CAYSH

England & Wales · Charity number 1026822

Details

Other names	C A Y S H, CROYDON ASSOCIATION FOR YOUNG SINGLE HOMELESS
Status	Registered
Legal form	Charitable company
Company number	02802109
Registered	1993-10-14
Register	View on the Charity Commission register

Contact

Address	Caysh Weatherill House New South Quarter 23 Whitestone Way Croydon CR0 4WF
Phone	0208680227
Email	info@caysh.org
Website	www.caysh.org

Activities

Objects: THE RELIEF OF POVERTY HARDSHIP AND DISTRESS AND IN PARTICULAR BY THE PROVISION OF ACCOMODATION AND SUPPORT FOR YOUNG PEOPLE BETWEEN THE AGES OF SIXTEEN AND TWENTY FIVE YEARS WHO ARE HOMELESS OR IN ACUTE HOUSING STRESS AND SUFFERING POVERTY HARDSHIP AND OR DISTRESS

Activities: CAYSH provides housing, support and advice to young people (aged 16 to 25). Our charitable objectives are the relief of poverty, hardship, distress in particular, the provision of advice, affordable accommodation and support. CAYSH also established (and wholly owns) a Community Interest Company providing Concierge security services for residents of other providers' supported housing.

Downloaded from opencharities.uk/ew/1026822

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Accommodation/housing, Other Charitable Purposes
- **Who:** Children/young People

Geography

- Croydon
- Greenwich
- Lambeth
- Lewisham
- Merton
- Sutton

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,873,120	£2,777,147	£564,741	45
2024-03-31	£2,952,814	£2,839,437	£468,767	29
2023-03-31	£3,320,392	£3,297,282	£355,390	28
2022-03-31	£3,972,968	£3,971,249	£332,280	85
2021-03-31	£148,666	£4,234,387	£361,070	91

Downloaded from opencharities.uk/ew/1026822

Trustees

Name	Role	Appointed
Louise Graham-Smith	Chair	2025-06-04
Andrea Dunhill		2019-02-13
Aye Leadbeater		2025-06-02
Gloria Braimah-Odum		2025-08-29
Jocelyn Castaneda		2023-08-15
John Stordy		2026-04-20
Kelly McKenzie		2025-10-27
Neil Johnson		2026-06-10
Paula Sterling-Lawless		2026-06-10
Samuel Bartlett-Pestell		2019-09-05
Sharlene Chance		2025-04-16

Downloaded from opencharities.uk/ew/1026822

CAYSH

England & Wales - Charity number 1026822

Accounts



Trustees' Report and Consolidated Financial Statements CAYSH year-end 31 March 2025

Table of Contents

1. Introduction

2. Objects and Activities

- Purpose and Public Benefit
- Main Activities of CAYSH
- Prevention Services
- Concierge Services

3. Achievements and Performance

- Group Objectives 2024-2025
- Service Outcomes
- CAYSH Enterprise CIC

4. Financial Review

- Income
- Expenditure
- Investment Powers and Policy
- Reserves Policy
- Going Concern
- Future Plans

5. Structure, Governance and Management

- Appointment of Trustees
- Trustee Recruitment, Induction, and Training
- Trustees' Activity 2024 – 2025
- Environmental, Social and Governance
- Principal Risks and Uncertainties
- Statement of Trustees' Responsibilities
- Independent Auditor's Report to the Members of CAYSH
- Consolidated Statement of Financial Activities for the year ended 31 March 2025
- Consolidated Balance Sheet as at 31 March 2025
- Statement of Cash Flows as at 31 March 2025
- Notes to the Financial Statements for the Year Ended 31 March 2025

6. Legal and Administrative Details

1. Introduction

The trustees present their report and audited financial statements for the year ended 31 March 2025.

The financial statements comply with current statutory requirements, the Articles of Association, the Companies Act, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

These audited financial statements have been prepared in accordance with the Charities Act 2011, 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 (FRS102) (2nd Edition, effective January 2019) (SORP FRS102).

CAYSH is a charity registered with the Charity Commission for England and Wales. The charity rebranded in February 2011 having formerly been known as Croydon Association for Young Single Homeless. CAYSH is also a company limited by guarantee which is governed by its Memorandum and Articles of Association dated 23rd February 2011 which updated the original Memorandum and Articles of Association signed 22nd March 1993.

CAYSH owns 100% of the shares in CAYSH Enterprises CIC, a social enterprise registered at Companies House. CAYSH Enterprise CIC's primary trading activity is the delivery of security services for residents of supported housing. The governing document of CAYSH Enterprise CIC is its Memorandum and Articles of Association and the CIC was formed on 13 November 2013.

2. Objects and Activities

The charity objectives for which the charity was established are:

'The relief of poverty hardship and distress among vulnerable persons, especially young people, in particular but not exclusively through the provision of accommodation, advice and support.'

Our CAYSH Enterprise supports the charity's objective with its purpose being to provide innovative business solutions that benefit the community and provide the Charity with a sustainable income. Its Concierge service provides person-centred safeguarding and security for our service users and for other vulnerable people in supported accommodation.

Purpose and Public Benefit

Our vision, mission, values and aims

Our vision is for every young person to have a safe home and the opportunity for the best possible future regardless of their experience of homelessness.

Our mission is to provide a safe home and better future for every young person we meet by providing:

- Enterprising solutions and inspired services for vulnerable and young people facing homelessness and other life challenges giving them access to homes and futures that are fulfilling

- A range of accommodation advice and support services that combine to form a pathway for young people to progress in life whether they live with their family, other young people or on their own
- Opportunities for young people to engage in meaningful activities that build confidence and credibility when it comes to engaging in work, volunteering, training and education
- Outreach work within communities to ensure the safety of young people and their neighbours while creating opportunities for young people to participate in their local communities.

Our values provide the framework within which we work embracing the diversity of our staff and service users.

- Commitment
- Fairness
- Inclusivity
- Responsiveness
- Compassion
- Professionalism

CAYSH's main aim is to reduce homelessness amongst the young (aged16-25) and vulnerable, and to improve their quality of life so that they can live independently within the community. This is achieved through delivering:

- Supported accommodation
- Mediation
- Mental health counselling
- Employability interventions
- Night concierge

We work with service users from different communities including asylum seeking children; care leavers; LGBTQi+; young single homeless. In 2024-2025 we helped126 young and vulnerable people.

We offer a range of accommodation including 24/7 assessment units; small, shared houses (some staffed) and supported lodgings where Hosts – members of the public – are paid in return for offering a room in their home and practical support to the young person.

Our group includes a Community Interest Company whose object dovetails with those of the Charity, meeting public benefit by providing a night-time concierge service to support vulnerable people in the community. The aim of this service is to reduce homelessness by assisting individuals residing in supported accommodation.

The community interest company demonstrates its public benefit through its stated object of 'assisting vulnerable people' as evidenced by the concierge service providing night-time safety for residents and communities.

Leadership Transition

After 8 years of leading CAYSH, Ann Tighe retired. We would like to extend our thanks and gratitude to her for her leadership over the past 8 years and for continuing part-time until her successor, Chris Deacon, started.

Partnership Approach

We believe that we can maximise our impact in ending youth homelessness by working in collaboration and partnership with a wide range of stakeholders: local authorities, landlords, public donors, Hosts, corporate supporters and many more. We are grateful to all who work

with us to support young homeless people and look forward to developing new partnerships in the coming year.

Accommodation-based Services and Support

CAYSH provides a range of accommodation, matching the needs of the young person to the style of living and the level of support required. This in turn means the young people have greater opportunity to progress quickly. We delivered services to the following Boroughs: Croydon and Royal Borough of Greenwich. We also delivered client support to Cheshire Council as well as being on provider frameworks for Lambeth and Medway Councils. These services are for young people (16-25 years old) facing homelessness including young people at risk; looked after children aged 16+ (including unaccompanied asylum-seeking children) and care leavers.

CAYSH leased accommodation under management agreements from the following Registered Social Landlords (RSL): Hyde, Notting Hill Genesis, Peabody and Southern Housing. We deliver housing management services on behalf of these RSLs and continue to invest in the refurbishment of these properties. Increasingly we are searching for new properties that are easy to maintain with a view to replacing some of the older stock and helping us house and support more people. Andrews Charitable Trust (ACT) continued to partner with us by providing three shared move-on moves for up to 9 young people through the Establish project, whilst CAYSH provided a small amount of move-on support.

Young people in our accommodation typically stay with us for up to two years. Our Advice and Support Officers (ASO) work with them to address their support needs, develop emotional resilience, self-confidence and independent living skills, empowering them to flourish when they move on to their long-term home. Placements and levels of support are offered based on the nature and degree of challenges a young person faces and their levels of independence skills. Recognising the impact of adverse childhood experiences on young people, we operate within a trauma informed framework and adopt a restorative approach. Time is spent by our ASOs in building trusting relationship with young people to help them build a toolbox of techniques to manage emotional challenges, make informed decisions and flourish.

Supported Lodgings

Our Supported Lodgings accommodation and support services provide a safe, effective and economical transition for young people into independent living by offering them with accommodation in family homes. The service benefits young people who are particularly vulnerable such as those who are newly homeless, those with little or no experience of independent living and those who are unable to live in shared accommodation for safeguarding reasons.

We have 29 Hosts, some of whom have more than one room. Hosts are members of the public and play an essential part in housing and supporting homeless young people. We support Hosts through training and on-going support. All Hosts are subjected to our safer recruitment processes including Enhanced Disclosure & Barring Service (EDBS) and reference checks. Training our Hosts ensures that they (and their homes and regular visitors) meet CAYSH's stringent support, safeguarding and Health and Safety standards. CAYSH's Lodgings team provides support to both the young person and the Host throughout a service user's placement.

Prevention Services

Restorative Approaches - Mediation Services (Restoring Families)

Spanning our prevention and supported accommodation activities, CAYSH's Mediation - Restoring Families service works with young people aged 16+ at risk of homelessness due to family breakdown, or those who have become homeless and entered our supported accommodation but may be able to return home under altered circumstances. Staff hold a Level 4 Interpersonal Mediation Practitioner's Certificate (IMPC), accredited within the Ofqual

Credit & Qualifications Framework. They continue to receive ongoing practice supervision for cases through UK Mediation.

Young Adults Floating Support Service
Floating support is a low-level tenancy sustainment service delivered to young people who for a variety of reasons may be at risk of losing their home. Typically this support is up to three hours per week. The types of support we provide includes addressing debt, accessing community mental health services, finding employment and building personal resilience. This service also supports unaccompanied asylum-seeking children (UASC) placed in temporary accommodation by Local Authorities.

Our floating support service provides a real opportunity to prevent homelessness among young people by offering early intervention / mediation with families which allows them to remain at home if safe to do so and, supporting the young person to sustain their tenancy in the private rented sector.

'Your Voice: Your Choice' Project
Available to all the young people we support, this counselling project was set up in response to our growing concerns over the deteriorating mental health of our young people during the Covid pandemic. It has been a grant funded pilot, and we are seeking continuation funding. This project offers a mental health triage and counselling service, with clinical support provided by Off the Record.

'Working My Way Up Project'
This pilot project was set up to improve employment opportunities for young people in our service who are traditionally less well equipped to compete in the job market having experienced disrupted education and lacking in confidence. During the year we delivered our 13-week programme, supporting people in:

- Employment Mentoring (including some with work experience)
- CV writing
- Money management
- Support in gaining and remaining in employment

Fundraising
We are truly grateful to the individuals and companies who have supported us through donations or time this year; these allow us to enhance our services and support young people in more ways than we otherwise would have been able to.

Our loyal supporters Bryden Johnson Chartered Accountants have once again given £1,000 as their annual donation. Thank you for continuing to support the work we do and offering us advice and friendship.

Our continuing thanks also go to Mitheridge Capital Management LLP who have been supporting the 'Working My Way Up' project with a grant of £5,000, and Andrews Charitable Trust continue to offer young people in the Establish project a transition fund for when they leave the project of £500 per person per year.

We were also delighted to £3,973 from individual donors via Just Giving.

Fundraising events raised £2,024 in the year. Thank you to everyone who took part in our annual 10-mile Walk and to Andrews Charitable Trust for the opportunity to raise funds at one of their events.

Concierge Services

CAYSH Concierge is a specialised out of hours safeguarding and security service, established to operate in homelessness, mental health, and supported housing. The service ensures safety for residents 24/7 including preventing anti-social behaviour (ASB) and incidents while supporting residents working towards independence. During 2024-2025 we kept up to 396 vulnerable people safe each night.

CAYSH Concierge Services offer two types of service: (1) Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. (2) A roving service offers mobile and responsive flexible cover at a number of locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

3. Achievements and Progress on our three-year Group Strategy

2024-25 was the second year of our three-year Group Strategy.

The strategy is built around 3 pillars which are integral to delivering on our mission and growing our impact.

Our three strategic pillars are:

- Financial
- Services
- People

1. Financial

Aim: To ensure that CAYSH's financial position enables it to continue to operate and serve its users during good times and bad.

Progress: During the year the Group's financial position remained strong, with reserves increasing to £564,741 (an increase of 20%) and making a surplus of £95,973. We began due diligence on high-interest savings accounts as a means of generating more income from reserves. Rental collection was strong during the year. Occupancy rates were below target, as we experienced delays in receiving referrals from a key local authority; this is a key area to address in 2025-26. Effective procurement enabled us to negotiate cheaper contracts, however, our progress to address the balance of income from Local Authority contracts versus grants and fundraising has continued to be slow.

Our main goal for the year ahead is to increase our income through: tender opportunities, commissioning frameworks, grant applications and public and corporate donations. We will explore social investment as a means of generating long-term financial stability.

2. Services
Aim: To ensure that CAYSH delivers high quality advice, accommodation and support to all service users irrespective of their background to maximise positive outcome for them and deliver' safe homes and better futures' and promote their safeguarding.

Progress: We continued to deliver services of high quality to vulnerable homeless people. care leavers and those at risk of becoming homeless.

We provided a direct service to 183 young people between the ages of 16-25. Every night during the year the concierge service supported up to 396 young and vulnerable people.

Of the 139 people we housed this year, 42 moved on positively to long-term homes. Of our floating support young people, we helped 100% of them to sustain their tenancy / home.

Over 30 young people accessed our counselling service Your Voice: Your Choice.

We helped 13 young people into employment and 12 young people into education or training through our Working My Way Up programme. This programme focuses on employment mentoring for those transitioning to independence.

We registered with Ofsted to deliver the Supported Lodgings service for 16 and 17 year-olds.

3. People
Aim: to ensure our staff have the correct level of skill and competence to deliver to vulnerable and young people, and that service users have a voice and influence over what is delivered.

Progress: we held Investors in people level Gold during the year. Staff turnover was 28% in the Charity and 0% for CAYSH Enterprise CIC (excluding staff who involved in TUPE). We recruited well during the year, with a number of strong team members joining us. A comprehensive programme of induction and training was delivered, enabling staff to develop the skills need to provide excellent services.

We held a successful Staff Conference in March.

We operated a Business Continuity Management System which complied with the requirements of ISO 22301:2019, ensuring that we will be able to continue service delivery in the event of unplanned, external shocks.

Through the work of our Young People's Ambassador, young people continued to influence our services.

4. Financial Review

The Group's financial position has deteriorated, with 15% decrease to £95,973 (2023-24: £113,377). The Board view this reduction as a temporary blip, during a year of transition, with changes in the CEO and other sections of the Leadership Team.

Our reserves policy has been reviewed and confirmed as sufficient considering reduction in staffing and reduced expenditure and the Charities free reserves stand at £557,714. With an additional £7,027 restricted.

Income
The combined income for the Group was £2,873,120, a 2.7% reduction on last year (£2,952,814).

Expenditure
Through tightening processes and restructuring roles we have controlled expenditure despite the ongoing cost of living crisis. Our group expenditure this year was £2,777,147, a reduction in costs of 2.2% (2023-24: £2,839,437). We have managed to deliver a modest pay rise this year to help staff meet increases in inflation.

Investment Powers and Policy
CAYSH's Memorandum and Articles of Association provides for investment decisions by its Board of Trustees. The Board regularly reviews how surplus funds are invested to maximise returns on these funds. During the year the Board carried out a comprehensive review of our investment policy with a view to ensuring that cash reserves deliver maximum returns with minimum risk. We have increased our utilisation of savings accounts as our cash flow position improved. In the coming year the review will consider opening higher interest savings accounts as cashflow stabilises further.

