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Charity registration number 1158515

Company registration number 08825542 (England and Wales)

ARK RESETTLEMENT SERVICES
(A COMPANY LIMITED BY GUARANTEE)

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025



Docusign Envelope ID: 8C78548C-DCE9-8B50-82DD-92C7C25DA9AC

ARK RESETTLEMENT SERVICES

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	A Linton H Sutcliffe - Vice Chair J Jenkins - Treasurer G Stowe - Chair M Ford N Purchase	
Secretary	A Linton	
Senior management	Kingsley Bempah	Chief Executive Officer
Country of incorporation	United Kingdom (England and Wales)	08825542
Charity registration	England and Wales	1158515
Principal address	Unit 209 28 Lawrence Road London N15 4EG	
Registered office	Unit 209 28 Lawrence Road London N15 4EG	
Auditor	AGP Consulting Q West Great West Road Brentford United Kingdom TW8 0GP	
Accountants	AGP Consulting Q West Great West Road Brentford United Kingdom TW8 0GP	
Bankers	Barclays Bank UK Plc Epping Branch Leicester Leistershire LE87 2BB	

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ARK RESETTLEMENT SERVICES

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ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees present their annual report and financial statements for the year ended 31 December 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities
ARK Resettlement Services (ARKRS) exists to support people with offending histories to successfully resettle and reintegrate into their communities by increasing stability, independence, confidence and access to sustainable housing, employment, education and support.

Our principal objectives are:

1. To reduce the factors associated with offending and reoffending, including homelessness, poverty, social exclusion and unemployment.
2. To improve service users' independent living, social and practical skills.
3. To provide safe and stable accommodation and structured support that enables individuals to successfully reintegrate into their communities.
4. To increase access to education, training, volunteering and employment.
5. To improve wellbeing, resilience and positive community connections.
6. To work collaboratively with statutory and voluntary sector partners to provide coordinated and effective resettlement support.

Ensuring Our Work Delivers Our Aims
During 2025, ARKRS continued to strengthen its approach to monitoring quality, outcomes and service performance.

Individual needs and risks are assessed throughout a service user's engagement with ARKRS, enabling support to respond to changes in accommodation, wellbeing, offending risk, employment, finances, relationships and independent living.

ARKRS uses Salesforce as its Customer Relationship Management (CRM) and case management system to record service-user information, manage cases and interventions, monitor support and outcomes, and produce organisational and performance reports. Salesforce has strengthened management oversight and ARKRS's ability to assess performance against contractual and organisational objectives.

Risk management remains central to our work because of the complexity of the individuals we support. Risk assessments and support plans are reviewed regularly, with relevant information shared with Probation, local authorities and other professionals where appropriate.

The Trustees and management team continue to review organisational performance, service quality, safeguarding, risk, housing performance and outcomes to ensure that ARKRS remains responsive to the needs of its service users and commissioners.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Strategies for achieving aims and objectives
During 2025, our approach continued to combine accommodation with structured resettlement and community-based support.

- Providing safe and suitable supported accommodation.
- Delivering individualised resettlement and independent living support.
- Commencing intervention before release from custody where appropriate.
- Supporting service users to sustain accommodation and successfully move on.
- Addressing barriers relating to benefits, finances, employment, education and training.
- Supporting improved physical and emotional wellbeing.
- Working closely with Probation, local authorities, prisons, police and other statutory agencies.
- Developing partnerships with voluntary, community and specialist organisations.
- Strengthening safeguarding and risk-management arrangements.
- Increasing service-user participation and opportunities for positive community engagement.

Public benefit
The Trustees continue to have regard to the Charity Commission's guidance on public benefit.

ARKRS's activities provide public benefit by supporting individuals who face significant barriers to successful resettlement, including homelessness, unemployment, social exclusion, financial hardship and difficulties accessing appropriate services.

Through accommodation, structured support and partnership working, ARKRS seeks to improve individual outcomes while contributing to safer communities and reducing the circumstances associated with homelessness and reoffending.

Social investments
Training and Workforce Development
ARKRS continued to invest in workforce development during 2025 to ensure that staff have the knowledge and skills required to work effectively with individuals presenting with complex needs and risks.

Training has included safeguarding, health and safety, equality and diversity, mental health awareness and other role-specific areas.

The organisation has further embedded the ATLAS training platform, enabling staff to access mandatory and refresher training and allowing management to monitor completion and identify additional learning requirements.

Specialist external and face-to-face training continues to be commissioned where specific organisational, service-user or workforce needs are identified.

We have also continued to strengthen staff supervision, performance management and reflective practice to support consistent and accountable service delivery.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Volunteers
Volunteers and student placements continue to contribute to ARKRS's work.

During the period, volunteers supported community activities, property visits, welfare checks, service-user engagement and administrative functions.

