelter and ongoing support

## SHAPS grants

During the year, HARP received a total of £577,016 (2024: £1,502,002) as part of 3 years funding through Southend Borough Council as part of the Department for Levelling Up, Housing & Communities (DLUHC) initiative to tackle rough sleeping.

## Henry Smith Foundation

Funding is for a four year Housing First pilot project.

## Charity Bank

Revenue funding towards HARP's Recovery and Prevention work.

## Garfield Weston Foundation

Capital grant towards the development of the HARP and Soul building.

## Energy Grant

Revenue grant covering the cost of the energy efficiency audit for the HARP and Soul building

## Essex Community Foundation

Grant covering the cost of running the Meaningful Activities programme

## Sport England

Grant towards HARP's football activities within the Meaningful Activities programme

## Fowler and Smith

Funding towards HARP's Creative Recovery Hub

## Screwfix Foundation

Capital grant towards the development of the Crowstone Manor Project

## Anon Donor

Anonymous donation towards the HARP and Soul building project

## ROSCA

Funding towards HARP's participation in the City Day

## Souter Charitable Trust

Funding towards the support we provide at Bradbury Day Centre

## Southend Emergency Fund

Funding towards food parcels distributed to the people HARP supports

## The B&Q Foundation

Capital grant towards the development of the Crowstone Manor Project

## The Story of Christmas

Capital grant towards the development of the HARP and Soul building.

## The Wolfson Foundation

Capital grant towards the development of the Crowstone Manor Project

## UKSPF Levelling Up

Funding towards HARP's ETE programme

All costs covered by loans taken out to fund property purchases and development should be shown in the restricted fund, along with the corresponding loan balance. Each year, as the loans are repaid, the equivalent amount is transferred to the unrestricted capital fund to reflect the reducing restriction against this property.

# Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements (continued)  
Year ended 31st March 2025

## Restricted funds

	Balance at 1 Apr 2023 £	Income £	Expenditure/ Revaluation £	Transfer between funds £	Balance at 31 Mar 2024 £
SHAPS revenue grants	-	229,260	(229,260)	-	-
Henry Smith Foundation	-	33,000	(33,000)	-	-
Southend CC Rough Sleeper	-	343,067	(343,067)	-	-
Southend CC Sit up service	-	164,679	(134,545)	-	30,134
Albert Hunt Trust	-	7,000	(7,000)	-	-
Serving The Homeless	-	6,200	(6,200)	-	-
Essex Community Foundation	-	5,730	(5,730)	-	-
One Stop Shop	-	2,500	-	-	2,500
Lions Club	-	250	(250)	-	-
Groundwork UK	-	250	(250)	-	-
Asda	-	-	-	-	-
Bluebird Capital appeal	-	485	(485)	-	-
Gardening project	-	2,386	(2,386)	-	-
Others	-	9,486	(9,486)	-	-
Funds Available to Spend	-	804,303	(771,669)	-	32,634
Capital Fund (Fixed Assets)	5,207,775	1,522,742	(1,218,573)	(718,156)	4,793,786
	5,207,775	2,327,045	(1,990,242)	(718,156)	4,826,420

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*  
Year ended 31st March 2025

## Homeless Action Resource Project

Charitable Company Limited by Guarantee

Notes to the Financial Statements *(continued)*  
Year ended 31st March 2025

### 23. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year £	Total 2025 £
Restricted Income Funds: Services to the homeless	9,673,027	(26,655)	(5,311,231)	4,335,141
Unrestricted Income Funds	2,055,439	467,951	(465,061)	2,058,329
<b>Total Funds</b>	<b>11,728,466</b>	<b>441,096</b>	<b>(5,776,292)</b>	<b>6,393,270</b>
	Tangible fixed assets £	Net current assets £	Creditors: amounts falling due after more than one year £	Total 2024 £
Restricted Income Funds: Services to the homeless	9,488,844	77,370	(4,738,794)	4,826,420
Unrestricted Income Funds	1,848,839	(41,329)	(228,699)	1,578,811
<b>Total Funds</b>	<b>11,335,683</b>	<b>36,041</b>	<b>(4,968,493)</b>	<b>6,403,231</b>

### 26. Related parties

During the year, donations of £20,759 (2023/24: £40,029) were received from related parties. The amounts shown for 2023/24 have been re-stated to include amounts previously treated as being received anonymously and to include gift-aid on all relevant donations. The corrected figure for 2022/23 should have been shown in the 2023/24 financial statements as £7,249. J Saxby, who is a related party of HARP under the definitions of the Charities' SORP, received a total of 11 (2024: 6) salary advances amounting to a combined total of £28,500 (2024: £12,330) and made multiple repayments during the year totalling £11,950 (2024: £12,330) such that £16,794 (2024: £nil) remained outstanding at 31 March 2025, including accrued interest. A Elliott, who is a related party of HARP under the definitions of the Charities' SORP, received 1 (2024: 0) salary advance of £500 (2024: £0) which has been repaid since 31st March 2025. The salary advances were granted to meet unforeseeable emergency expenditures; interest is payable at Bank of England Base Rate +1.8% on balances not fully repaid within 6 months. Past repayments were met by a combination of salary deductions and one-off payments and future repayments are being met mostly by monthly salary deductions. Trustees identified that the 2024 financial statements omitted disclosure of salary advances made to a key member of personnel which were fully repaid within the year and are disclosed above. No such advances or repayments were made in 2022/23.

### 24. Operating lease commitments

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2025 £	2024 £
Not later than 1 year	629,889	475,377
Later than 1 year and not later than 5 years	1,348,566	858,307
Due in more than 5 years	327,566	119,100
	<b>2,306,020</b>	<b>1,452,784</b>

### 25. Contingencies

During 2024/25, the Charity received donations of £ nil (2023/24: £3,720) in respect of unclaimed client account balances from various solicitors. The Charity has provided an indemnity to reimburse the funds should the relevant parties ever come forward and raise a claim on the balance.

A grant of £150,000 was received in 2017 for property development at the Bradbury Centre and White Heather House respectively. The grant terms stipulate that in the event either property is sold within ten years of receiving the donation, the donor Foundation reserves the right to claim back the relevant donation in part or in full, depending on the proceeds received by the Charity.

### 27. Events after the reporting period

Events after the reporting period are detailed in the Trustee Annual Report on page 13.

### 28. Capital commitment

At the year end, HARP were committed to paying £284,655.40 (VAT inclusive) towards the refurbishment of 104-106 The High Street, Southend on Sea, a property that HARP will purchase post year end for £.1. For further details please see note 27.



Southend's Homeless Charity

**HARP Head Office**  
104 - 106 High Street, Southend-on-Sea, Essex SS1 1JN  
[www.harpcharity.org.uk](http://www.harpcharity.org.uk)  
Company Registration Number: 04505965  
Charity Registration Number: 1096126  
Sector Housing Regulator No: 4742