This policy is designed to achieve a balance between adequate resources to meet the day-to-day operational requirements of the charity and provide sufficient investment to achieve its future aims and objectives.

Reserves Policy
In line with Charities Commission guidance on Reserves, the Trustees reviewed and brought forward the Reserves Policy for 2024-25. This reserves policy remains relevant (reviewed July 2023). Trustees consider free reserves to be those that do not have legitimate designation and are not restricted by a funder.

CAYSH's Reserves Policy is reviewed annually and aims to ensure sufficient funding is available to continue all operations in a range of hypothetical situations. Reserves for the Group at the end of the financial year were £564,741 including £7,027restricted reserves. This represents an increase of 20% from the previous year (£468,767).

Going Concern
CAYSH is a public benefit entity, and its Board has set out a review of financial performance and the group's reserves position. The year ahead will continue to be challenging because of the strains on local authority budgets. However, our performance in 2024-25 has demonstrated our ability to meet uncertainties and challenges.

Neither the Trustees, nor any key persons within the charity, were aware of either any specific or general events which would change the charity's status as a going concern.

Future Plans
Recognising that we are able to achieve so much more in collaboration with other organisations, we will seek opportunities to grow our services through partnership with, among others: local authorities, private companies, specialist community organisations, statutory services, Trusts and Foundations, corporate and individual donors. New services we develop will focus on being a stepping-stone for young homeless people, working with them around their needs to become independent and in a position where they are flourishing. We will continue to have high aspirations for those we support. In light of the growing numbers of homeless young people, we will seek to house more people by increasing the number of homes we can use.

5. Structure, Governance and Management

Appointment of Trustees

As set out in the Memorandum and Articles of Association, the Management Committee (Board of Trustees) shall consist of not less than three members. Only personal members shall be eligible for election to the committee of management. The Chair of the Trustees is appointed by the Management Committee. The Management Committee shall have power to co-opt additional members, but such co-options must not exceed one third of the existing strength of the Management Committee at any time nor exceed the maximum number aforesaid. The committee of management may appoint persons ex-officio to assist in specific or general undertaking.

Trustee Recruitment, Induction, and Training

New Trustees are recruited through a range of mechanisms designed to ensure CAYSH benefits from a suitable range of expertise and that the diversity of our Trustees reflects the diversity of our service users and staff group. As with all other staff and volunteers, new Trustees undergo vetting and including EDBS checks and taking up personal and professional references.

New Trustees undertake an induction process that includes meeting with key members of the Management Committee to brief them on their legal obligations under charity and company law. They are also required to complete safeguarding training before commencing duties. They receive copies of the Memorandum and Articles of Association, the latest copy of the Trustees Report and Financial statements, CAYSH's Annual Review and its Strategy. Every year CAYSH encourages all Trustees to attend external training events relevant to their governance role for them to perform effectively as Trustees.

Trustees' Activity 2024 - 2025

The charity's full Board of Trustees met four times during the year and one Board Development Day where collectively the Trustees review CAYSH's organisational purpose, their leadership, organisational integrity, risks and controls, the Board's effectiveness, diversity, and its accountability. In addition to the full board, the Finance Development Committee and the People and Services Committee also met a further four times each during the year. CAYSH Enterprise CIC's Board of Trustees also met four times during the year. This year Trustees have focused on developing the new strategic direction for the Group over the next three years with the aim of maintaining the upward trend in the financial position of the organisation to ensure future proofing the organisation ability to deliver high quality services to young and vulnerable people.

During the year there were eleven Trustees and Directors within the Group as outlined below:

Charity Trustees: 01/04/2024 to 31/03/2025

B Padhiar	Chair (resigned on 22/05/2025)
A Dunhill	Trustee
C Galvau	Trustee
D Sanderson-Estcourt	Trustee(resigned on 05/04/2025)
E Odigie	Trustee (resigned on 26/03/2025)
G Douglas	Trustee (resigned on 17/05/2024)
J Castaneda	Trustee
L Keogh	Trustee
S Bartlett-Pestell	Trustee
L Graham-Smith	Trustee/Chair(appointed on 04/06/2025)
S Chance	Trustee (appointed on 16/04/2025)
A Leadbeater	Trustee (appointed on 02/06/2025)

Executive Management Team:

Ann Tighe	CEO (resigned on 03/12/2024)
Chris Deacon	CEO (appointed on 11/11/2024)
Patrick Lineen	Finance Manager
Victor Brown	Head of Operations
Sonia Wilson	Head of People and Culture
Sonia Seevaratnam	Business Compliance and Support Manager
Andre Chopra	Business Development Manager

The Management Committee (Board of Trustees or 'Board') administers the charity. There are two committees (Finance Development Committee and the People and Services Committee) that review the day-to-day working of the organisation and exercise delegated authority on behalf of the Board.

CAYSH Enterprise Community Interest Company
Directors: 01/04/2024 to 31/03/2025

A Tighe	Chair (resigned on 03/12/2024)
A Clarke	Director (resigned on 08/07/2024)
J French	Director (appointed Chair on 03/12/2024)
B Padhiar	Director (resigned on 22/05/2025)
C Deacon	Director (appointed on 29/08/2024)
S Saunders	Director (appointed on 09/04/2024)

Executive Management Team:

Patrick Lineen	Finance Manager
John Olum	Operations Director
Michael Bangura	Operations Director

The Board of Directors wish to thank Ann Tighe for her contribution and support of CAYSH Enterprise CIC over the years.

Environmental, Social and Governance (ESG)

Environmental:
Out most significant carbon footprint comes from the homes we manage and offices we lease. We have modern office space adequate for our current space requirements. It is within StartUp Croydon's serviced office block, thereby achieving energy savings through the co-locating of small businesses. We have limited ability to improve the energy efficiency of our homes as we are not the landlord; however, we are making good progress in replacing old utility meters with smart meters. Currently 50% are now smart meters and this number will increase in 2025-26.

Recycling is in operation at our offices and homes. Young People are advised how to be more efficient in their energy usage. Their bills are directly linked to actual consumption, incentivising energy efficiency. All our homes have an in-date EPC rating.

The most significant environmental risk for us would be a large hike in gas and/or electricity prices. We will be reprocuring our gas & electricity contract this year, which will offer protection from any immediate hike in market prices.

Social:
We continued to provide working environments and homes that met a high standard of health and safety. We had one staff accident in the year. We introduced monthly reporting of Health and Safety compliance in the second half of the year, achieving 88% average across all metrics. Fire safety remains our highest priority and we work with landlords to ensure homes meet the highest standards.

We invested £6,037 in training staff during the year. A training planner is used to identify and meet training needs across the teams.

CAYSH is committed to promoting a positive and diverse culture, where all staff and young people feel respected and valued. We seek to eliminate unlawful discrimination, inequality and unfair treatment. Our Equality, Diversity and Inclusion policy and procedure was reviewed during the year.

CAYSH is committed to the local communities in which we serve. We give preference to local businesses through procurement, collaborate with local charities and work with local authorities to continuously improve their systems and services.

Governance:
We strive for diversity at Board level; of Trustees during 2024-25, 40% were BAME and 60% were female. At executive level, 70% were BAME and 30% were female.

CAYSH uses a Risk Register as the overall means of managing risks to the organisation. The Board review it at Board and Committee meetings. We have a system of policy review and continue to scan the horizon for emerging policy needs.

In our dealings, we uphold ethnical business practices. We are an anti-corruption organisation. We began to explore higher-interest savings accounts than the ones offered by our bank; this will secure greater income on the back of our cash reserves.

Targets for 2025-26:

- Collate EPC rating information
- Advocate to landlords to improve the energy efficiency of their homes
- Reprocure gas and electricity contracts
- Consult with Young People over their views of our performance in championing Equality, Diversity and Inclusion. How do they think we could improve?
- Promote promotion and skill development among existing staff; supporting them in their career development
- Recruit a Board Member with lived experience of services
- Write and implement an Artificial Intelligence Policy and Procedure
- Recruit a new Chair of Trustees
- Earn more income through higher-interest bank accounts

Principal Risks and Uncertainties

Like any other organisation CAYSH faces ongoing risks (e.g. to threat of risks to reputation, commissioned contracts, Children's legislation) and risks that are specific to particular events in its operating environment. During 2024-25 CAYSH reviewed specific additional risks in regard of:

Principal Risk	Risk Management
Change in Leadership: Following the CEO's retirement during the year there was the risk of loss of skill and expertise during the transition period which could impact driving the strategy for the Group through measuring performance on business plan targets and some targets not being met.	Recruitment was successful, the retiring CEO provided interim cover until the new CEO started and provided a comprehensive handover.
UK Economic Environment: Pressures on public funding continued to mount during the year, not least because of the rapid increase of costs from Temporary Accommodation. This also creates greater competition for limited funds which in turn drives down the price for contracts and does not allow full cost recovery of overheads. Organisations have had to deal with increased operating costs over a prolonged period of time.	CAYSH Enterprise CIC exists to provide safe accommodation for vulnerable people and to support the Group financially. Any surplus made is donated to the Charity. Negotiations with Local Authorities over contract prices during periods when contracts are temporarily extended will continue and targets for grant funding and new income will be set for the business development manager. We have re-procured a number of services this year, achieving better value for money. We will continue to review our contracts and services this coming year. We are focused on growing the Group's income. We will do this through: securing more CAYSH Enterprise clients, increasing the number of high-quality grant applications made, securing access to more properties with which to leverage support funding, expanding our base of supporters and submitting competitive tender applications, where the proposed contract is financially viable. We have registered with Ofsted to deliver supported accommodation services for 16 / 17 year-old children. This will increase our tendering opportunities.
Risks to people's Health and Safety Living in our homes, young people could be exposed to a range of health and safety risks, such as fire, damp, mould, carbon monoxide, inadequate heating, faulty electrics and legionella.	We have robust systems to ensure compliance with health and safety standards. Certification compliance and health and safety check completion is reported to the People & Services Committee of the Board of Trustees. We report compliance to our landlords quarterly and to CAYSH's leadership team

In the course of their work, staff and volunteers are at risk whilst travelling for work, lone working and office-based risks such as fire.	monthly through Key Performance Indicators. We attend training to learn about new Health and Safety legislation. We take reports of health and safety issues seriously and have a clear complaints policy in place to address concerns. We work closely with landlords and our own contractors to make repairs promptly.

Risk Management
The Board of Trustees carry out reviews of CAYSH's risk strategy in order to:

- Identify the risks the charity faces
- Establish systems and procedures to mitigate the risks identified
- Implement procedures designed to minimise any potential impact on the charity if any of the identified risks occur

The Business Risk Register (BRR) is reviewed quarterly by the Leadership Team and the Board's Committees. Each Committee discusses the key risk in association with their remit and identifies those that need escalating to the Board. Each Committee report and the Board report have a standing section of the risk register. The BRR is based on the ISO31000 Risk Management standard measuring business risks in terms of likelihood and impact seriousness for the following: Finance, Compliance (Contract/Legislative Compliance/ H&S and quality) People and Operations (including Business Continuity).

Statement of Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they 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:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The Trustees have complied with their duty under the Charities Act 2011 to have due regard to the Public Benefit guidance published by the Charity Commission.

They have referred to the guidance when reviewing our purpose and mission and in planning future activities. In particular, consideration is given to how planned future activities will contribute to our strategy.

Key management personnel

The Leadership Team (LT) – considered Key Management Personnel for the purposes of SORP FRS102 – includes the Chief Executive; and those posts designated as 'Head of Service' (e.g. including Finance, Operations, HR, Business Development and Business Support and Complinace, Directors of CIC Operations). These are the most senior managers in the organisation but are not Directors. For the duration of 2024-2025 the LT comprised eight posts with a total annual staff cost of £400,066

Related parties and partner agencies

During 2024-2025 CAYSH performed work under contracts with the London Boroughs of Croydon and Royal Greenwich as well as client support to Cheshire Council. The charity has a number of relationships under housing management agreements with property owners.

Auditors

CAYSH appointed Bryden Johnson Limited in May 2025 and they have audited the accounts for the year ended 31st March 2025 and the Trustees intend to re-appoint them to undertake the audit of the financial statements of the Charity in the following year.

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

By order of the Trustees:

L Graham-Smith
Chair of the Board
Date: 16/08/2025

A Dunhill Andrea J Dunhill
Trustee
Date: 16/8/25

Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 groups and the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the 31 March 2025 then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 trustees' report, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. Based on our discussions with the charity's management and the trustees, we identified that the following laws and regulations are significant to the entity:

- those laws and regulations considered to have a direct effect on the financial statements including UK Financial Reporting Standards and Charity Law
- those laws and regulations for which non-compliance may be fundamental o the operating aspects of the charity and therefore may have a material effect on the financial statements including compliance with the charitable objectives, public benefit, safeguarding and health and safety legislation.

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These matters were discussed amongst the engagement team at the planning stage and the team remained alert to non-compliance throughout the audit.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

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. 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.

Neil Johnson (Senior Statutory Auditor) **Date:** 19-8-2025

For and on behalf of: Bryden Johnson Limited, Chartered Accountants, Statutory Auditor,

Kings Parade, Lower Coombe Street, Croydon, CR0 1AA

Consolidated Statement of Financial Activities for the year ended 31 March 2025

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 Activities Unrestricted £	Restricted £	Total £	2024 Total £
Incoming Resources from charitable activities: (Housing and Housing Advice Services):					
Supported Housing	2	**2,008,824**		**2,008,824**	2,103,083
Lodgings and Floating Support	3	**800,758**		**800,758**	800,782
Advice Service	4	**0**	**4,027**	**4,027**	5,000
Donations & Other Income	5	**54,119**	-	**54,119**	40,824
Income from Investments	6	**5,392**		**5,392**	3,125
TOTAL INCOME		**2,869,093**	**4,027**	**2,873,120**	**2,952,814**
RESOURCES EXPENDED					
Expenditure on Raising Funds	7	-		-	-
Expenditure on Charitable activities	8				
Supported Housing		2,524,522		**2,524,522**	2,501,753
Lodgings and Floating Support		252,626		**252,626**	332,684
Advice Service		-	0	0	5,000
TOTAL EXPENDITURE/RESOURCES EXPENDED		2,777,147	0	2,777,147	**2,839,437**
NET MOVEMENT IN FUNDS		91,946	4,027	**95,973**	**113,377**
TOTAL FUNDS BROUGHT FORWARD		465,767	3,000	**468,767**	**355,390**
TOTAL FUNDS CARRIED FORWARD		557,714	7,027	**564,741**	**468,767**

Balance Sheet

	Notes	2025		2024	
BALANCE SHEET		Group £	Charity £	Group £	Charity £
NON CURENT ASSETS					
Tangible Assets	9	5,383	1,624	15,931	6,003
Investments	10	-	100,100	-	100,100
		5,383	**101,724**	**15,931**	**106,103**
CURRENT ASSETS					
Debtors	11	204,331	273,923	165,998	119,325
Cash/Deposits at Bank and In Hand		585,942	318,365	483,695	314,796
		790,274	**592,288**	**649,693**	**434,121**
Less					
Creditors - Amounts falling due within 1 Year	**12**	**230,916**	**150,818**	**196,857**	**98,587**
NET CURRENT ASSETS		**559,357**	**441,470**	**452,836**	**335,534**
NET ASSETS		**564,741**	**543,193**	**468,767**	**441,637**
		Group £	Charity £	Group £	Charity £
RESTRICTED FUNDS	13	7,027	7,027	3,000	3,000
UNRESTRICTED FUNDS					
Designated					
General	14	557,714	**536,166**	465,767	438,637
		564,741	**543,193**	**468,767**	**441,637**

Consolidated Balance Sheet as at 31 March 2025

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

Signed on Behalf of CAYSH Trustees

L Graham-Smith
Chair of the Board
Date: 16/09/2025

A Dunhill
Trustee
Date: 16/8/25

Statement of Cash Flow as at 31 March 2025

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 31 MARCH 2025

	2025	2024
	£	£
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	96,854	283,096
Interest paid	-	-
Tax paid	-	-
Net cash inflow from operating activities	96,854	283,096
Cash flows from investing activities		
Dividends, interest and rents from investments	5,392	3,125
Purchase of property plant & equipment	0	(6,353)
Proceeds on disposal of property, plant & equipment	-	-
Interest received	-	-
Proceeds from sale of investments	-	-
Purchase of investments	-	-
Cash flows from financing activities		
Capital repayments in the year	-	-
Proceeds from bank borrowings	-	-
Net increase in cash & cash equivalents	**102,247**	**279,868**
Cash and cash equivalents at the beginning of the reporting period	483,695	203,827
Cash and cash equivalents at the end of the reporting period	585,942	483,695
Change in cash and cash equivalents in the reporting period	**102,247**	**279,868**
	£	£
Net movement in funds for the reporting period	95,973	113,377
Adjustments for:		
Depreciation charges	10,548	12,587
Dividends, interest and rents from investments	(5,392)	(3,125)
(Increase)/decrease in debtors	830	208,162
Increase/(decrease) in creditors	(5,105)	(47,905)
Net cash provided by (used in) operating activities	**96,854**	**283,096**

Notes to the Financial Statements for the Year Ended 31 March 2025

1. Accounting Policies

1.1. Statutory Information

CAYSH is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF.