ARKRS also supported a social work placement of approximately 100 days within the The Accommodation for Ex-Offenders (AfEO) programme, providing practical experience of resettlement, risk management and multi-agency working.

Additional volunteer capacity has supported the organisation's use of Salesforce and data analysis, helping ARKRS strengthen its ability to monitor performance and demonstrate outcomes.

All volunteers and placements receive appropriate induction, supervision and support.

Achievements and performance
Significant activities and achievements against objectives
2025 has been a significant year of development for ARKRS.

The organisation has continued to expand its housing and resettlement provision while strengthening operational systems, partnership working, quality assurance and outcome monitoring.

Our principal activities continue to include supported accommodation, one-to-one resettlement support, pre-release intervention, floating support, welfare and wellbeing support, benefits and financial guidance, employment and training support, community integration and assistance with sustainable move-on.

Support is delivered through our supported housing portfolio, Community Hub and community-based programmes.

Housing
During 2025, ARKRS continued to provide supported accommodation across Haringey, Enfield and Barking & Dagenham, providing safe and stable shared accommodation alongside tailored resettlement support.

Housing is generally provided for a period of 6–24 months, during which service users are supported to address their individual needs, develop independent living skills and prepare for sustainable move-on into independent or other suitable longer-term accommodation.

Demand for our services continued to increase. During the reporting period, ARKRS received approximately 375 referrals and supported 339 individuals across its housing, resettlement and community-based services, compared with 286 referrals and 258 individuals supported in the previous reporting period.

This included approximately:

- 145 individuals through our ARKRS Projects (Generic Housing Support Service)
- 50 individuals through our Moving Forward Programme
- 58 individuals through our AfEO Project
- 56 individuals through our Community Action Plan to Retain Ex-Offenders (CARE) Programme prior to the programme ending, and
- 30 individuals through our new DISSP pre-release and resettlement programme.

Approximately 80 service users successfully moved on from supported accommodation into independent, semi-independent or other suitable longer-term accommodation during the reporting period.

ARKRS continued to strengthen property management, health and safety monitoring, maintenance oversight and housing management arrangements across its portfolio. Service users are supported to take increasing responsibility for their accommodation and develop the practical skills required to sustain independent living.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Moving Forward Project
ARKRS's Moving Forward Project, co-commissioned by Haringey Council and the National Probation Service, provides transitional accommodation alongside tailored resettlement support to individuals moving from custody back into the community.

During the reporting period, approximately 50 service users were supported through the programme.

Support focuses on sustaining accommodation, accessing employment, education and training, improving wellbeing, managing finances and benefits, reducing risks associated with reoffending and preparing service users for independent or other suitable longer-term accommodation.

The programme continues to provide an important bridge between custody and independent community living, allowing service users to establish stability while addressing the practical and personal barriers that can affect successful resettlement.

CARE – Community Action to Retrain Ex-Offenders
The CARE Project, funded through a three-year grant from City Bridge Trust, supported vulnerable people on probation aged 18–30 who experienced social isolation, anxiety, low confidence, employment barriers and limited opportunities for personal and community development.

Approximately 56 individuals were supported through CARE during the reporting period.

Support focused on improving confidence and wellbeing, increasing engagement with education, training and employment, developing positive community relationships and reducing factors associated with reoffending.

The funded CARE programme has now reached the end of its delivery period. Learning from the programme continues to inform ARKRS's wider approach to community engagement, wellbeing and resettlement support.

AfEO – Accommodation for Ex-Offenders
The Accommodation for Ex-Offenders (AfEO) Project provides accommodation and resettlement support to individuals who may otherwise experience homelessness or housing instability following release from custody.

Approximately 58 individuals were supported through AfEO during the reporting period.

Working in partnership with Haringey Council and other statutory agencies, ARKRS provides safe and stable accommodation alongside support with benefits, employment, health and wellbeing, independent living skills, engagement with Probation and progression towards sustainable accommodation.

The programme recognises that accommodation alone does not achieve successful resettlement and therefore combines housing with structured, person-centred support.

DISSP – Pre-Release and Resettlement Support
The DISSP Project, funded by the Fishmongers' Company's Charitable Trust, was mobilised towards the end of 2025, with delivery continuing into 2026, providing pre-release and resettlement support to approximately 30 individuals during the reporting period.

The programme enables ARKRS to engage with individuals before release from custody, identifying resettlement needs at an earlier stage and supporting a more coordinated transition into the community.

DISSP is not primarily an accommodation-based programme. However, where accommodation is required, ARKRS may provide housing where suitable capacity is available and the proposed placement is appropriate in relation to the individual's needs, risks and location.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Community Transition and Outreach
Building on the success of the National Lottery Community Fund-supported Community Transition Outreach Project, ARKRS continued to strengthen its community-based approach to resettlement during 2025.