1.2. Basis of Preparation

This Financial Statements of the Charity, which is a public benefit entity, have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommendation Practise applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102) (2nd Edition, effective January 2019 'Charities SORP'). Companies Act 2006 and the Charities governing document. The financial statements have been prepared under the historical cost convention.

The consolidated financial statements of the Group incorporate the financial statements of CAYSH and it's subsidiary undertaking, CAYSH Enterprise CIC. The total incoming resource attributable to the charity were £2,873,120 (2024 - £2,952,814). The net outgoing resources attributable to the charity were £2,777,147 (2024 - £2,839,437). As permitted by Section 408 of the Companies Act 2006, and also by FRS 102 SORP, no separate statement of financial activities is presented in respect of the parent company.

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

1.3. Public Benefit Entity

The charitable company meet the definition of a public benefit entity under FRS 102.

The charity manages housing properties on behalf of registered housing associations and London Borough of Croydon Social Services. Under the terms of management agreements between the Company and the associations, the Charity receives income and incurs expenditure both as principle and as agent for the housing associations. All transactions i.e. those relating to activities both as agent and principle, are reflected in the Statement of Financial Activities / Income and Expenditure Account.

1.4. Going Concern

The trustees consider that there are no material uncertainties about the charitable company's ability to contribute as an ongoing concern.

Key judgments that the charitable company has made which have a significant effect on the accounts relates to the recoverability of debtor balances, whereby the provision is based on management's assessment of the recoverability of these balances.

The trustees did not consider that there are any sources of estimation uncertainty or the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1.5. Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probably that the income will be received and that the amount can be measured reliably.

Income is deferred where it relates to an agreement to provide services for a specific period and has been received in advance of that period.

For legacies, entitlement is taken as the earlier of the date on which either, the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the of the executive's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a cognitive to asset and disclosed if material.

1.6. Interest Receivable

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.

1.7. Expenditure an irrecoverable VAT

Salary and overheads are apportioned between expenditure headings on the Statement of Financial Activities on the basis of staff time allocated to the activities represented. All expenses are recognised on an accruals Basis.

Governance costs comprised company secretarial, AGM, membership, external and internal audit. The costs also include an allocation of indirect costs to cover support from the Chief Executive and the other executive directors and service departments.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.8. Tangible Fixed Assets

Tangible fixed assets are included in the balance sheet at cost.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Computer equipment – 3 and 4 years straight line basis.
Office equipment - 4 years straight line basis.

1.9. Fixed Asset Investments

Fixed asset investments are included at cost and relate to investment in subsidiary.

1.10. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less form the date of acquisition or opening of the deposit or similar account.
Bank overdrafts are shown within borrowings in current liabilities.

1.11. Financial Instruments

The charity only has financial assets and financial liabilities of the kind that qualify as basic financial instruments. Basic financial instruments are in initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.12. Employee Benefits

In the cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense with the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13. Retirement Benefits

The Charity provides access to a stakeholder pension with the Standard Life Assurance Company and makes contributions to the Stakeholder and personal pensions of staff members who qualify in the year to 31 March 2025, these contributions were made at the rate of 5% of gross salary for permanent staff who had completed a probation a Probationary period in Post.

1.14. Operating Leases

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

1.15. Fund Accounting

General funds are available for use at the discretion of the Trustees in furtherance of general objectives of the charity.

Restricted funds are funds to be used in accordance with specific restrictions imposed by the donors.

2. Supported Housing

	Unrestricted Funds 2025 £	Unrestricted Funds 2024 £
Rent in respect of managed hostels		
Income from Local Authorities	1,332,337	1,204,617
Concierge Services		
Income from Housing Associations	676,487	898,466
Other	-	-
	2,008,824	2,103,083

3. Lodgings and Floating Support

	Unrestricted Funds 2025 £	Unrestricted Funds 2024 £
Supporting People income	800,758	798,387
Fees from Lodgings and other income	-	2,385
	800,758	800,772

4. Advice Service

	Restricted Funds 2025 £	Restricted Funds 2024 £
The Group received grants towards salaries and running costs as detailed below:		
London Borough of Croydon: Advice & Community Support	4,027	5,000
	4,027	5,000

5. Donations & Other Income

	2025 £	2024 £
Income derived from Fundraising and Other Income	54,119	40,824

Notes to the Financial Statements for the Year Ended 31 March 2025 Cont.

	2025 £	2024 £
6. Income from Investments		
Receivable on Bank Deposit Account	5,392	3,125

7. Expenditure on Raising Funds

No associated expenditures occurred in either the current year, nor the prior year.

8. Expenditure on Charitable activities

	2025 £	2024 £
Supported Housing		
Salaries and Office Costs	1,512,434	1,728,661
Direct Expenses	715,121	574,453
Support Costs	251,707	198,639
Lodgings and Floating Support		
Salaries and Office Costs	46,652	37,449
Direct Expenses	185,826	219,377
Support Costs	65,407	75,858
Advice Service		
Salaries and Office Costs	-	4,450
Support Costs	-	550
	2,777,147	2,839,438

8a. Governance costs *(included within note 8 above)*

	2025	2024
	£	£
Audit fee	12,500	12,760
Committee Expenses & Recruitment	487	148
Legal fees & Professional	31,245	32,788
	44,232	45,696

8b. Total Expenditure/Resources Expended *(also included within note 8 above)*

	2025	2024
	£	£
Salaries and wages	1,572,313	1,550,121
Employer's National Insurance	145,643	142,348
Pension costs	68,531	78,092
TOTAL STAFF COSTS	**1,786,486**	**1,770,561**
Printing/stationery/publicity	25,324	8,039
Office Equipment/IT	28,054	23,204
Office Rent/service charge	21,116	79,106
Depreciation	10,547	12,589
Other	232,072	152,110
TOTAL OFFICE COSTS	**317,114**	**275,048**
Rents/charges to Housing Assns	291,252	293,180
Maintenance/Internal Decorations	69,665	101,431
Lodgings Householder Support Charges	185,826	219,377
Other	126,805	179,842
TOTAL PROJECT DIRECT COSTS	**673,547**	**793,830**
TOTAL EXPENDITURE	**2,777,147**	**2,839,440**

8c. Staff and Directors (Trustees)

	2025	2024
The average number of employees during year was:	45	58

for which the following number of employees earned over £60,000 was as follows:

£70,000-£79,999	1	1

Amounts shown as Committee Expenses (note 8a) relate to the cost of facilities for meetings, reimbursement of travel expenses to meetings and cost of Trustees training.

9. Tangible Assets

	Short Term Lease Improvements	Fixtures, Fittings & Office Equipment/	Total
Group	£	£	£
Cost:			
At 1 April 2024	21,275	84,732	106,007
Additions	-	-	-
Disposals	-	-	-
At 31 March 2025	21,275	84,732	106,007
Depreciation:			
At 1 April 2024	21,275	68,801	90,076
Charge	-	10,547	10,547
Disposals	-	-	-
At 31 March 2025	21,275	79,348	100,623
Net Book Value:			
At 1 April 2024	-	15,931	15,931
At 31 March 2025	-	5,384	5,384

	Short Term Lease Improvements	Fixtures, Fittings & Office Equipment/	Total
Charity:	£	£	£
Cost:			
At 1 April 2024	-	13,137	13,137
Additions	-		-
Disposals	-	-	-
At 31 March 2025	-	13,137	13,137
Depreciation:			
At 1 April 2024	-	7,134	7,134
Charge	-	4,379	4,379
At 31 March 2025	-	11,513	11,513
Net Book Value:			
At 1 April 2024	-	6,003	6,003
At 31 March 2025	-	1,624	1,624

10. Investments

	Group		Charity	
	2025	2024	2025	2024
	£	£	£	£
Investment in subsidiary undertaking	-	-	100,100	100,100
	-	-	100,100	100,100

Notes to the Financial Statements for the Year Ended 31 March 2025 Cont.

11. Debtors	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Rent and related receivables	147,918	203,395	147,918	203,395
Trade receivables	78,463	75,677	54,692	6,803
Bad Debt provision	(29,353)	(130,432)	(29,353)	(130,432)
Other Debtors	4,470	9,743	(132)	1,645
Amounts receivable from group subsidiary	-	-	99,389	32,921
Prepayments	2,834	7,615	1,408	4,994
	204,333	165,998	273,923	119,325

12. Creditors - Amounts falling due within 1 Year	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Trade Payables	117,469	58,083	77,172	54864
Other Taxes & Social Security Costs	46,476	82,364	21,116	19859
Other Creditors	11,200	13,361	7,555	8262
Inter-company account				0
Accruals & Deferred Incomes	55,771	43,048	44,976	15602
	230,916	196,856	150,819	98587

13. Restricted Funds	Balance 01.04.24 £	Grants Received £	Balance 31.03.25 £
Supported Housing	3,000	4,027	7,027
	3,000	4,027	7,027

14. Unrestricted Funds

Group	At 01.04.24 £	Net Movement £	At 31.03.25 £
General Fund	465,767	91,946	557,714

Charity	At 01.04.24 £	Net Movement £	At 31.03.25 £
General Fund	438,637	97,529	536,166

The General Fund represents the general unrestricted reserves of the Group. Reserves are held at a level to allow it to cope with short-term cash flow fluctuations, and if necessary to run down individual projects/activities in an organised manner in the case of withdrawal of funding.

Notes to the Financial Statements for the Year Ended 31 March 2025 Cont.

15. Commitments under operating leases

At the reporting end date Group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

Leases which expire:	Land & Buildings 2025 £	Other 2025 £	Land & Buildings 2024	Other 2024 £
In less than one year	80,940	3,674	0	12,111
In two to five years:	-	-		3,448
After more than 5 years	-	-		
Total	80,940	3,674	-	15,559

16. Analysis of Net Assets Between Funds	Tangible Assets £	Current Assets £	Current Liabilities £	Totals £
Restricted	-	7,027		7,027
Unrestricted	5,384	783,247	230,916	557,714

6. Legal and Administrative Details

CAYSH
Registered as a charity, CAYSH is a company limited by guarantee without share capital, under Memorandum and Articles of Association dated 22 March 1993.

Company number: **2802109**

Charity Number: **1026822**

Registered Office: **Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF**

The directors/trustees are all members of the Charity and collectively comprise the Management Committee which is the governing body of the Charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.00

CAYSH Enterprise CIC
Company Number: **08774028**

Registered Office: **Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF**

Group Administration

Auditors	Bankers	Solicitors
Bryden Johnson Ltd	**Barclays Bank plc**	**Marsons Solicitors LLP**
Kings Parade	1 North End	Leonard House
Lower Coombe Street	Croydon	7 Newman Road
Croydon	Surrey	Bromley Kent
CR0 1AA	CR9 1RN	BR1 1RJ

Telephone:	**020 8683 0227**
Email:	info@caysh.org
Internet:	www.caysh.org

CAYSH

England & Wales - Charity number 1026822

Accounts





Trustees' Report and Consolidated Financial Statements CAYSH year-end 31 March 2024

Table of Contents

1. Introduction

2. Objects and Activities

- Purpose and Public Benefit
- Main Activities of CAYSH
- Prevention Services
- Concierge Services

3. Achievements and Performance

- Group Objectives 2023-2024
- Service Outcomes
- CAYSH Enterprise CIC

4. Financial Review

- Income
- Expenditure
- Investment Powers and Policy
- Reserves Policy
- Going Concern
- Future Plans

5. Structure, Governance and Management

- Appointment of Trustees
- Trustee Recruitment, Induction, and Training
- Trustees' Activity 2023 - 2024
- Principal Risks and Uncertainties
- Statement of Trustees' Responsibilities
- Independent Auditor's Report to the Members of CAYSH
- Consolidated Statement of Financial Activities for the year ended 31 March 2024
- Consolidated Balance Sheet as at 31 March 2024
- Statement of Cash Flows as at 31 March 2024
- Notes to the Financial Statements for the Year Ended 31 March 2024

6. Legal and Administrative Details

1. Introduction

The trustees present their report and audited financial statements for the year ended 31 March 2024.

The financial statements comply with current statutory requirements, the Articles of Association, the Companies Act, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

These audited financial statements have been prepared in accordance with the Charities Act 2011, 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 (FRS102) (2nd Edition, effective January 2019) (SORP FRS102).

CAYSH is a charity registered with the Charity Commission for England and Wales. The charity rebranded in February 2011 having formerly been known as Croydon Association for Young Single Homeless. CAYSH is also a company limited by guarantee which is governed by its Memorandum and Articles of Association dated 23rd February 2011 which updated the original Memorandum and Articles of Association signed 22nd March 1993.

CAYSH owns 100% of the shares in CAYSH Enterprises CIC, a social enterprise registered at Companies House. CAYSH Enterprise CIC's primary trading activity is the delivery of security services for residents of supported housing. The governing document of CAYSH Enterprise CIC is its Memorandum and Articles of Association and the CIC was formed on 13 November 2013.

2. Objects and Activities

The charity objectives for which the charity was established are:

'The relief of poverty hardship and distress among vulnerable persons, especially young people, in particular but not exclusively through the provision of accommodation, advice and support.'

Our CAYSH Enterprise supports the charity's objective with its purpose being to provide innovative business solutions that benefit the community and provide the Charity with a sustainable income. Its Concierge service provides people centred safeguarding and security for our service users and for other vulnerable people in supported accommodation.

Purpose and Public Benefit

Our vision, mission, values and aims

Our vision is for every young person to have a safe home and the opportunity for the best possible future regardless of their experience of homelessness. Our mission is to provide the high-quality services that enable this and that meet the needs of our diverse service user group.

Our mission is to provide a safe home and better future for every young person we meet by providing:

- Enterprising solutions and inspired services for vulnerable and young people facing homelessness and other life challenges giving them access to homes and futures that are fulfilling

- A range of accommodation advice and support services that combine to form a pathway for young people to progress in life whether they live with their family, other young people or on their own
- Opportunities for young people to engage in meaningful activities that build confidence and credibility when it comes to engaging in work, volunteering, training and education
- Outreach work within communities to ensure the safety of young people and their neighbours while creating opportunities for young people to participate in their local communities.

Our values provide the framework within which we work embracing the diversity of our staff and service users.

- Commitment
- Fairness
- Inclusivity
- Responsiveness
- Compassion
- Professionalism

CAYSH' main aim is to reduce homelessness amongst the young (aged16-25) and vulnerable, and to improve their quality of life so that they can live independently within the community. This is achieved through delivering:

- Supported accommodation
- Mediation
- Mental health counselling
- Night concierge
- Employment mentoring.

We work with service users come from different communities including asylum seeking children; care leavers; LGBTQi+; young single homeless. In 2023-2024 we helped 288 young and vulnerable people in the community.

We offer a range of accommodation including 24/7 assessment units; small, shared houses (some staffed) and supported lodgings where Hosts are paid in return for offering a room in their home and practical support to the young person.

Our group includes a Community Interest Company whose object dovetails with those of the Charity, meeting public benefit by providing a night-time concierge service to support vulnerable people in the community. The aim of this service is to reduce homelessness by assisting individuals residing in supported accommodation.

The community interest company demonstrates its public benefit through its stated object of 'assisting vulnerable people' as evidenced by the concierge service providing night-time safety for residents and communities.

CAYSH Main Activities

Towards the end of this year we entered a phase of leadership transition as our current CEO Ann Tighe announced her retirement. We would like to extend our thanks and gratitude to her for her leadership and ensuring that the Charity and CIC continued to thrive over the last 8 years.

During 2023-2024 we supported 288 young people some of whom accessed more than one service during their time with us as they progressed towards independence. For example, they may have moved from high support to low support accommodation.

Accommodation-based Services and Support
CAYSH provides a range of accommodation, matching the needs of the young person to the style of living and the level of support required. This in turn means the young people have greater opportunity to progress quickly. We delivered service to the following Boroughs Croydon, Royal Borough of Greenwich, Lambeth and delivered move on accommodation in Sutton and client support to Cheshire Council as well as being on provider frameworks for Tower Hamlets, Bromley, Hounslow and West London. These services are for young people (16-25 years old) facing homelessness including young people at risk; looked after children aged 16+ (including unaccompanied asylum-seeking children) and care leavers.

CAYSH leases accommodation under management agreements from Registered Providers and HMO Landlords, Southern Housing; Peabody; Hyde; Notting Hill Genesis. We deliver housing management services on behalf of these Registered Providers and continue to invest in the refurbishment of these properties. We are also continuously to search for new properties that are easy to maintain with a view to replacing some of the older stock. Andrews Charitable Trust (ACT) partner us in providing move on accommodation for young people through the Establish project. This project offers affordable move on accommodation for our young people with minimal support available from CAYSH.

Young people in our accommodation typically stay with us for up to two years, during our Advice and Support Officers (ASO) work with them to develop their emotional resilience and independent living skills, empowering them to flourish when they move on from us ensuring they can sustain their tenancy. Placements and levels of support are offered based on the nature and degree of challenges a young person faces and their levels of independence skills. We operate within a trauma informed framework and adopt a restorative approach. Time is spent by our ASOs in building trusting relationship with young people to help them build a toolbox of techniques to manage emotional challenges; make informed decisions and positive choices.

Supported Lodgings
Our Supported Lodgings accommodation and support services provide a safe, effective and economical transition for young people into independent living by offering them with accommodation in family homes. The service benefits young people who are particularly vulnerable such as those who are newly homeless, those with little or no experience of independent living and those who are unable to live in shared accommodation for safeguarding reasons.

We have 33 Hosts, some of whom have more than one room. Hosts are integral to these services and to CAYSH achieving its objectives. We ensure Hosts capability through rigorously vetting and training. All Hosts are subjected to our safer recruitment processes and if they successfully pass our assessment process, they are then vetted including Enhanced Disclosure & Barring Service (EDBS) checks and reference checks. Training our Hosts ensures that they (and their homes and regular visitors) meet CAYSH's stringent support, safeguarding and Health and Safety standards. CAYSH's Lodgings team provides support to both the young person and the Host throughout a service user's placement.

Prevention Services

Restorative Approaches - Mediation Services (Restoring Families)
Spanning our prevention and supported accommodation activities, CAYSH's Mediation - Restoring Families service works with young people aged 16+ at risk of homelessness due to family breakdown, or those who have become homeless and entered our supported accommodation but may be able to return home under altered circumstances. In 2018 we established our mediation team which supports all our services offers our young people opportunities to return to families or to mediate continued tenancy with landlords. Staff are accredited to Level 4 Interpersonal Mediation Practitioner's Certificate (IMPC), accredited

within the Ofqual Credit & Qualifications Framework. They continue to receive ongoing practice supervision for cases through UK Mediation.

Young Adults Floating Support Service
Floating support is a low-level tenancy sustainment service delivered to young people in need of support by the local authority but who are not residents in accommodation provided by CAYSH. The support is usually a maximum of three hours per week. This service is intended for young people who are self-sufficient and emotionally stable but still need some guidance to ensure that they do not put their tenancy at risk either through debt or behaviour. This service also supports unaccompanied asylum-seeking children (UASC) placed in temporary accommodation by Local Authorities.

Our floating support service provides a real opportunity to prevent homelessness among young people by offering early intervention / mediation with families which allows them to remain at home if safe to do so and, supporting the young person to sustain their tenancy in the private rented sector.

'Your Voice: Your Choice' Project
This project was set up in response to our growing concerns over the deteriorating mental health of our young people during lockdown. It has been a grant funded pilot, and we are seeking continuation funding. This project offers a mental health triage and counselling service to our accommodated service users. It currently available to young people in Croydon, Sutton, Greenwich, and Lambeth.

'Woking My Way Up Project'
This pilot project was set up to improve employment opportunities for young people in our service who are traditionally less well equipped to compete in the job market having experienced disrupted education and lacking in confidence. The project works with a local volunteer service run by Croydon Voluntary Action, which provides training and support for a dedicated group of employment mentors to be matched with our young people, offering assistance in job searches, interviews, and training for career choices. During the year we delivered the following programmes:

- Employment Mentoring (including some with work experience)
- CV writing
- Money management
- Support in gaining and remaining in employment

Fundraising
Many other individuals and companies have supported us through donations or time, and we greatly appreciate this especially at a time when the cost of living is increasing.

CAYSH were very pleased to be nominated as the beneficiaries of a recital held in Southwark Cathedral in February celebrating the Araba Taylor, whose was a former Trustee of the charity and sadly passed. Her son Felix Asare gave a moving recital combining classical and jazz and was joined by his brother and friend who sang, in the magnificent setting of the Southwark Cathedral. Thank you, Felix, for thinking of CAYSH and continuing the support your mother gave to CAYSH. Felix raised £1,012.50 for the charity.

Our loyal supporters Bryden Johnson Chartered Accountants have once again given £1,000 as their annual donation. Thank you for continuing to support the work we do and offering us advice and friendship.

Rokeby Boys school have once again been eating cakes and holding fetes to raise a magnificent £11,338. Thank you so much for selecting us as your charity.

Our continuing thanks also go to Mitheridge Capital Management LLP who have been supporting the 'Working My Way Up' project with a grant of £5,000, and Andrews Charitable Trust continue to offer young people in the Establish project a transition fund for when they leave the project of £500 per person per year.

We were also delighted to receive a donation from, the Masonic Charitable Foundation of £165 and other donors totalling to £224.02 and £10,447.92 via Just Giving.

Whilst not related to this year we wanted to thank all the staff who joined the CAYSH Walk for Better Futures who raised over £3,000 having walked a magnificent 10 miles. This was one of the last fundraising events that our CEO Ann Tighe was part of as she has now retired.

Concierge Services

CAYSH Concierge is a specialised out of hours safeguarding and security service, established to operate in homelessness, mental health, and supported housing. The service ensures safety for residents 24/7 including preventing anti-social behaviour (ASB) and incidents while supporting residents working towards independence. During 2023-2024 we kept 410 vulnerable people safe each night.

CAYSH Concierge Services keep residents safe across three London boroughs and this year started a contract delivering in Kent County council for the Richmond Fellowship. Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. A roving service offers mobile and responsive flexible cover at a number of locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

3. Achievements and Performance

In 2023-2024 we provided a direct service to 288 young people between the ages of 16-25. Every night during the year the concierge service supported 410 young and vulnerable people.

This year has seen the continuation of the cost-of-living crisis that has placed a significant burden on young people as they try to live on benefits or low paid jobs that have not been increased in real terms in line with inflation. In addition, we have seen a number of Local Authorities declare Section 114 bankruptcy and a downward pressure on funds available to run service such as ours. We have however been prudent in our expenditure and negotiated contract adjustment were necessary to enable us to continue delivering high quality support to the young people. Where necessary we have reduced contract output, and some contracts have reached a natural end.

We have continued to honour London Living wage payments to staff and this has ensured stability in the workforce.

Our progress to address the balance of income from Local Authority contracts versus grants and fundraising has continued to be slow given the impact of inflation on grant availability. However, we have secured grant funding for the continuation of our Working My Way Up Project which focuses on employment mentoring for those transitioning to independence. In addition, we have now employed a business development manager who has a grant target for the year

Despite this challenging environment we are pleased that we have continued to deliver all our contractual obligations to service users and have not dropped one shift during the year.
We have remained stable during this challenging year and again returned a surplus.

Group Objectives 2023-2024

This year saw the launch of our new three-year Group Strategy set by Trustees / Directors outlining priorities going forward.

The strategy is built around 3 pillars which strengthen our position in a volatile market and look to grow in the latter years.

The Objectives are:

- Financial Stability
- Services
- People

Our aim under each pillar follows with a third-year report:

1. **Financial Stability**
   AIM: To ensure that CAYSH's financial position enables it to continue to operate and serve its users during good times and bad.
   OBJECTIVES: Stabilising finances by:

   - Building reserves to more comfortable levels
   - Reducing the sensitivity of our earnings to shocks
   - Reducing the sensitivity of our cash flow to shocks
   - Ensuring transparency on financial performance
   - Growing our service lines and minimizing losses to mission critical services.

   2023-2024 progress: Our reserves have increased to £468,767 (including £3,000 restricted), which represents an increase of almost 32% from the previous year (£355,390) We have improved our cashflow through implementing better processes for debt recovery and tightening expenditure through a move to remote working and re-procuring services to ensure value for money. Our year end position has seen almost a 5-fold increase (£23,110 to £113,377).

2. **Services**
   AIM: To ensure that CAYSH delivers high quality advice, accommodation and support to all service users irrespective of their background to maximise positive outcome for them and deliver' safe homes and better futures' and promote their safeguarding.

   OBJECTIVES:

   - Specialising in those business lines that are profitable and produce positive outcomes for young & vulnerable people.
   - Explore new business lines and build on specialist services such as:
     - Mental health counselling
     - Employment mentoring
     - Move on
     - Mediation
   - Existing services to be promoted:
     - Supported Lodgings
     - Concierge
   - Delivery of Ofsted compliant services.

   2023-2024 progress: Our core services continue to deliver high quality support to extremely vulnerable young people and adults with complex needs. Our support Lodgings Host continue to offer support to our young people. Their commitment and loyalty to

CAYSH is commended and they have touched the lives of 49 young people this year. Our supported and move on accommodation has offered 95 young people a chance to recover from trauma and learn independence skill with some moving into our three houses that offer independent accommodation. Our floating support service continues to deliver ongoing support to young people who do not live in supported accommodation but need that little bit of extra help. We supported 48 young people in the community. Our Concierge service obtained a new contract this year offering support to adults with complex needs for the Richmond Fellowship. This also extended our area of delivery to cover part of Essex, and we provided night support to 410 adults with complex needs.

Two independently funded projects deliver services identified as being needed through our young people's surveys. The Working My Way Up project offers employment mentoring to those seeking employment and our 'your voice: your choice' project provides an assessment and counselling service for young people in our care. Our mediation staff continue to support families to mend relationships and to resolve issues between young people and landlords.

We will be applying for Ofsted registration in the coming year and have completed all the preparation needed.

3. People

AIM:

- To ensure our staff have the correct level of skill and competence to deliver to vulnerable and young people.
- To ensure service users have a voice and influence over what is delivered.

OBJECTIVES:

- To promote a culture of 'no blame' and accountability
- To provide an environment where staff welfare is recognised
- To ensure staff meet core competencies through training and testing
- To mentor and coach staff to maximise performance using supervision and appraisals to set and monitor targets
- To ensure managers have the capability to drive performance through being accountable for targets and delegating where appropriate
- To ensure positive communication across all levels of staff to promote commitment to the CAYSH vison and quality delivery
- To promote specialist roles within the organisation to respond to changing service user need.
- To deliver a positive and enduring service user engagement programme.

2023-2024 Progress: Staff satisfaction can often be measured by turnover and sickness rates and CAYSH has demonstrated this year that both are below the sector rate with turnover at 22% against a sector average of 28% and sickness at 7.9 days compared to the sector average of 8.1 days per person in the year. We have invested in staff welfare offering a comprehensive Employee Assistance programme and have monthly 'Coffee and Cake' sessions involving everyone in the organisation. These have been held outside of the head office in locality offices providing more opportunity for staff to meet with senior managers.

A comprehensive training programme has been in place and this has included trustees. A revised induction programme for new trustees is operating which covers governance responsibilities, site visits and safeguarding practice.

Our Young Peoples Ambassador (a paid position within the organisation) has been conducting regular surveys and focused discussions with service users and has presented findings to the Board of Trustees. Complaints are low and those we do have relate to repairs and maintenance delays rather than the support programmes they receive.

Service Outcomes

Numbers of Young People Receiving a Service from CAYSH

In total CAYSH worked with 288 young people with some young people accessing / progressing through different accommodation and services whilst with us.

Type of Service Received by Young People in 2023-2024

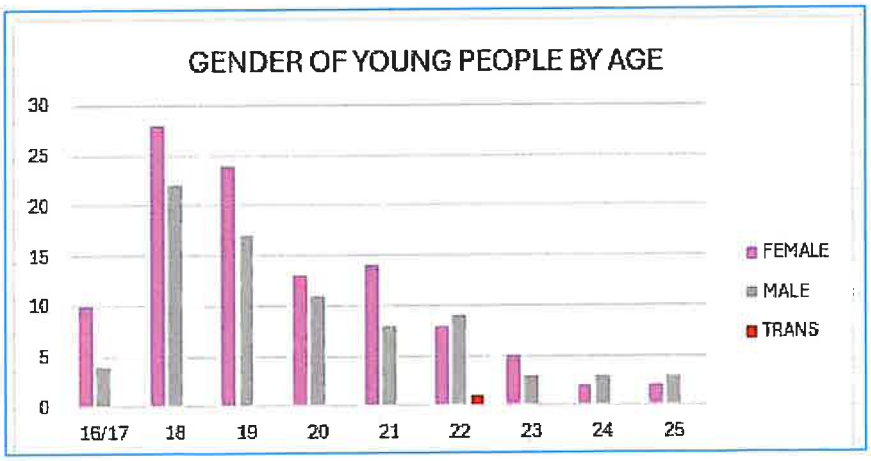
POJECTS	
Your Voice: Your Choice	51
Working My Way Up	45
Establish	12

SUPPORTED HOUSING	
Croydon	80
Lambeth (SIA closed this year)	3

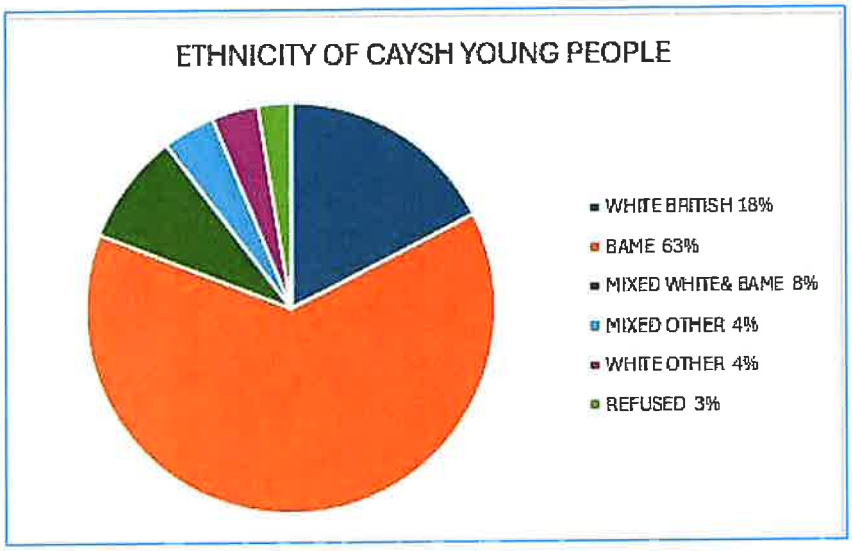
SUPPORTED LODGINGS	
Croydon	32
Greenwich	17

FLOATING SUPPORT	
Croydon	48

Gender / Age of CAYSH Young People Receiving Supported Accommodation 2023-2024



Ethnicity of Supported / Accommodated CAYSH Young People 2023-2024



CAYSH Enterprise CIC

CAYSH Enterprise CIC, trading as CAYSH Concierge Services, provides highly trained and experienced Concierge Officers to a range of supported housing projects in and around London. By augmenting Supported Housing services with Concierge, providers can better ensure the well-being and safety of their residents while reducing the costs associated with tenant-caused property damage and emergency service callouts. In turn this helps ensure neighbour disturbance and complaints are minimised which leads to a better experience for residents, the provider, and the neighbourhoods in which supported housing is provided.

CAYSH Concierge is a specialised safeguarding and security service, established to operate in homelessness, mental health, and supported housing. The service ensures safety for residents 24/7 and prevents anti-social behaviour (ASB) and incidents whilst supporting residents working towards independence.