Our work combines accommodation and resettlement support with wellbeing, community integration, employment opportunities, digital inclusion and service-user involvement.

Partnerships with statutory, voluntary and community organisations have continued to develop, increasing opportunities for service users to access specialist services and become positively involved within their communities.

Following the successful acquisition of our first owned property, Lloyd Walker House, 23 Winchelsea Road, ARKRS continued to pursue its strategic objective of increasing the proportion of accommodation owned directly by the charity.

A major achievement during 2025 was securing £600,000 in funding, placing ARKRS in a strong position to progress the acquisition of its second owned property. This represents an important step towards reducing reliance on short-term rented accommodation and strengthening the long-term sustainability of ARKRS's housing provision.

Alongside housing, we continued to provide activities that encourage service users to build confidence, reduce isolation, establish positive peer relationships and develop skills that support greater independence.

Financial review
The charity has spent the past year creating relationships with other organisations and establishing our working practices. We are working to distribute our financial resources effectively and have invested in staff compared to the previous year. The contributions of volunteers and support staff throughout the year has enabled us to develop our services, helping to generate a positive financial outcome for the period.

During the reporting period, ARKRS received funding and support from a range of commissioners, charitable trusts and grant-making organisations. This included Haringey Council and the National Probation Service supporting the Moving Forward Project; City Bridge Trust funding the CARE Project; the Fishmongers' Company's Charitable Trust funding the DISSP pre-release and resettlement programme; and the National Lottery Community Fund supporting community transition and outreach work. ARKRS also received charitable support from the John Armitage Charitable Trust, NCL VCSE Alliance, Swire Charitable Trust, The Rank Foundation, Peter Stebbings Memorial Charity, Charles Hayward Foundation and CHK Foundation. The organisation continues to pursue a diversified funding base to support sustainable service delivery and future development.

The charity's activities for the year generated income of £1,908.746(2024: £1,685,822) which resulted a surplus of £249,860 (2024: £108,765).

The fund as at the year end is £820,810 (2024; £570,950).

Reserves policy
The Trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. The main costs of the charity are rent payable to the landlord and staff costs. The rent payable is covered by the housing benefits received from the councils, leaving an excess to cover some of the staff costs and other expenses. The remaining costs are covered by receiving grants and donations. The Trustee's policy is that the charity will build up free reserves sufficient to cover the charity's operating costs for a typical 6 months and that further reserves should be put in place to cover any major expenses ahead of when it is needed.

Principal funding sources
The principal funding sources for the charity are solely from additional trading income. In order to be sustainable, the charity must seek funding from other agencies, utilising the advice from other charitable organisations as well as the fundraising advisor to identify funding for the future. We are working on a fundraising strategy document to focus our needs and in turn improve our funding opportunities.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Investment policy

The charity is still developing a solid board of trustees; therefore, we do not currently have a definitive investment policy. Decisions regarding investment are in development, and will remain a priority moving forward.

Major risks

Risk management remains integral to ARKRS's governance and operational arrangements.

The Board and management team monitor key organisational risks relating to service-user safety, safeguarding, property compliance, finance, staffing, service delivery and organisational sustainability.

The nature of our work means that some service users present complex offending histories and risks. ARKRS therefore operates structured referral, assessment and risk-management processes before and throughout placements.

Referrals are reviewed against eligibility, individual needs, known risks, property suitability and compatibility. Where appropriate, information is obtained from Probation and other referring professionals to support informed placement decisions.

ARKRS works closely with Probation, local authorities, police and other statutory agencies where multi-agency risk management is required.

Health and safety, property compliance, safeguarding and incident-management arrangements are regularly monitored and reviewed.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Challenges Faced by ARK Resettlement Services in 2025

Increasing Demand and Housing Supply
Demand for suitable accommodation and resettlement support continued to place pressure on available resources during 2025.

Individuals referred to ARKRS frequently face significant barriers to accessing the private rented sector, including affordability, previous offending histories, benefit dependency, limited references and complex support needs.

Increasing rents and limited availability of suitable properties have further affected move-on opportunities.

ARKRS has continued to develop relationships with landlords, local authorities, registered providers and other housing partners while pursuing longer-term property ownership as part of its sustainability strategy.

Complexity of Need and Risk
The complexity of individuals referred to ARKRS continues to increase. Service users may present with overlapping needs relating to mental health, substance misuse, trauma, homelessness, financial hardship, family breakdown and offending behaviour.

This requires robust assessment, responsive support planning and effective information sharing between ARKRS and partner agencies.

Cost-of-Living Pressures
Cost-of-living pressures continue to affect service users, particularly in relation to food, transport, utilities and the affordability of independent accommodation.