CAYSH Concierge Services keep residents safe across London and Essex through a mixture of static and roving cover. Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. A roving service provides mobile and responsive flexible cover at several locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

In 2023-2024 our Concierge service provided specialist safeguarding and security cover for a total of 410 vulnerable residents across Croydon, Southwark, and Essex. This is in partnership with CCHA, Certitude, Southern Housing, London Borough of Croydon and the Richmond Fellowship. In these locations CAYSH Concierge Services also work with service users in adult mental health services, homeless young families, and elderly people.

CAYSH Enterprise CIC	
CONTRACTS	**UNITS**
CAYSH	96
CCHA Lockout Service	150
CCHA Keyring	5
CCHA Mental Health	77
Certitude	12
Eldon Housing (& Hestia)	14
Southern Housing	4
Richmond Fellowship (Islington & Southend)	52
Total	**410**

4. Financial Review

Having navigated our way through the continuing cost of living crisis the CAYSH Group continues to stabilise its financial position ending the year with a consolidated surplus of £113,377 which is almost a 5-fold increase from the previous year (previous year profit £23,110). The whole organisation has pulled together to streamline financial processes and rigorously apply financial systems.

Our reserves policy has been reviewed and confirmed as sufficient considering reduction in staffing and reduced expenditure and the Charities free reserves stand at £465,767. With an additional £3,000 restricted.

Income

Pressure on Local Authority budgets continued this year and this combined with many Local Authorities being placed under Section 114 for bankruptcy the tightening of expenditure continues to impact on available funds for local services. The combined income for the Group was £2,952,814 an 11% reduction on last year (£3,320,392) following one contract reaching term, new business starting towards the end of the year and Local Authorities freezing annual increases requested due to financial constraints resulting in volume reductions. Our annual grant and fundraising targets have been impacted by a mid-year start of the new Business Development Manager.

Expenditure

Through tightening processes and restructuring roles we have controlled expenditure despite the ongoing cost of living crisis and our group expenditure this year was £2,839,437. The cost savings of moving to hybrid working and moving to a small head office were realised this year. We have managed to deliver a modest pay rise this year to help staff meeting increases in inflation.

Investment Powers and Policy

CAYSH's Memorandum and Articles of Association provides for investment decisions by its Board of Trustees. The Board regularly reviews how surplus funds are invested to maximise

returns on these funds. During the year the Board carried out a comprehensive review of our investment policy with a view to ensuring that cash reserves deliver maximum returns with minimum risk. We have increased our utilisation of savings accounts as our cash flow position improved. In the coming year the review will consider opening higher interest savings accounts as cashflow stabilises further.

This policy is designed to achieve a balance between adequate resources to meet the day-to-day operational requirements of the charity and provide sufficient investment to achieve its future aims and objectives.

Reserves Policy

In line with Charities Commission guidance on Reserves, the Trustees reviewed and brought forward the Reserves Policy for 2023-24. This reserves policy remains relevant (reviewed July 2023). Trustees consider free reserves to be those that do not have legitimate designation and are not restricted by a funder.

CAYSH's Reserves Policy is reviewed annually and aims to ensure sufficient funding is available to continue all operations in a range of hypothetical situations. Reserves for the Group at the end of the financial year were £468,767 including £3,000 restricted reserves. This represents an increase of almost 32% from the previous year (£355,390).

Going Concern

CAYSH is a public benefit entity, and its Board has set out a review of financial performance and the group's reserves position. The year ahead will continue to be challenging because of the unstable economic environment with inflation impacting on the cost-of-living and a general election being held in the summer. This year has demonstrated our ability to meet these continuing uncertainties and challenges, and we are further positioning ourselves to manage shocks by restructuring our delivery model to ensure we are able to offer value for money without compromising quality of service going forward. Our business development plan sets new targets driven by the new three-year strategy that once again looks to improve our reserves by 20% and to diversify income streams through increasing grant funding and fundraising activities. Linked to this will be the appointment of a marketing officer to maximise exposure of the charities work and campaign for funds going forward. Targets have also been set to increase income through registering with Ofsted to access the 16/17 care market. Currently we provide services to 16/17 not on full care orders. We anticipate that housing will form a central plank for any government going forward given the raised profile of insufficiency of housing and in particular social housing in the Country.

Neither the Trustees, nor any key persons within the charity, were aware of either any specific or general events which would change the charity's status as a going concern.

Future Plans

The 2023-2024 strategy sets out the direction for the Charity and CIC going forward and provides direction under three pillars as outlined under the Group objectives above. Debt management will continue to ensure our cash flow remains stable and controls and new processes around rent and void management together with increased business development activity will stabilise income. There is a focus on sales in the CAYSH Enterprise CIC and the promotion of supported lodgings as a positive delivery model of support. We have also had some success in obtaining contracts for support of young people placed out of county in London and this is a service that will be promoted to other Local Authorities with young people placed in London. We anticipate increased activity in business development in the coming year as the new role will be operating for a full twelve months and will be supported by a marketing role in the latter part of the year.

We will continue to deliver services that place the need of the young and vulnerable at the centre and to build a stronger service user voice within the organisation. We will continue to focus on employment support, mental health counselling and affordable move on accommodation independent of Local Authority contracts. This will be achieved through continuing to work in partnerships with volunteer organisations; independent mental health counselling services such as Off The Record and Andrews Charitable Trust for move on accommodation. We will continue to employ a service user to be our Young People's Ambassador as we recognise the important contribution this role has made in the development of our services.

5. Structure, Governance and Management

Appointment of Trustees

As set out in the Memorandum and Articles of Association, the Management Committee (Board of Trustees) shall consist of not less than three members. Only personal members shall be eligible for election to the committee of management. The Chair of the Trustees is appointed by the Management Committee. The Management Committee shall have power to co-opt additional members, but such co-options must not exceed one third of the existing strength of the Management Committee at any time nor exceed the maximum number aforesaid. The committee of management may appoint persons ex-officio to assist in specific or general undertaking.

Trustee Recruitment, Induction, and Training

New Trustees are recruited through a range of mechanisms designed to ensure CAYSH benefits from a suitable range of expertise and that the diversity of our Trustees reflects the diversity of our service users and staff group. As with all other staff and volunteers, new Trustees undergo vetting and including EDBS checks and taking up personal and professional references.

New Trustees undertake an induction process that includes meeting with key members of the Management Committee to brief them on their legal obligations under charity and company law. They are also required to complete safeguarding training before commencing duties. They receive copies of the Memorandum and Articles of Association, the latest copy of the Trustees Report and Financial statements, CAYSH's Annual Review and its Strategy. Every year CAYSH encourages all Trustees to attend external training events relevant to their governance role for them to perform effectively as Trustees.

Trustees' Activity 2023 - 2024

The full Board of Trustees met four times during the year and one Board Development Day where collectively the Trustees review CAYSH's organisational purpose, their leadership, organisational integrity, risks and controls, the Board's effectiveness, diversity, and its accountability. As a result of the Development Day a new strategy for the period 2023-2026 was set. In addition to the full board, the Finance Development Committee and the People and Services Committee also met a further four times each during the year. This year Trustees have focused on developing the new strategic direction for the Group over the next three years with the aim of maintaining the upward trend in the financial position of the organisation to ensure future proofing the organisation ability to deliver high quality services to young and vulnerable people.

During the year there were twelve Trustees and Directors within the Group as outlined below:

Charity Trustees: 01/04/2023 to 31/03/2024

B Padhiar	Chair
A Dunhill	Trustee
G Douglas	Treasurer
S Bartlett-Pestell	Trustee
L Lathino	Trustee – Resigned 27/10/2023
D Sanderson-Estcourt	Trustee
J Castaneda	Trustee – Appointed 15/08/2023

After the year end, C Galvau was appointed on 23/05/2024, L Keogh appointed on 30/04/2024, G Douglas resigned on 17/05/2024 and E Odigie was appointed on 30/08/2024.

Executive Management Team:

Ann Tighe	CEO
Jacky Fok	Finance Controller
Victor Brown	Head of Operations
Sonia Wilson	Head of People and Culture
Sonia Seevaratnam	Business Compliance and Support Manager
Andre Chopra	Business Development Manager

The Charity extends its thanks to Lance Lathino for his support and service to the charity.

The Management Committee (Board of Trustees or 'Board') administers the charity. There are two committees (Finance Development Committee and the People and Services Committee) that review the day-to-day working of the organisation and exercise delegated authority on behalf of the Board.

CAYSH Enterprise Community Interest Company
Directors: 01/04/2023 to 31/03/2024

A Tighe	Chair
A Clark	Director
J French	Director
B Padhiar	Director – Appointed 14/08/2023
S Wales	Director – Resigned 13/07/2023
A Dunhill	Charity Observer

After the year end, S Saunders was appointed on 09/04/2024, A Clarke resigned on 08/07/2024 and C Deacon was appointed on 29/08/2024.

Executive Management Team:

Jacky Fok	Finance Controller
John Olum	Operations Director
Michael Bangura	Operations Director

The Board of Directors wish to thank Simon Wales for his contribution and support of CAYSH Enterprise CIC over the years.

Principal Risks and Uncertainties

Like any other organisation CAYSH faces ongoing risks (e.g. to threat of risks to reputation, commissioned contracts, Children's legislation) and risks that are specific to particular events in its operating environment. During 2023-24 CAYSH reviewed specific additional risks in regard of:

Principal Risk	Risk Management
Change in Leadership: Following the announcement of our current CEO's retirement next year there is a risk of loss of skill and expertise during the transition period which may impact driving the strategy for the Group through measuring performance on business plan targets and some targets not being met.	Early recruitment will be in place to allow for a full handover period and interim cover from the current CEO where necessary. Trustees / Directors will monitor performance against the strategy by reviewing reports on targets set at Board and Committee meetings.
UK Economic Environment: The impact of escalating world conflict and continued cost of living crisis with potential limited growth in the economy in the near futures means an increase in Local Authorities declaring bankruptcy resulting in contracts not being let or a reduction in the funding of external services. This also creates greater competition for limited funds which in turn drives down the price for contracts and does not allow full cost recovery of overheads. Organisations have had to deal with increased operating costs over a prolonged period of time.	We will retain our commitment to be a London Living Wage payer (and where possible above) to retain the skill and expertise within the organisation needed to deliver high quality services. This will be achieved through reviews of service delivery model and rationalising roles without compromising safety of staff and the quality of services delivered. Some roles can be undertaken by volunteers. Negotiations with Local Authorities over contract prices during periods when contracts are temporarily extended will continue and targets for grant funding and new income will be set for the business development manager. We will undergo an extensive timetable for procurement of services next year to ensure value for money.
Supported Accommodation Regulations for 16 / 17-year-olds The inspection and regulation of supported accommodation for 16 /17-year-old young people on full care orders has been placed with Ofsted. We are not currently registered with Ofsted to provide accommodation and support to this category of young people although we do provide service to this age range for those not on full care orders. Not registering will limit our ability to grow our services and may impact on those we currently provide given that other registered organisation can house and support both categories of young people.	We will be applying for Ofsted Registration in 2024 – 2025.

Risk Management
The Board of Trustees carry out reviews of CAYSH's risk strategy in order to:

- Identify the risks the charity faces
- Establish systems and procedures to mitigate the risks identified
- Implement procedures designed to minimise any potential impact on the charity if any of the identified risks occur

The Business Risk Register (BRR) is reviewed monthly by the Leadership Team and each committee discusses the key risk in association with their remit and identifies those that need escalating to the Board. Each Committee report and the Board report have a standing section of the risk register. The BRR is based on the ISO31000 Risk Management standard measuring business risks in terms of likelihood and impact seriousness for the following: Finance, Compliance (Contract/Legislative Compliance/ H&S and quality) People and Operations (including Business Continuity).

Statement of Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they 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:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The Trustees have complied with their duty under the Charities Act 2011 to have due regard to the Public Benefit guidance published by the Charity Commission.

They have referred to the guidance when reviewing our purpose and mission and in planning future activities. In particular, consideration is given to how planned future activities will contribute to our strategy.

Key management personnel

The Leadership Team (LT) – considered Key Management Personnel for the purposes of SORP FRS102 – includes the Chief Executive; and those posts designated as 'Head of Service' (e.g. including Finance, Operations, HR, Business Development and Business Support and Complinace, Directors of CIC Operations). These are the most senior managers in the organisation but are not Directors. For the duration of 2023-2024 the LT comprised eight posts with a budgeted total annual staff cost of £405,682.

Related parties and partner agencies

During 2023-2024 CAYSH performed work under contracts with the London Boroughs of Croydon, Royal Greenwich, and Lambeth and delivered move on accommodation in Sutton and client support to Cheshire Council. The charity has a number of relationships under housing management agreements with property owners.

Auditors

CAYSH appointed Brewers Chartered Accountants in September 2016 and they have audited the accounts for the year ended 31st March 2024 and the Trustees intend to re-appoint Brewers to undertake the audit of the financial statements of the Charity in the following year.

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

By order of the Trustees:

Bhavesh Padhiar

Chair of the Board

Date: 28 November 2024

Andrea Jean Dunhill

Trustee

Date: 28 November 2024

Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 groups and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the 31 March 2024 then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 trustees' report, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

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

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

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. Based on our discussions with the charity's management and the trustees, we identified that the following laws and regulations are significant to the entity:

- those laws and regulations considered to have a direct effect on the financial statements including UK Financial Reporting Standards and Charity Law
- those laws and regulations for which non-compliance may be fundamental o the operating aspects of the charity and therefore may have a material effect on the financial statements including compliance with the charitable objectives, public benefit, safeguarding and health and safety legislation.

We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. These matters were discussed amongst the engagement team at the planning stage and the team remained alert to non-compliance throughout the audit.

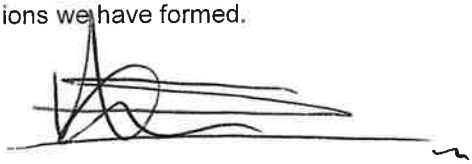
Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

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. 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.



AM Skilton (Senior Statutory Auditor) **Date: 28 November 2024**

For and on behalf of: Brewers Chartered Accountants, Statutory Auditor

Bourne House, Queen Street, Gomshall, Surrey GU5 9LY

Consolidated Statement of Financial Activities for the year ended 31 March 2024

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

	Notes	2024 Activities Unrestricted £	Restricted £	Total £	2023 Total £
Incoming Resources from charitable activities:					
(Housing and Housing Advice Services):					
Supported Housing	2	2,103,083		2,103,083	2,204,638
Lodgings and Floating Support	3	800,782		800,782	1,023,763
Advice Service	4	0	5,000	5,000	57,555
Donations & Other Income	5	40,824	-	40,824	33,287
Income from Investments	6	3,125		3,125	1,149
TOTAL INCOME		2,947,814	5,000	2,952,814	3,320,392
RESOURCES EXPENDED					
Expenditure on Raising Funds	7	-		-	-
Expenditure on Charitable activities	8				
Supported Housing		2,501,753		2,501,753	2,716,978
Lodgings and Floating Support		332,684		332,684	522,749
Advice Service		-	5,000	5,000	57,555
TOTAL EXPENDITURE/RESOURCES EXPENDED		2,834,437	5,000	2,839,437	3,297,282
NET MOVEMENT IN FUNDS		113,377	0	113,377	23,110
TOTAL FUNDS BROUGHT FORWARD		352,390	3,000	355,390	332,280
TOTAL FUNDS CARRIED FORWARD		465,767	3,000	468,767	355,390

Consolidated Balance Sheet as at 31 March 2024

BALANCE SHEET	Notes	2024 Group £	2024 Charity £	2023 Group £	2023 Charity £
NON CURRENT ASSETS					
Tangible Assets	9	15,931	6,003	22,165	6,169
Investments	10	-	100,100	-	100,100
		15,931	106,103	22,165	106,269
CURRENT ASSETS					
Debtors	11	165,998	119,325	374,160	362,741
Cash/Deposits at Bank and In Hand		483,695	314,796	203,827	97,354
		649,693	434,121	577,987	460,095
Less					
Creditors - Amounts falling due within 1 Year	12	196,857	98,587	244,762	238,107
NET CURRENT ASSETS		452,836	335,534	333,225	221,988
NET ASSETS		468,767	441,637	355,390	328,257
		Group £	Charity £	Group £	Charity £
RESTRICTED FUNDS	13	3,000	3,000	3,000	3,000
UNRESTRICTED FUNDS					
Designated					
General	14	465,767	438,637	352,390	325,257
		468,767	441,637	355,390	328,257

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

Signed on Behalf of CAYSH Trustees

Bhavesh Padhiar
Chair of the Board

Date: 28 November 2024

Andrea Jean Dunhill
Trustee

Date: 28 November 2024

Statement of Cash Flow as at 31 March 2024

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 31 MARCH 2024

	2024 £	2023 £
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	283,096	(8,937)
Interest paid	-	-
Tax paid	-	-
Net cash inflow from operating activities	283,096	(8,937)
Cash flows from investing activities		
Dividends, interest and rents from investments	3,125	1,149
Purchase of property plant & equipment	(6,353)	(14,987)
Proceeds on disposal of property, plant & equipment	-	-
Interest received	-	-
Proceeds from sale of investments	-	-
Purchase of investments	-	-
Cash flows from financing activities		
Capital repayments in the year	-	-
Proceeds from bank borrowings	-	-
Net increase in cash & cash equivalents	279,868	(22,775)
Cash and cash equivalents at the beginning of the reporting period	203,827	226,602
Cash and cash equivalents at the end of the reporting period	483,695	203,827
Change in cash and cash equivalents in the reporting period	279,868	(22,775)
	£	£
Net movement in funds for the reporting period	113,377	23,110
Adjustments for:		
Depreciation charges	12,587	12,203
Dividends, interest and rents from investments	(3,125)	(1,149)
(Increase)/decrease in debtors	208,162	7,013
Increase/(decrease) in creditors	(47,905)	(50,114)
Net cash provided by (used in) operating activities	283,096	(8,937)

Notes to the Financial Statements for the Year Ended 31 March 2024

1. Accounting Policies

1.1 Statutory Information

CAYSH is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF.

1.2 Basis of preparation

The Financial Statements of the Charity, which is a public benefit entity, have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102)(2nd Edition, effective January 2019; 'Charities SORP'), Companies Act 2006 and the Charities governing document. The financial statements have been prepared under the historical cost convention.

The consolidated financial statements of the Group incorporate the financial statements of CAYSH and its subsidiary undertaking, CAYSH Enterprise CIC. The total incoming resources attributable to the charity were £2,197,766 (2024: £2,552,007). The net outgoing resources attributable to the charity were £2,063,011 (2024: £2,531,668) . As permitted by Section 408 of the Companies Act 2006, and also by FRS 102 SORP, no separate statement of financial activities is presented in respect of the parent company.

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

1.3 Public benefit entity

The charitable company meet the definition of a public benefit entity under FRS102.

The Charity manages housing properties on behalf of registered housing associations and London Borough of Croydon Social Services. Under the terms of management agreements between the Company and the associations, the Charity receives income and incurs expenditure both as principal and as agent for the housing associations. All transactions i.e. those relating to activities both as agent and principal, are reflected in the Statement of Financial Activities/Income and Expenditure Account.

1.4 Going Concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Key judgements that the charitable company has made which have a significant effect on the accounts relates to the recoverability of debtor balances, whereby the provision is based on managements' assessment of the recoverability of these balances.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Notes to the Financial Statements for the Year Ended 31 March 2024 Cont.

1.5 Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probably that the income will be received and that the amount can be measured reliably.

Income is deferred where it relates to an agreement to provide services for a specific period and has been received in advance of that period.

For legacies, entitlement is taken as the earlier of the date on which either, the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

1.6 Interest receivable

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.

1.7 Expenditure and irrecoverable VAT

Salary and overheads are apportioned between expenditure headings on the Statement of Financial Activities on the basis of staff time allocated to the activities represented. All expenses are recognised on an accruals basis.

Governance costs comprise company secretarial, AGM, membership, external and internal audit. The costs also include an allocation of indirect costs to cover support from the Chief Executive and other executive directors and service departments.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

1.8 Tangible Fixed Assets

Tangible fixed assets are included in the balance sheet at cost.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life.

Computer Equipment - 3 and 4 years straight line basis
Office Equipment - 4 years straight line basis

1.9 Fixed Asset Investments

Fixed asset investments are included at cost and relate to investment in subsidiary.

Notes to the Financial Statements for the Year Ended 31 March 2024 Cont.

1.10 Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less form the date of acquisition or opening of the deposit or similar account. Bank overdrafts are shown within borrowings in current liabilities.

1.11 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.12 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense with the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.13 Retirement benefits

The Charity provides access to a stakeholder pension with the Standard Life Assurance Company and makes contributions to the stakeholder and personal pensions of staff members who qualify. In the year to 31st March 2024 these contributions were made at the rate of 5% of gross salary for permanent staff who had completed a probationary period in post.

1.14 Operating Leases

Operating Leases payable are charged on a straight-line basis over the term of the lease.

1.15 Fund accounting

- General Funds are available for use at the discretion of the Trustees in furtherance of General objectives of the charity
- Restricted Funds are funds to be used in accordance with specific restrictions imposed by the donors

1.16 Taxation

The company is a charity and is therefore exempt from taxation. The Charity's subsidiary gifts any income to the Charity to mitigate any tax obligations.

1.17 Related Party disclosures

The charity has taken advantage of the exemption available under FRS 102 whereby it has not disclosed transactions with any wholly owned subsidiary undertaking.

1.18 Critical accounting estimates and judgements

In the application of the Charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Such estimates are generally in relation to the recoverability of rent debtors, whereby the provision in the accounts is based on information provided by management.

Notes to the Financial Statements for the Year Ended 31 March 2024

2. Supported Housing	Unrestricted Funds 2024 £	Unrestricted Funds 2023 £
Rent in respect of managed hostels		
Income from Local Authorities	1,204,617	1,436,253
Concierge Services		
Income from Housing Associations	898,466	758,215
Other	-	10,170
	2,103,083	2,204,638

3. Lodgings and Floating Support	Unrestricted Funds 2024 £	Unrestricted Funds 2023 £
Supporting People income	798,397	665,794
Fees from Lodgings and other income	2,385	357,969
	800,782	1,023,763

4. Advice Service

	Restricted Funds 2024 £	Restricted Funds 2023 £
The Group received grants towards salaries and running costs as detailed below:		
London Borough of Croydon: Advice & Community Support	5,000	57,555
	5,000	57,555

	2024 £	2023 £
5. Donations & Other Income		
Income derived from Fundraising and Other Income	40,824	33,287

	2024 £	2023 £
6. Income from Investments		
Receivable on Bank Deposit Account	3,125	1,149

7. Expenditure on Raising Funds

No associated expenditures occurred in either the current year, nor the prior year.

8. Expenditure on Charitable activities

	2024 £	2023 £
Supported Housing		
Salaries and Office Costs	1,728,661	1,646,688
Direct Expenses	574,453	807,973
Support Costs	198,639	262,316
Lodgings and Floating Support		
Salaries and Office Costs	37,449	250,471
Direct Expenses	219,377	206,699
Support Costs	75,858	65,579
Advice Service		
Salaries and Office Costs	4,450	51,224
Support Costs	550	6,331
	2,839,437	3,297,282

8a. Governance costs *(included within note 8 above)*

	2024	2023
	£	£
Audit fee	12,760	14,260
Committee Expenses & Recruitment	148	39
Legal fees & Professional	32,788	31,420
	45,696	45,719

8b. Total Expenditure/Resources Expended *(also included within note 8 above)*

	2024	2023
	£	£
Salaries and wages	1,550,121	1,695,416
Employer's National Insurance	142,348	160,712
Pension costs	78,092	70,561
Agency staff	-	21,695
TOTAL STAFF COSTS	**1,770,561**	**1,948,384**
Printing/stationery/publicity	8,039	6,397
Office Equipment/IT	23,204	57,518
Office Rent/service charge	79,106	59,215
Depreciation	12,589	12,203
Other	152,110	198,893
TOTAL OFFICE COSTS	**275,047**	**334,226**
Rents/charges to Housing Assns	293,180	416,890
Maintenance/Internal Decorations	101,431	73,101
Lodgings Householder Support Charges	219,377	206,699
Other	179,842	317,982
TOTAL PROJECT DIRECT COSTS	**793,829**	**1,014,672**
TOTAL EXPENDITURE	**2,839,437**	**3,297,283**

8c. Staff and Directors (Trustees)

	2024	2023
The average number of employees during year was:	58	92
for which the following number of employees earned over £60,000 was as follows:		
£70,000-£79,999	-	1
£70,000-£79,999	1	-

Amounts shown as Committee Expenses (note 8a) relate to the cost of facilities for meetings, reimbursement of travel expenses to meetings and cost of Trustees training.

Notes to the Financial Statements for the Year Ended 31 March 2024 Cont.

9. Tangible Assets

Group	Short Term Lease Improvements	Fixtures, Fittings & Office Equipment/	Total
	£	£	£
Cost:			
At 1 April 2023	21,275	78,379	99,654
Additions	-	6,353	6,353
Disposals	-	-	-
At 31 March 2024	21,275	84,732	106,007
Depreciation:			
At 1 April 2023	21,275	56,214	77,489
Charge	-	12,587	12,587
Disposals	-	-	-
At 31 March 2024	21,275	68,801	90,076
Net Book Value:			
At 1 April 2023	-	22,165	22,165
At 31 March 2024	-	15,931	15,931

Charity:	Short Term Lease Improvements	Fixtures, Fittings & Office Equipment/	Total
	£	£	£
Cost:			
At 1 April 2023	-	9,657	9,657
Additions	-	3,480	3,480
Disposals	-	-	-
At 31 March 2024	-	13,137	13,137
Depreciation:			
At 1 April 2023	-	3,488	3,488
Charge	-	3,646	3,646
At 31 March 2024	-	7,134	7,134
Net Book Value:			
At 1 April 2023	-	6,169	6,169
At 31 March 2024	-	6,003	6,003

Notes to the Financial Statements for the Year Ended 31 March 2024 Cont.

10. Investments

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Investment in subsidiary undertaking	-	-	100,100	100,100
	-	-	100,100	100,100

11. Debtors

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Rent and related receivables	203,395	331,406	203,395	331,406
Trade receivables	75,677	151,943	6,803	145,404
Bad Debt provision	(130,432)	(147,968)	(130,432)	(147,968)
Other Debtors	9,743	12,035	1,645	7,930
Amounts receivable from group subsidiary	-	-	32,921	-
Prepayments	7,615	26,744	4,994	25,969
	165,998	374,160	119,325	362,741

12. Creditors - Amounts falling due within 1 Year

	Group		Charity	
	2024 £	2023 £	2024 £	2023 £
Trade Payables	58,083	88,652	54,864	64,385
Other Taxes & Social Security Costs	82,364	82,422	19,859	17,598
Other Creditors	13,361	12,180	8,262	94,882
Accruals & Deferred Incomes	43,048	61,508	15,602	61,242
	196,857	244,762	98,587	238,107

13. Restricted Funds

	Balance 01.04.23 £	Grants Received £	Expenditure in the Year £	Balance 31.03.24 £
Supported Housing	3,000	-	-	3,000
	3,000	-	-	3,000

14. Unrestricted Funds

Group	At 01.04.23 £	Net Movement £	At 31.03.24 £
General Fund	352,390	113,377	465,767

Charity	At 01.04.23 £	Net Movement £	At 31.03.24 £
General Fund	325,260	113,377	438,637

The General Fund represents the general unrestricted reserves of the Group. Reserves are held at a level to allow it to cope with short-term cash flow fluctuations, and if necessary to run down individual projects/activities in an organised manner in the case of withdrawal of funding.

15. Commitments under operating leases

As at 31 March 2024 the Group held the following lease commitments:

Leases which expire:	Land & Buildings 2024 £	Other 2024 £	Land & Buildings 2023 £	Other 2023 £
In less than one year	-	12,111	17,400	15,211
In two to five years:	-	3,448	-	15,559
After more than 5 years	-	-	-	-
Total	-	15,559	17,400	30,770

16. Analysis of Net Assets Between Funds	Tangible Assets	Current Assets	Current Liabilities	Total
Restricted	-	3,000	-	3,000
Unrestricted	15,931	646,692	(196,857)	465,767

17. Legal and administrative details

Charity Number: 1026822
Company number: 02802109
Registered office: Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF

The directors/trustees are all members of the charity and collectively comprise the Management Committee which is the governing body of the charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.

6. Legal and Administrative Details

CAYSH
Registered as a charity, CAYSH is a company limited by guarantee without share capital, under Memorandum and Articles of Association dated 22 March 1993.

Company number: **2802109**

Charity Number: **1026822**

Registered Office: Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF

The directors/trustees are all members of the Charity and collectively comprise the Management Committee which is the governing body of the Charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.00

CAYSH Enterprise CIC
Company Number: **08774028**

Registered Office: Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF

Group Administration

Auditors	Bankers	Solicitors
Brewers	**Barclays Bank plc**	**Marsons Solicitors LLP**
Bourne House	1 North End	Leonard House
Queen Street	Croydon	7 Newman Road
Gomshall	Surrey	Bromley Kent
GU5 9LY	CR9 1RN	BR1 1RJ

Telephone:	**020 8683 0227**
Email:	info@caysh.org
Internet:	www.caysh.org

CAYSH

England & Wales - Charity number 1026822

Accounts



Trustees' Report and Consolidated Financial Statements CAYSH year end 31 March 2023

Table of Contents

1. Introduction

2. Objects and Activities

- Purpose and Public Benefit
- Main Activities of CAYSH
- Prevention Services
- Concierge Services
- Trustee's Statement

3. Achievements and Performance

- Group Objectives 2022-2023
- Service Outcomes
- CAYSH Enterprise CIC

4. Financial Review

- Income
- Expenditure
- Investment Powers and Policy
- Reserves Policy
- Going Concern
- Future Plans
- Independent Auditor's Report to the Members of CAYSH
- Consolidated Statement of Financial Activities for the year ended 31 March 2023
- Consolidated Balance Sheet as at 31 March 2023
- Statement of Cash Flows as at 31 March 2023
- Notes to the Financial Statements for the Year Ended 31 March 2023

5. Structure, Governance and Management

- Appointment of Trustees
- Trustee Recruitment, Induction, and Training
- Trustees' Activity 2022 - 2023
- Principal Risks and Uncertainties

6. Legal and Administrative Details

1. Introduction

The trustees present their report and audited financial statement for the year ended 31 March 2023.

The financial statements comply with current statutory requirements, the Articles of Association, the Companies Act, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

These audited financial statements have been prepared in accordance with the Charities Act 2011, 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 (FRS102) (2nd Edition, effective January 2019) (SORP FRS102).

CAYSH is a charity registered with the Charity Commission for England and Wales. The charity rebranded in February 2011 having formerly been known as Croydon Association for Young Single Homeless. CAYSH is also a company limited by guarantee which is governed by its Memorandum and Articles of Association dated 23rd February 2011 which updated the original Memorandum and Articles of Association signed 22nd March 1993.

CAYSH owns 100% of the shares in CAYSH Enterprises CIC, a social enterprise registered at Companies House. CAYSH Enterprise CIC's primary trading activity is the delivery of security services for residents of supported housing. The governing document of CAYSH Enterprise CIC is its Memorandum and Articles of Association and the CIC was formed on 13 November 2013.

2. Objects and Activities

The charity objectives for which the charity was established are:

'The relief of poverty hardship and distress among vulnerable persons, especially young people, in particular but not exclusively through the provision of accommodation, advice and support.'

Our CAYSH Enterprise supports the charity's objective with its purpose being to provide innovative business solutions that benefit the community and provide the Charity with a sustainable income. Its Concierge service provides people centred safeguarding and security for our service users and for other vulnerable people in supported accommodation.

Purpose and Public Benefit

Our vision, mission, values and aims

Our vision is for every young person to have a safe home and the opportunity for the best possible future regardless of their experience of homelessness. Our mission is to provide the high-quality services that enable this and that meet the needs of our diverse service user group.

Our mission is to provide a safe home and better future for every young person we meet by provide:

- Enterprising solutions and inspired services for vulnerable and young people facing homelessness and other life challenges giving them access to homes and futures that are fulfilling

- A range of accommodation advice and support services that combine to form a pathway for young people to progress in life whether they live with their family, other young people or on their own
- Opportunities for young people to engage in meaningful activities that build confidence and credibility when it comes to engaging in work, volunteering, training and education
- Outreach work within communities to ensure the safety of young people and their neighbours while creating opportunities for young people to participate in their local communities.

Our values provide the framework within which we work embracing the diversity of our staff and service users.