These pressures can contribute to debt and housing instability and create additional barriers to employment, training and successful move-on.

ARKRS continues to provide practical support, advocacy and appropriate signposting while helping service users develop financial and independent living skills.

Workforce and Organisational Capacity
Recruiting and retaining skilled staff remains an important organisational priority.

During 2025, ARKRS continued to strengthen its management arrangements, supervision, training and operational systems while reviewing how staff resources are deployed across housing and community-based services.

Investment in workforce development, wellbeing and effective management will remain essential as the organisation continues to grow.

Partnership and System Challenges
Successful resettlement depends on effective coordination between housing providers, Probation, prisons, local authorities, health services, benefits agencies and voluntary-sector organisations.

Delays, differing eligibility criteria and fragmented pathways can affect the speed at which service users receive appropriate support.

ARKRS continues to advocate for coordinated multi-agency working and maintains regular communication with relevant professionals to reduce gaps in support.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Plans for future periods
Building on the progress achieved during 2025, ARKRS will continue to focus on sustainable growth, service quality, organisational resilience and measurable outcomes.

1. Increasing Property Ownership and Housing Sustainability
Following the £600,000 funding secured during 2026, a major priority will be progressing the acquisition of ARKRS's second owned property. Increasing property ownership forms part of our longer-term strategy to provide greater security, improve control over accommodation standards and reduce reliance on short-term private rental arrangements.

The continuation of the contract reflects the established partnership with commissioners and provides greater stability for the service, enabling ARKRS to continue delivering accommodation and structured resettlement support while planning for longer-term service development and capacity.

2. Developing Registered Provider Partnerships

ARKRS will continue to explore partnership arrangements with Registered Providers (RPs) as part of its housing growth and sustainability strategy. This mixed model, combining owned, leased and RP-supported accommodation, would enable ARKRS to increase access to suitable properties and expand capacity without relying solely on direct property acquisition.

Working with an RP would also strengthen ARKRS's housing infrastructure and provide an opportunity to review the existing core rent and service charge model, ensuring that eligible property and housing management costs are appropriately reflected and that the model remains financially sustainable as the organisation grows.

3. Developing Pre-Release Support
Following the introduction of DISSP, ARKRS intends to strengthen its pre-release model so that resettlement planning can begin before individuals leave custody. Earlier intervention should enable accommodation, benefits, risk management and wider support needs to be identified before release and reduce gaps in support during the transition into the community.

4. Strengthening Outcomes and Evidence
ARKRS will continue developing its use of Salesforce and structured outcome monitoring to demonstrate service-user progress across accommodation, wellbeing, employment and training, relationships, community integration and offending-related outcomes. This will strengthen reporting to Trustees, commissioners and funders and support evidence-led service development.

5. Workforce Development
We will continue investing in staff development, supervision, wellbeing and leadership. Training priorities will remain responsive to service-user needs and will include safeguarding, trauma-informed practice, risk management, mental health, housing management and other specialist areas.

6. Partnerships and Service Development
ARKRS will continue strengthening relationships with commissioners, Probation, prisons, local authorities, housing providers and voluntary-sector partners. We will seek opportunities to develop services that complement our existing accommodation and resettlement model while ensuring that organisational growth remains sustainable and consistent with our charitable objectives.

7. Organisational Sustainability
The organisation will continue developing a diversified funding model incorporating commissioned services, grants, social investment and other appropriate funding opportunities. Our strategic focus remains on building an organisation capable of providing high-quality and sustainable resettlement support over the long term.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Conclusion

2025 has been a year of continued growth and development for ARKRS.

Increased referrals and service-user numbers demonstrate continued demand for our services, while the introduction of DISSP has extended our support into the pre-release stage of the resettlement journey.

The organisation has continued to develop its housing provision, strengthen operational systems and partnerships and support service users towards greater independence. Securing £600,000 towards the acquisition of a second owned property represents a particularly important milestone in our longer-term housing and sustainability strategy.

As ARKRS moves into 2026, our priority is to build on this progress while maintaining quality, managing risk effectively and ensuring that growth remains sustainable. Our focus remains on providing the stability, practical support and opportunities individuals need to successfully rebuild their lives and establish sustainable futures within their communities.

Structure, governance and management

Ark Resettlement Services is a charitable company limited by guarantee, incorporated on 24 December 2013 and governed by its Memorandum and Articles of Association.

The Board of Trustees is responsible for the strategic direction and governance of the charity. Trustees meet regularly to review organisational performance, finance, risk, service delivery and strategic development.

Day-to-day responsibility for the organisation is delegated to the Chief Executive Officer and management team, who are responsible for implementing the organisation's strategy, managing services and staff, monitoring performance and ensuring appropriate operational and quality standards are maintained.