- Commitment
- Fairness
- Inclusivity
- Responsiveness
- Compassion
- Professionalism

CAYSH' main aim is to reduce homelessness amongst the young (aged16-25) and vulnerable, and to improve their quality of life so that they can live independently within the community. This is achieved through delivering:

- Supported accommodation
- Mediation
- Mental health counselling
- Night concierge
- Employment mentoring.

We work with service users come from different communities including asylum seeking children; care leavers; LGBTQi+; young single homeless. In 2022-2023 we helped 220 young and vulnerable people in the community.

We offer a range of accommodation including 24/7 assessment units; small, shared houses (some staffed) and supported lodgings where Hosts are paid in return for offering a room in their home and practical support to the young person.

Our group includes a Community Interest Company whose object dovetails with those of the Charity, meeting public benefit by providing a night-time concierge service to support vulnerable people in the community. The aim of this service is to reduce homelessness by assisting individuals residing in supported accommodation.

The community interest company demonstrates its public benefit through its stated object of 'assisting vulnerable people' as evidenced by the concierge service providing night-time safety for residents and communities.

CAYSH Main Activities

During 2022-2023 we supported 220 young people some of whom accessed more than one service during their time with us as they progressed towards independence. For example they may have moved from high support to low support accommodation. In total 336 services were provided to the young people.

Accommodation-based Services and Support

CAYSH provides a range of accommodation, matching the needs of the young person to the style of living and the level of support required. This in turn means the young people have

greater opportunity to progress quickly. We delivered service to the following Boroughs Croydon, Sutton, Lambeth, Lewisham, Royal Borough of Greenwich, and are on provider frameworks for Tower Hamlets, Bromley, Hounslow and West London. These services are for young people (16-25 years old) facing homelessness including young people at risk; looked after children aged 16+ (including unaccompanied asylum-seeking children) and care leavers.

CAYSH leases accommodation under management agreements from Registered Providers and HMO Landlords, Southern housing (formerly Optivo); CCHA; Peabody; L&Q; Hyde; Notting Hill Genesis; Metropolitan Thames Valley; Hexagon. We deliver housing management services on behalf of these Registered Providers and continue to invest in the refurbishment of these properties. We are also continuously to search for new properties that are easy to maintain with a view to replacing some of the older stock. Andrews Charitable Trust (ACT) partner us in providing move on accommodation for young people through the Establish project. This project offers affordable move on accommodation for our young people with minimal support available from CAYSH.

Young people in our accommodation typically stay with us for up to two years, during our Advice and Support Officers (ASO) work with them to develop their emotional resilience and independent living skills, empowering them to flourish when they move on from us ensuring they can sustain their tenancy. Placements and levels of support are offered based on the nature and degree of challenges a young person faces and their levels of independence skills. We operate within a trauma informed framework and adopt a restorative approach. Time is spent by our ASOs in building trusting relationship with young people to help them build a toolbox of techniques to manage emotional challenges; make informed decisions and positive choices.

Supported Lodgings

Our Supported Lodgings accommodation and support services provide a safe, effective and economical transition for young people into independent living by offering them with accommodation in family homes. The service benefits young people who are particularly vulnerable such as those who are newly homeless, those with little or no experience of independent living and those who are unable to live in shared accommodation for safeguarding reasons.

We have 26 active Hosts, some of whom have more than one room. Hosts are integral to these services and to CAYSH achieving its objectives. We ensure Hosts capability through rigorously vetting and training. All Hosts are subjected to our safer recruitment processes and if they successfully pass our assessment process they are then vetted including Enhanced Disclosure & Barring Service (EDBS) checks and reference checks. Training our Hosts ensures that they (and their homes and regular visitors) meet CAYSH's stringent support, safeguarding and Health and Safety standards. CAYSH's Lodgings team provides support to both the young person and the Host throughout a service user's placement.

Prevention Services

Restorative Approaches - Mediation Services (Restoring Families)

Spanning our prevention and supported accommodation activities, CAYSH's Mediation - Restoring Families service works with young people aged 16+ at risk of homelessness due to family breakdown, or those who have become homeless and entered our supported accommodation but may be able to return home under altered circumstances. In 2018 we established our mediation team which supports all our services offers our young people opportunities to return to families or to mediate continued tenancy with landlords. Staff are accredited to Level 4 Interpersonal Mediation Practitioner's Certificate (IMPC), accredited within the Ofqual Credit & Qualifications Framework. They continue to receive ongoing practice supervision for cases through UK Mediation.

Young Adults Floating Support Service
Floating support is a low-level tenancy sustainment service delivered to young people in need of support by the local authority but who are not residents in accommodation provided by CAYSH. The support is usually a maximum of 3 hours per week. This service is intended for young people who are self-sufficient and emotionally stable but still need some guidance to ensure that they do not put their tenancy at risk either through debt or behaviour. This service also supports unaccompanied asylum-seeking children (UASC) placed in temporary accommodation by Local Authorities.

Our floating support service provides a real opportunity to prevent homelessness among young people by offering early intervention / mediation with families which allows them to remain at home if safe to do so and, supporting the young person to sustain their tenancy in the private rented sector.

'Your Voice: Your Choice' Project
This project was set up in response to our growing concerns over the deteriorating mental health of our young people during lockdown. It has been a grant funded pilot, and we are seeking continuation funding. This project offers a mental health triage and counselling service to our accommodated service users. It currently available to young people in Croydon, Sutton, Greenwich, and Lambeth.

'Woking My Way Up Project'
This pilot project was set up to improve employment opportunities for young people in our service who are traditionally less well equipped to compete in the job market having experienced disrupted education and lacking in confidence. The project works with a local volunteer service run by Croydon Voluntary Action, which provides training and support for a dedicated group of employment mentors to be matched with our young people, offering assistance in job searches, interviews, and training for career choices. During the year we delivered the following programmes:

- Employment Mentoring (including some with work experience)
- CV writing
- Money management
- Support in gaining and remaining in employment

Fundraising
We were extremely lucky to find a volunteer to complete a half marathon for us and that Andrews Charitable Trust sponsored the entry. Completing the run in under 2 hours Will Gudgeon raised over £1000 for the charity.

We were also fortunate to receive over £7,000 from Mitheridge Capital Management LLP, who walked 21 miles on our behalf – a fantastic effort.

Finally, we were one of chosen Rokeby schools' charities. The boys have spent the year eating lots of cakes and the parents have run multiple events. They have raised over £10,000 for us – thank you Rokeby.

Many other individuals and companies have supported us through donations or time, and we greatly appreciate this especially at a time when the cost of living is increasing.

Concierge Services

CAYSH Concierge is a specialised out of hours safeguarding and security service, established to operate in homelessness, mental health, and supported housing. The service ensures safety for residents 24/7 including preventing anti-social behaviour (ASB) and incidents while

supporting residents working towards independence. During 2022-2023 we kept 410 vulnerable people safe each night.

CAYSH Concierge Services keep residents safe across three London boroughs. Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. A roving service offers mobile and responsive flexible cover at a number of locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

Trustee's Statement

The Trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they 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:

a) Select suitable accounting policies and then apply them consistently
b) Observe the methods and principles in the Charities SORP
c) Make judgments and accounting estimates that are reasonable and prudent
d) State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
e) Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue to operate

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The Trustees have complied with their duty under the Charities Act 2011 to have due regard to the Public Benefit guidance published by the Charity Commission.

They have referred to the guidance when reviewing our purpose and mission and in planning future activities. In particular, consideration is given to how planned future activities will contribute to our strategy.

3. Achievements and Performance

In 2022-2023 we provided a direct service to 220 young people between the ages of 16-25. Every night the concierge service supported 410 young and vulnerable people.

This year has seen the continuation of the cost-of-living crisis that has placed a significant burden on young people as they try to live on benefits or low paid jobs that have not been increased in real terms in line with inflation. In addition, we have seen a number of Local Authorities declare Section 114 bankruptcy and a downward pressure on funds available to run service such as ours. We have however been prudent in our expenditure and negotiated contract adjustment were necessary to enable us to continue delivering high quality support to the young people. Where necessary we have reduced contract output and some contracts have reached a natural end.

We have continued to honour London Living wage payments to staff and this has ensured stability in the workforce.

Our progress to address the balance of income from Local Authority contracts versus grants and fundraising has continued to be slow given the impact of inflation on grant availability.

Despite this challenging environment we are pleased that we have continued to deliver all our contractual obligations to service users and have not dropped one shift during the year.
We have remained stable during this challenging year and again returned a surplus.

Group Objectives 2022-2023

This is the third year of our Group Strategy, and we are currently developing the next three-year strategy. The strategy has covered the pandemic period which has impacted on our ability to achieve all aims. Having said this, we are one of the few smaller charities that have weathered the shocks of the pandemic and remained in surplus.

The strategy is built around 5 pillars which strengthen our position in a volatile market and look to grow in the latter years.

The Objectives are:

- Financial Stability
- Business Lines
- People & Service Users
- Partnerships
- Technology & Operation

Our aim under each pillar follows with a third-year report:

1. Financial Stability

We set a target to increase our net surplus by 20% over the three years through a combination of minimising loss of income by tightening our processes around void management, bad debt and developing a grant and fundraising strategy. This target has been impacted by the pandemic, however we have remained in surplus and made significant headway in reducing costs including moving to hybrid working and reducing office costs and re-procuring utility contracts.

2. Business Lines

We continue to deliver what we excel at and have been successful in retaining supported lodgings contracts that were out for re-tender. In recognition of the volatility of the economic environment our growth plans have been revised with a focus on Supported Lodgings and specialist services such as mental health counselling, and employment mentoring. This in part is driven by demonstrated need and by impending changes in legislation. Supported

Accommodation for 16–17-year-olds looked after children will be subject to Ofsted registration in October 2023. We are considering registering some CAYSH services in anticipation that not all current providers will register and, as a result there will be an increased demand for this provision in the future.

3. People & Service Users

Stabilise the workforce by offering a progression plan for individuals linked to financial reward, a strong 'Wellbeing' plan and a comprehensive training programme. We commit to retaining a diverse and skilled workforce and want our people to excel and our service users to benefit. We are proud to have a workforce that reflects the communities we work in.

The turnover rate has dropped by 16.5% over the year because of a pay restructure and increased focus on wellbeing and the establishment of staff ambassadors. Of significance is our attainment of Gold Investors in People which evidences that we have a strong culture of support and investment in staff development and wellbeing. Only 17% of organisations in this sector achieve Gold.

The diversity within Trustees of the Charity Board continues to grow with 90% of frontline staff representing BAME communities and 80% of leadership and 50% of Trustees.

Service Users

We continue to listen to our service users to ensure our services meet their growing needs and that our programmes have the most impact on their lives. The CAYSH Way offers 4 stages of delivery for service users to increase understanding of what we are trying to achieve with them:

- Finding my Way
- Settling in and unpacking
- Mapping my route and making progress
- Living my life

The young people's ambassador has run regular service user surveys focusing on feeling safe, their accommodation and support received. The majority of the young people expressed that they accessed not only our advice and support services but also sought assistance in managing their tenancy. Priority areas of support that have been identified are move-on accommodation, health & fitness and finding work.

We have included the Young People's Ambassador in presentations to commissioners and meeting with trustees.

4. Partnerships

We recognise that to ensure our service users receive the right support at the right time working in partnership with other organisations strengthens the quality of the support they receive. We will be actively looking to partner with others not only to jointly deliver services but also to share expertise and resources.

Our partnership with Andrews Charitable Trust (ACT) continues and we now have three properties offering move on accommodation at affordable rents. In addition, 'Your Voice: Your Choice' mental health counselling project is run in partnership with Off the Record and our Working My Way Up employment mentoring service is sponsored by Mitheridge Capital Management LLP and delivered in collaboration with Croydon Voluntary Action.

5. Technology and Operations

As part of our 'Adapt and Adopt' strategy resulting from the pandemic we are looking to maximise our digital presence through improving our technology infrastructure, adapting our delivery methods to a blended online and face-to-face approach and developing an advice, training and support App.

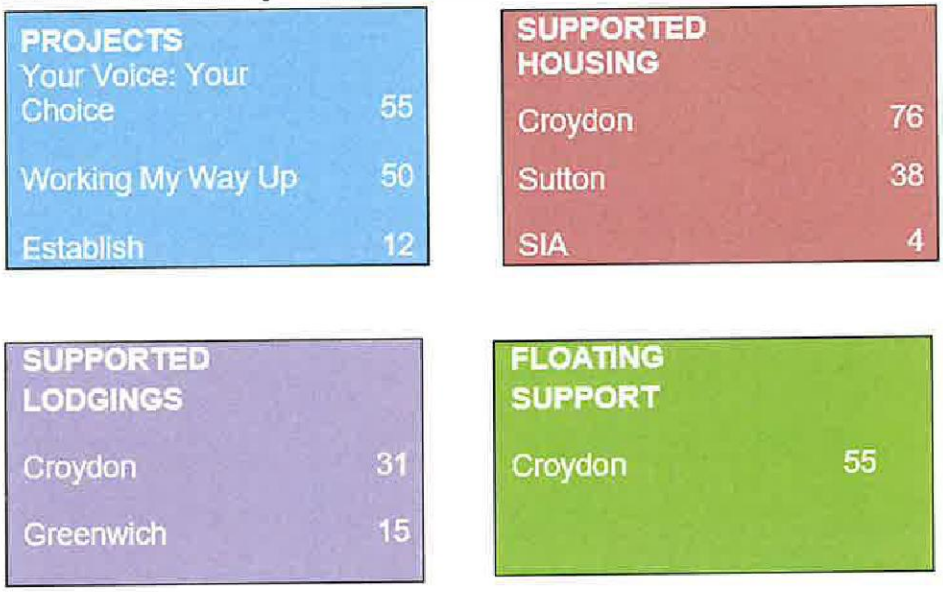
We moved to Microsoft 365 and SharePoint during the year and plan to amalgamate our two accounting systems in the coming year to strengthen financial monitoring and reporting.

Service Outcomes

Numbers of Young People Receiving a Service from CAYSH

In total CAYSH worked with 220 young people with some young people accessing / progressing through different accommodation and services whilst with us.

Type of Service Received by Young People in 2022-23



Gender / Age of CAYSH Young People Receiving Supported Accommodation 2022-2023

AGE			Nonbinary			
	Female	Male	A Gender	Transitioning	any other	TOTAL
16/17	12	1				13
18	18	17	1			36
19	14	27				41
20	20	19				39
21	15	19				34
22	6	10		1		17
23	3	11				14
24	3	5				8
25	2	7				9
ABOVE 25	4	5				9
TOTAL	93	116				220

Ethnicity of Supported / Accommodated CAYSH Young People 2022-2023

Ethnicity	%	People
TOTAL		220
Refused		
White British	26%	57
BAME	52%	114
Mixed White & BAME	8%	18
Mixed other	5%	11

White other	6%	14
Not Recorded	3%	6

'Your Voice: Your Choice' Demographics

Age	
17	7
18	10
19	9
20	13
21	6
22	1
23	3
24	2
25	1
Above 25	3
Total	**55**

Gender	
Female	30
Male	23
Gender fluid	1
Trans Female	1
Total	55

'Your Voice: Your Choice' Demographics

Ethnicity	
White British	16
Black British	7
Black Caribbean	11
Black African	5
Mixed Black White Caribbean	7
Asian	3
Other Mixed	2
Other	4
Total	**55**

'Working My Way Up' Project Demographics Mentoring Element Only

Gender	
Female	6
Male	9
Gender fluid	0
Trans Male	1
Total	**16**

Ethnicity	
White British	5
Black British	1
Black Caribbean	6
Black African	1
Mixed Black White Caribbean	2
Pakistani	1
White Other	0
Total	**16**

CAYSH Enterprise CIC

CAYSH Enterprise CIC, trading as CAYSH Concierge Services, provides highly trained and experienced Concierge Officers to a range of supported housing projects in and around London. By augmenting Supported Housing services with Concierge, providers can better ensure the well-being and safety of their residents while reducing the costs associated with tenant-caused property damage and emergency service call-outs. In turn this helps ensure neighbour disturbance and complaints are minimised which leads to a better experience for residents, the provider, and the neighbourhoods in which supported housing is provided.

CAYSH Concierge is a specialised safeguarding and security service, established to operate in homelessness, mental health, and supported housing. The service ensures safety for residents 24/7 and prevents anti-social behaviour (ASB) and incidents whilst supporting residents working towards independence.