The management structure continues to support clear accountability across operations, finance, housing, income management, resettlement services and community programmes.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

A Linton
H Sutcliffe - Vice Chair
J Jenkins - Treasurer
G Stowe - Chair
M Ford
P Wallace (Resigned 6 January 2025)
N Purchase

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Recruitment and appointment of trustees

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Management Committee.

Under the requirements of the Memorandum and Articles of Association the members of the Management Committee are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

Ms Helena Sutcliffe, Mr Andrew Linton, Ms Jan Jenkins, Mr Gilbert Stowe and Mr Martin Ford retired by rotation and, being eligible, offer themselves for re-election.

Membership is open to individuals or organisations who can help to progress and support the work of the charity. Due to the nature of our client base, much of our work is done with male offenders, particularly those of a younger demographic. To enhance the potential pool of trustees, the charity utilises support from Bridge Renewal trust and is networking with local organisations who can bring their experience and knowledge to the charity.

The management committee seeks to ensure that the needs of this group are reflected through the diversity and experience of the trustee body. The membership committee is formed of key professionals within the Haringey social service sector. We have actively sought to involve service users in the membership committee, and we pursue suitable members accordingly.

All members of the Management Committee give their time voluntarily and received no benefits from the charity. Expenses incurred as part of their charitable activities are reimbursed.

We currently distribute the information provided by the Charity Commission, but we would like to adapt this to our own practices, to include:

- The obligations of Management Committee members.
- The main documents which set out the operational framework for the charity including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts.
- Future plans and objectives.

This will be distributed to all new trustees along with the Memorandum and Articles and the latest financial statements.

Organisational structure

Ark Resettlement Services has a Management Committee of up to 6 members who meet quarterly with occasional extraordinary meetings and are responsible for the strategic direction and policy of the charity. At present the Committee has 6 members including the directors, from a variety of professional backgrounds relevant to the work of the charity.

The Secretary also sits on the Committee but has no voting rights.

As per the memorandum and articles of association, the director may delegate any of their powers to a committee of two or more directors. The CEO has the day to day responsibility for the provision of services of the charity. The CEO is responsible for overseeing the delivery of the objects and that key performance indicators are met, He liaises with allied organisations and has responsibility for the day to day management of the charity with support from the Service managers. Key to the role is monitoring the overall progress of the staff, and providing opportunities for staff training and development to ensure that good working practices are met.

ARK RESETTLEMENT SERVICES

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

Relationship with wider network

Partnership working remains fundamental to ARKRS's approach.

During 2025, we continued to work with the National Probation Service, local authorities, prisons, police, housing providers and voluntary and community organisations.

These relationships support referrals, risk management, accommodation, safeguarding, health and wellbeing, employment, training and successful community reintegration.

ARKRS will continue developing these partnerships to ensure that individuals receive coordinated support and are not disadvantaged by gaps between different services.

Auditor

In accordance with the company's articles, a resolution proposing that AGP Consulting be reappointed as auditor of the company will be put at a General Meeting.

The trustees report was approved by the Board of Trustees.

Signed by:
Gilbert Stowe
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G Stowe - Chair

Trustee

28 September 2026

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ARK RESETTLEMENT SERVICES

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees, who are also the directors of Ark Resettlement Services for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

In preparing these financial statements, the trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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 charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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ARK RESETTLEMENT SERVICES

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF ARK RESETTLEMENT SERVICES

Opinion

We have audited the financial statements of Ark Resettlement Services (the 'charity') for the year ended 31 December 2025 which comprise the statement of financial activities, the balance sheet, the 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 December 2025 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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 our audit:

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

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Matters on which we are required to report by exception

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

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ARK RESETTLEMENT SERVICES

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF ARK RESETTLEMENT SERVICES

Use of our report

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

Signed by:
AGP Consulting
C532663DCE734DC...

AGP Consulting

28 September 2026

Chartered Accountants
Statutory Auditor

Q West
Great West Road
Brentford
United Kingdom
TW8 0GP

AGP Consulting is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

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ARK RESETTLEMENT SERVICES

STATEMENT OF FINANCIAL ACTIVITIES
(INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:							
Donations and legacies	3	245,909	372,203	618,112	317,993	306,756	624,749
Charitable activities	4	1,274,870	-	1,274,870	1,057,587	-	1,057,587
Investments	5	15,764	-	15,764	3,486	-	3,486
Total income		1,536,543	372,203	1,908,746	1,379,066	306,756	1,685,822
Expenditure on:							
Raising funds	6	5,339	38,053	43,392	28,790	20,675	49,465
Charitable activities	7	1,260,672	341,303	1,601,975	1,245,983	263,679	1,509,662
Other expenditure	12	13,519	-	13,519	17,930	-	17,930
Total expenditure		1,279,530	379,356	1,658,886	1,292,703	284,354	1,577,057
Net income/(expenditure)		257,013	(7,153)	249,860	86,363	22,402	108,765
Other recognised gains and losses:							
Revaluation of tangible fixed assets		-	-	-	100,000	-	100,000
Net movement in funds	9	257,013	(7,153)	249,860	186,363	22,402	208,765
Reconciliation of funds:							
Fund balances at 1 January 2025		363,997	206,953	570,950	177,634	184,551	362,185
Fund balances at 31 December 2025		621,010	199,800	820,810	363,997	206,953	570,950

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 19 to 31 form part of these financial statements.

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ARK RESETTLEMENT SERVICES

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	**14**		903,920		871,584
Current assets					
Debtors	**15**	81,923		94,233	
Cash at bank and in hand		409,141		179,757	
		491,064		273,990	
Creditors: amounts falling due within one year	**17**	(134,415)		(94,077)	
Net current assets			356,649		179,913
Total assets less current liabilities			1,260,569		1,051,497
Creditors: amounts falling due after more than one year	**18**		(439,759)		(480,547)
Net assets			820,810		570,950
The funds of the charity					
Restricted income funds	**21**		199,800		206,953
Unrestricted funds	**22**		621,010		363,997
			820,810		570,950

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025, although an audit has been carried out under section 144 of the Charities Act 2011.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

The financial statements were approved by the trustees on 28 September 2026

Signed by:
Gilbert Stowe
566A755D3296413...

G Stowe - Chair
Trustee

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ARK RESETTLEMENT SERVICES

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Cash flows from operating activities					
Cash generated from operations	**25**		305,400		86,434
Investing activities					
Purchase of tangible fixed assets		(53,632)		(785,062)	
Investment income received		15,764		3,486	
Net cash used in investing activities			(37,868)		(781,576)
Financing activities					
Repayment of borrowings		(38,148)		518,695	
Net cash (used in)/generated from financing activities			(38,148)		518,695
Net increase/(decrease) in cash and cash equivalents			229,384		(176,447)
Cash and cash equivalents at beginning of year			179,757		356,204
Cash and cash equivalents at end of year			409,141		179,757

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ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies

Charity information

Ark Resettlement Services is a private company limited by guarantee incorporated in England and Wales. The registered office is Unit 209, 28 Lawrence Road, London, N15 4EG.

1.1 Basis of preparation

The financial statements have been prepared in accordance with the charity's constitution, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

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

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

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

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

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

1.4 Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

Rental income from the council is recognised when received or receivable whichever is earlier.

Donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Gift aid is included if claimable.

Grant income is credited to the Statement of Financial Activities when received or receivable whichever is earlier, unless the grant relates to a future period, in which case it is deferred.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity; this is normally upon notification of the interest paid or payable by the Bank.

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies **(Continued)**

1.5 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably.

Charitable activities comprises the direct cost, staff costs and overheads, including governance costs of carrying out the charity's objectives.

Governance costs includes the cost of compliance with constitutional and statutory requirements.

Costs of raising funds includes the direct costs relating to raising funds.

Irrecoverable VAT is charged as an expense against the activity for which expenditure arose.

Other expenses includes interest relating to other loans.

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs, administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management carried out at the office.

Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

Other expenditure is recognised on an accruals basis when there is a legal or constructive obligation committing the charity to the expenditure, it is probable that settlement will be required, and the amount can be measured reliably.

Other expenditure includes costs that do not relate directly to charitable activities, governance, or fundraising. These may include sundry administrative costs, subscriptions, or one-off items not categorised elsewhere.

1.6 Tangible fixed assets

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

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

Freehold land and buildings	No depreciation
Fixtures and fittings	20% reducing balance
Computers	33% straight line

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

1.7 Impairment of fixed assets

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

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

1 Accounting policies **(Continued)**

1.8 Cash and cash equivalents

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

1.9 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Retirement benefits

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme and are charged to the Statement of Financial Activities in the period which they relate to.

2 Change in accounting policy

The charity has adopted a policy of revaluing Freehold Property having been bases on historical cost previously. This will lead to more reliable information with the property value in line with fair value. This change in policy does not affect prior years. In the current year a revaluation of £100,000 has been applied to the accounts.

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

3 Income from donations and legacies

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	90,250	-	90,250	19,493	-	19,493
Grants	155,659	372,203	527,862	298,500	306,756	605,256
	245,909	372,203	618,112	317,993	306,756	624,749
Donations and gifts						
Chesterhill Charities	1,000	-	1,000	1,000	-	1,000
NCL VCSE Alliance	4,250	-	4,250	4,250	-	4,250
Forrester Family	40,000	-	40,000	-	-	-
Garfield Weston	45,000	-	45,000	-	-	-
Other	-	-	-	14,243	-	14,243
	90,250	-	90,250	19,493	-	19,493
Grants						
John Armitage Charitable Trust	45,000	-	45,000	60,000	-	60,000
The Tudor Trust	50,000	-	50,000	30,000	-	30,000
City Bridge Trust	-	126,318	126,318	-	62,030	62,030
Community Fund	-	59,765	59,765	-	74,992	74,992
Moving forward project	-	113,481	113,481	-	123,860	123,860
Floating support - AFEO	-	41,806	41,806	-	45,874	45,874
Social Investment Business	-	-	-	170,000	-	170,000
The Fishmongers' Fund	-	25,000	25,000	-	-	-
Other	60,659	5,833	66,492	38,500	-	38,500
	155,659	372,203	527,862	298,500	306,756	605,256

4 Income from charitable activities

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Charitable Activities		
Charitable rental income	1,274,870	1,057,587

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

5 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	15,764	3,486

6 Expenditure on raising funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising and publicity						
Seeking donations, grants and legacies	5,339	38,053	43,392	28,790	20,675	49,465

7 Expenditure on charitable activities

	Charitable Activities 2025 £	Charitable Activities 2024 £
Direct costs		
Staff costs	382,338	361,118
Staff training and entertainment	13,467	7,158
Rent	708,540	656,836
Rates	73,913	50,778
Light and heat	58,680	43,967
Maintenance repairs	104,941	141,269
Advertising	11,342	27,691
Vehicle leasing/hire/other motor/travel costs	8,586	6,550
Telephone	25,601	27,787
	1,387,408	1,323,154
Share of support and governance costs (see note 8)		
Support	148,800	106,559
Governance	65,767	79,949
	1,601,975	1,509,662
Analysis by fund		
Unrestricted funds	1,260,672	1,245,983
Restricted funds	341,303	263,679
	1,601,975	1,509,662

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

8 Support costs allocated to activities

	Charitable Activities 2025 £	Total 2024 £
Depreciation	21,296	21,930
Bank charges	312	1,648
Administrative costs	20,630	5,752
Office rent	62,100	34,050
Print, postage and stationery	-	2,502
Computer and IT costs	11,062	13,386
Insurance	32,787	22,306
Other office costs	613	4,985
Governance	65,767	79,949
	214,567	186,508

9 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	8,000	11,200
Depreciation of owned tangible fixed assets	21,296	21,930

10 Trustees

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

11 Employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
	8	11

Employment costs	2025 £	2024 £
Wages and salaries	329,043	323,835
Social security costs	33,343	30,546
Other pension costs	19,952	6,737
	382,338	361,118

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

11 Employees **(Continued)**

The number of employees whose annual remuneration was more than £60,000 is as follows:

	2025 Number	2024 Number
£60,001 - £70,000	1	-

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025 £	2024 £
Aggregate compensation	63,413	-

12 Other expenditure

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Financing costs	13,519	17,930

13 Taxation

The charity is an exempt charity within the meaning of schedule 3 of the Charities Act 2011 and is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes.

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

14 Tangible fixed assets

	Freehold land and buildings	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost or valuation				
At 1 January 2025	804,436	80,385	21,063	905,884
Additions	34,055	8,526	11,051	53,632
At 31 December 2025	838,491	88,911	32,114	959,516
Depreciation and impairment				
At 1 January 2025	-	19,965	14,335	34,300
Depreciation charged in the year	-	13,789	7,507	21,296
At 31 December 2025	-	33,754	21,842	55,596
Carrying amount				
At 31 December 2025	838,491	55,157	10,272	903,920
At 31 December 2024	804,436	60,420	6,728	871,584

Land and buildings with a carrying amount is £838,491 was last revalued at 28 January 2025 by Winkworth, independent valuers not connected with the charity on the basis of market value. The valuation conforms to International Valuation Standards and was based on recent market transactions on arm's length terms for similar properties.

At 31 December 2025, had the revalued assets been carried at historic cost less accumulated depreciation and accumulated impairment losses, their carrying amount would have been approximately £738,491 (2024 - £704,436).

15 Debtors

	2025	2024
Amounts falling due within one year:	£	£
Trade debtors	17,376	26,435
Other debtors	13,594	8,595
Prepayments and accrued income	50,953	59,203
	81,923	94,233

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

16 Loans and overdrafts

	2025	2024
	£	£
Other loans	480,547	518,695
Payable within one year	40,788	38,148
Payable after one year	439,759	480,547
Amounts included above which fall due after five years:		
Payable by instalments	(271,279)	(285,568)

The long-term loans are secured by fixed charges over 23 Winchelsea Road.

The first loan from Social Investment Business carries interest at a fixed rate of 7.9% per annum and is repayable in full by 1 April 2030.

The second loan, provided by TFL Mortgage, bears interest at a fixed rate of 4% per annum and is repayable by 1 November 2034.

17 Creditors: amounts falling due within one year

	Notes	2025	2024
		£	£
Borrowings		40,788	38,148
Other taxation and social security		8,783	8,699
Deferred income	19	18,322	-
Trade creditors		-	13,139
Other creditors		4,399	4,572
Accruals		62,123	29,519
		134,415	94,077

18 Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Borrowings	439,759	480,547

19 Deferred income

	2025	2024
	£	£
Other deferred income	18,322	-

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

19 Deferred income (Continued)

Deferred income is included in the financial statements as follows:

	2025	2024
	£	£
Deferred income is included within:		
Current liabilities	18,322	-

	2025	2024
	£	£
Movements in the year:		
Deferred income at 1 January 2025	-	-
Resources deferred in the year	18,322	-
Deferred income at 31 December 2025	18,322	-

20 Retirement benefit schemes

	2025	2024
Defined contribution schemes	£	£
Charge to profit or loss in respect of defined contribution schemes	19,952	6,737

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

21 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2025	Incoming resources	Resources expended	At 31 December 2025
	£	£	£	£
	206,953	372,203	(379,356)	199,800

Previous year:	At 1 January 2024	Incoming resources	Resources expended	At 31 December 2024
	£	£	£	£
	184,551	306,756	(284,354)	206,953

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

22 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2025	Incoming resources	Resources expended	At 31 December 2025
	£	£	£	£
General funds	263,997	1,536,543	(1,279,530)	521,010
Revaluation reserve	100,000	-	-	100,000

Previous year:	At 1 January 2024	Incoming resources	Resources expended	At 31 December 2024
	£	£	£	£
General funds	177,634	1,379,066	(1,292,703)	263,997
Revaluation reserve	-	-	-	100,000

23 Analysis of net assets between funds

	Unrestricted funds 2025	Restricted funds 2025	Total 2025
	£	£	£
At 31 December 2025:			
Tangible assets	903,920	-	903,920
Current assets/(liabilities)	138,527	218,122	356,649
Long term liabilities	(439,759)	-	(439,759)
	602,688	218,122	820,810

	Unrestricted funds 2024	Restricted funds 2024	Total 2024
	£	£	£
At 31 December 2024:			
Tangible assets	871,584	-	871,584
Current assets/(liabilities)	(27,040)	206,953	179,913
Long term liabilities	(480,547)	-	(480,547)
	363,997	206,953	570,950

24 Related party transactions

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

24 Related party transactions **(Continued)**

Transactions with related parties

During the year the charity entered into the following transactions with related parties:

	Purchase of goods	
	2025	2024
	£	£
Entities with control, joint control or significant influence over the company	739,515	543,847
	739,515	543,847

The following amounts were outstanding at the reporting end date:

	Amounts owed by related parties 2025		Amounts owed by related parties 2024	
	Balance	Net	Balance	Net
	£	£	£	£
Entities with control, joint control or significant influence over the company	13,594	13,594	8,594	8,594
	13,594	13,594	8,594	8,594

25 Cash generated from operations

	2025	2024
	£	£
Surplus for the year	249,860	108,765
Adjustments for:		
Investment income recognised in statement of financial activities	(15,764)	(3,486)
Depreciation and impairment of tangible fixed assets	21,296	21,930
Movements in working capital:		
Decrease/(increase) in debtors	12,310	(60,938)
Increase in creditors	19,376	20,163
Increase in deferred income	18,322	-
Cash generated from operations	305,400	86,434

ARK RESETTLEMENT SERVICES

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

26 Analysis of changes in net (debt)/funds

	At 1 January 2025	Cash flows	At 31 December 2025
	£	£	£
Cash at bank and in hand	179,757	229,384	409,141
Loans falling due within one year	(38,148)	(2,640)	(40,788)
Loans falling due after more than one year	(480,547)	40,788	(439,759)
	(338,938)	267,532	(71,406)

27 Prior period adjustment

Changes to the balance sheet

	At 31 December 2024		
	As previously reported	Adjustment	As restated
	£	£	£
Current assets			
Debtors due within one year	133,762	(39,529)	94,233
Capital funds			
Income funds			
Restricted funds	206,953	-	206,953
Unrestricted funds	403,526	(39,529)	363,997
Total equity	610,479	(39,529)	570,950

Changes to the profit and loss account

	Period ended 31 December 2024		
	As previously reported	Adjustment	As restated
	£	£	£
Charitable activities	1,470,133	39,529	1,509,662
Net movement in funds	248,294	(39,529)	208,765