CAYSH Concierge Services keep residents safe across London and Essex through a mixture of static and roving cover. Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. A roving service provides mobile and responsive flexible cover at several locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

In 2022-2023 our Concierge service provided specialist safeguarding and security cover for a total of 410 vulnerable residents across Sutton, Croydon, Southwark, and Essex. This is in partnership with CCHA, Hexagon, Optivo, London Borough of Croydon and Sutton Social Services, Richmond Fellowship. In these locations CAYSH Concierge Services also work with service users in adult mental health services, homeless young families, and elderly people.

CAYSH Enterprise CIC	
CONTRACTS	**UNITS**
CAYSH	96
CCHA Lockout Service	150
CCHA Keyring	5
CCHA Mental Health	77
Certitude	12
Eldon Housing (& Hestia)	14
Optivo (now Southern Housing)	4
Richmond Fellowship (Islington & Southend)	52
Total	**410**

4. Financial Review

The CAYSH Group has returned a surplus despite operating in an unstable economic environment resulting from ongoing world conflict, rising inflation (and the associated cost of living crisis), and recovery from the impact of the pandemic. This year has seen some Local

Authorities being placed under Section 114 for bankruptcy with the tightening of expenditure being passed through to providers of local services. Many charities have not survived this financial pressure and have ceased to exist. CAYSH has taken preventive action to ensure continued delivery including reducing overheads through adopting hybrid working including redeploying central staff to existing satellite offices, moving to smaller head office accommodation, and investing in technology to allow remote working.

The adoption of new ways of working, controlling expenditure and focusing resources on the frontline has resulted in the Group making a surplus of £23,110 (compared with £1,719 in 2021-2022). Our reserves policy has been reviewed and confirmed as sufficient considering reduction in staffing and reduced expenditure.

Income

Due to the general economic instability within the country that was beyond our control, and resultant financial pressures experienced by Local Authorities, the Group income reduced this year by £652,576 (16%). This was in part as a result of natural expiry of contracts and grant funding towards the end of the year. In addition, tendering cycles slowed as Local Authorities restructured to meet spending review cuts, and we received request to reduce contract volumes or to keep increases below inflation. Our grant funding of individual projects has come to an end this year and new funding applications are still awaiting award. One grant was reduced by 12% following the Local Authority declaring bankruptcy. We will be employing a Business Development Manager in the coming year to increase income.

Expenditure

To offset anticipated reduction in income we reduced our direct expenditure by £673,967 almost 17% to £3,297,282. This was achieved by; staff costs reducing as contracts ended; adopting hybrid working with central staff deployed to satellite offices and moving to a smaller more cost-efficient head office. The frequent and rapid increase in inflation has seen an increase in demand for salary increases and whilst our turnover has reduced our wage bill has increased.

Investment Powers and Policy

CAYSH's Memorandum and Articles of Association provides for investment decisions by its Board of Trustees. The Board regularly reviews how surplus funds are invested to maximise returns on these funds. During the year the Board carried out a comprehensive review of our investment policy with a view to ensuring that cash reserves deliver maximum returns with minimum risk. We closed a small savings account that was earning minimal interest and transferred it to another savings account.

This policy is designed to achieve a balance between adequate resources to meet the day-to-day operational requirements of the charity and provide sufficient investment to achieve its future aims and objectives.

Reserves Policy

In line with Charities Commission guidance on Reserves, the Trustees reviewed and brought forward the Reserves Policy for 2022-23. This reserves policy remains relevant (reviewed July 2022). Trustees consider free reserves to be those that do not have legitimate designation and are not restricted by a funder.

CAYSH's Reserves Policy is reviewed annually and aims to ensure sufficient funding is available to continue all operations in a range of hypothetical situations. Free reserves for the Group at the end of the financial year were £352,390 and restricted reserves amounted to £3,000 bringing the total reserves to £355,390. Reserves have improved by 7% from last year.

Going Concern

CAYSH is a public benefit entity, and its Board has set out a review of financial performance and the group's reserves position. The year ahead will continue to be challenging because of the unstable economic environment with inflation impacting on the cost-of-living filtering down to increases in employment costs and needing to manage workforce turnover. We have already positioned ourselves to manage these shocks having re-structured the workforce and reducing overheads by adopting hybrid working and moving to more cost-efficient offices and re-deploying staff to satellite offices. We have also reviewed our utility costs and negotiated contracts. Whilst there is a decline in volunteering CAYSH is not dependant on this sector. There is an increase in demand for services and our Local Authority contract work offers longer term stability. We are well positioned to meet the forthcoming changes in regulation of accommodation for 16 / 17-year-olds and anticipate that the availability of accommodation, once the regulations come in, will reduce as organisations chose not to register, offering us the opportunity to grow in this area.

Neither the Trustees, nor any key persons within the charity, were aware of either any specific or general events which would change the charity's status as a going concern.

Future Plans

The 2020-2023 strategy set out the direction for the Charity and CIC going forward; however the pandemic and rapid changing economic environment have impacted on our ability to meet the targets set within the plan and focus has been on managing the impact of shocks from the continued inflation increases and pressure on Local Authority spending. We have achieved workforce stability through re-deployment of staff to frontline service; increased debt chasing activity including rent arrears, claiming utility credits and, reduced overheads through adopting hybrid working and moving head office. The monitoring controls in place for debt management will continue to ensure that our cash flow remains stable. A cautious approach to business growth will be taken to ensure we retain good quality standards of service delivery and deliver services we excel at. The absence of a Business Development post has added to the slow growth and grant and fundraising activity. We will seek to work in partnership over the next year to bid in collaboration rather than compete.

The Board is preparing the Group Strategy for 2023 onwards and review the operational priorities with a view to increasing delivery of support services that are sustainable and meet current need. We will continue to deliver services that place the need of the young and vulnerable at the centre and to build a stronger service user voice within the organisation.

We will continue to focus on employment support, mental health counselling and affordable move on accommodation independent of Local Authority contracts. To achieve this we will strengthen our partnerships with the volunteer organisations; independent mental health counselling services such as Off The Record and Andrews Charitable Trust for move on accommodation. We will continue to employ a service user to be our Young People's Ambassador as we recognise the important contribution this role has made in the development of our services.

Signed By order of the Trustees:

Bhavesh Padhiar
Chair of the Board

Date: 30 November 2023

Andrea Jean Dunhill
Trustee

Date: 30 November 2023

Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 groups and the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the 31 March 2023 then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 trustees' report, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit

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

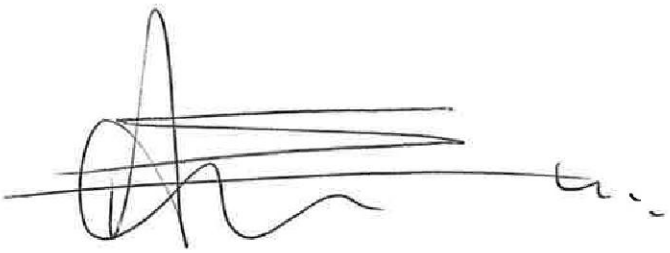
In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate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

Auditor's responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of 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. These matters were discussed amongst the engagement team at the planning stage and the team remained alert to non-compliance throughout the audit,
Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations;

enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.
No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with ISAs (UK).

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

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. 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.



AM Skilton (Senior Statutory Auditor) **Date: 30 November 2023**

For and on behalf of: Brewers Chartered Accountants, Statutory Auditor

Bourne House, Queen Street, Gomshall, Surrey GU5 9LY

Consolidated Statement of Financial Activities for the year ended 31 March 2023

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 Activities			2022
		Unrestricted £	Restricted £	Total £	Total £
Incoming Resources from charitable activities: (Housing and Housing Advice Services):					
Supported Housing	2	2,204,638		2,204,638	2,447,713
Lodgings and Floating Support	3	1,023,763		1,023,763	1,347,152
Advice Service	4	0	57,555	57,555	154,548
Donations & Other Income	5	33,287	-	33,287	23,446
Income from Investments	6	1,149		1,149	109
TOTAL INCOME		3,262,837	57,555	3,320,392	3,972,968
RESOURCES EXPENDED					
Expenditure on Raising Funds	7	-		-	-
Expenditure on Charitable activities	8				
Supported Housing		2,716,978		2,716,978	2,469,549
Lodgings and Floating Support		522,749		522,749	1,347,152
Advice Service		-	57,555	57,555	154,548
TOTAL EXPENDITURE/RESOURCES EXPENDED		3,239,727	57,555	3,297,282	3,971,249
NET MOVEMENT IN FUNDS		23,110	0	23,110	1,719
TOTAL FUNDS BROUGHT FORWARD		329,280	3,000	332,280	330,561
TOTAL FUNDS CARRIED FORWARD		352,390	3,000	355,390	332,280

Consolidated Balance Sheet as at 31 March 2023

BALANCE SHEET	Notes	2023 Group £	2023 Charity £	2022 Group £	2022 Charity £
NON CURENT ASSETS					
Tangible Assets	9	22,165	6,169	19,381	0
Investments	10	-	100,100	-	100,100
		22,165	106,269	19,381	100,100
CURRENT ASSETS					
Debtors	11	374,160	362,741	381,172	400,029
Cash/Deposits at Bank and In Hand		203,827	97,354	226,602	121,481
		577,987	460,095	607,774	521,510
Less					
Creditors - Amounts falling due within 1 Year	12	244,762	238,107	294,875	316,260
NETCURRENT ASSETS		333,225	221,988	312,899	205,250
NET ASSETS		355,390	328,257	332,280	305,350
		Group £	Charity £	Group £	Charity £
RESTRICTED FUNDS	13	3,000	3,000	3,000	3,000
UNRESTRICTED FUNDS					
Designated					
General	14	352,390	325,257	329,280	302,350
		355,390	328,257	332,280	305,350

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

Signed on Behalf of CAYSH Trustees

Bhavesh Padhiar
Chair of the Board

Date: 30 November 2022

Andrea Jean Dunhill
Trustee

Date: 30 November 2022

Statement of Cash Flows as at 31 March 2023

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED

	2023	2022
	£	£
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	(8,937)	32,260
Interest paid	-	-
Tax paid	-	-
Net cash inflow from operating activities	- 8,937	32,260
Cash flows from investing activities		
Dividends, interest and rents from investments	1,149	109
Purchase of property plant & equipment	(14,987)	(16,798)
Proceeds on disposal of property, plant & equipment	-	-
Interest received	-	-
Proceeds from sale of investments	-	-
Purchase of investments	-	-
Cash flows from financing activities		
Capital repayments in the year	-	-
Proceeds from bank borrowings	-	-
Net increase in cash & cash equivalents	- 22,775	15,571
Cash and cash equivalents at the beginning of the reporting period	226,602	211,031
Cash and cash equivalents at the end of the reporting period	203,827	226,602
Change in cash and cash equivalents in the reporting period	- 22,775	15,571
	£	£
Net movement in funds for the reporting period	23,110	1,719
Adjustments for:		
Depreciation charges	12,203	11,615
(Gain)/loss on investments	-	-
Dividends, interest and rents from investments	(1,149)	(109)
Tax charge	-	-
Loss/(profit) on the sale of fixed assets	-	12,009
(Increase)/decrease in debtors	7,013	255,489
Increase/(decrease) in creditors	(50,114)	(248,464)
Net cash provided by (used in) operating activities	- 8,937	32,260

Notes to the Financial Statements for the Year Ended 31 March 2023

1. Accounting Policies

1.1 The Financial Statements of the Charity, which is a public benefit entity, have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102)(2nd Edition, effective January 2019; 'Charities SORP'), Companies Act 2006 and the Charities governing document. The financial statements have been prepared under the historical cost convention.

1.2 The consolidated financial statements of the Group incorporate the financial statements of CAYSH and its subsidiary undertaking, CAYSH Enterprise CiC. The total incoming resources attributable to the charity were £2,552,007 (2022: £3,238,049). The net outgoing resources attributable to the charity were £2,531,668 (2022: £3,288,529) . As premitted by Section 408 of the Companies Act 2006, and also by FRS 102 SORP, no separate statement of financial activities is presented in respect of the parent company.

1.3 The Charity manages housing properties on behalf of registered housing associations and London Borough of Croydon Social Services. Under the terms of management agreements between the Company and the associations, the Charity receives income and incurs expenditure both as principal and as agent for the housing associations. All transactions i.e. those relating to activities both as agent and principal, are reflected in the Statement of Financial Activities/Income and Expenditure Account.

1.4 Incoming Resources are included on a receivable basis. Income is deferred where it relates to an agreement to provide services for a specific period, and has been received in advance of that period.

1.5 Resources Expended: Salary and overheads are apportioned between expenditure headings on the Statement of Financial Activities on the basis of staff time allocated to the activities represented. All expenses are recognised on an accruals basis.

1.6 Governance: Governance costs comprise company secretarial, AGM, membership, external and internal audit. The costs also include an allocation of indirect costs to cover support from the Chief Executive and other executive directors and service departments.

1.7 Depreciation of Tangible Fixed Assets is charged on a straight line basis over a period of three and four years for computers and four years for other office equipment. Tangible fixed assets are included in the balance sheet at cost.

1.8 Fixed asset investments are included at cost and relate to investment in subsidiary.

1.9 The Charity provides access to a stakeholder pension with the Standard Life Assurance Company and makes contributions to the stakeholder and personal pensions of staff members who qualify. In the year to 31st March 2023 these contributions were made at the rate of 5% of gross salary for permanent staff who had completed a probationary period in post.

1.10 Operating Leases payable are charged on a straight-line basis over the term of the lease.

1.11 Funds are accounted for as follows:

- General Funds are available for use at the discretion of the Trustees in furtherance of General objectives of the charity
- Restricted Funds are funds to be used in accordance with specific restrictions imposed by the donors

1.12 The Charity'is exempt from Corporation Tax under Section 505(1)(C) Income and Corporation Taxes Act 1988 and it subsidiary gift any income to parent to mitigate any tax obligations.

1.13 Related party disclosures: The charity has taken advantage of the exemption availlable in FRS 8 'Related party disclosures' whereby it has not disclosed transactions with any wholly owned subsidiary undertaking.

2. Supported Housing	Unrestricted Funds 2023 £	Unrestricted Funds 2022 £
Rent in respect of managed hostels		
Income from Local Authorities	1,436,253	1,778,075
Concierge Services	-	21,837
Income from Housing associations	758,215	635,468
Other	10,170	12,333
	2,204,638	2,447,713

3. Lodgings and Floating Support	Unrestricted Funds 2023 £	Unrestricted Funds 2022 £
Supporting People income	665,794	1,076,289
Fees from Lodgings and other income	357,969	270,863
	1,023,763	1,347,152

4. Advice Service

	Restricted Funds 2023 £	Restricted Funds 2022 £
The Group received grants towards salaries and running costs as detailed below:		
London Borough of Croydon: Advice & Community Support	57,555	154,548
	57,555	154,548

5. Donations & Other Income	2023 £	2022 £
Income derived from Fundraising and Other Income	33,287	23,446

6. Income from Investments	2023 £	2022 £
Receivable on Bank Deposit Account	1,149	109

7. Expenditure on Raising Funds

No associated expenditures occurred in the neither current, nor prior year.

8. Expenditure on Charitable activities

	2023	2022
	£	£
Supported Housing		
Salaries and Office Costs	1,646,688	1,566,802
Direct Expenses	807,973	776,825
Support Costs	262,316	125,922
Lodgings and Floating Support		
Salaries and Office Costs	250,471	640,239
Direct Expenses	206,699	551,644
Support Costs	65,579	155,269
Advice Service		
Salaries and Office Costs	51,224	137,818
Support Costs	6,331	16,730
	3,297,282	3,971,249

8a. Governance costs *(included within note 8 above)*

	2023	2022
	£	£
Audit fee	14,260	12,552
Committee Expenses & Recruitment	39	559
Legal fees & Professional	31,420	49,277
	45,719	62,388

8b. Total Expenditure/Resources Expended *(also included within note 8 above)*

	2023	2022
	£	£
Salaries and wages	1,695,416	1,972,768
Employers National Insurance	160,712	168,248
Pension costs	70,561	87,940
Agency staff	21,695	81,632
Other		34,271
TOTAL STAFF COSTS	**1,948,384**	**2,344,859**
Printing/stationery/publicity	6,397	23,976
Office Equipment/IT	57,518	115,352
Office Rent/service charge	59,215	73,724
Depreciation	12,203	10,641
Other	198,893	74,228
TOTAL OFFICE COSTS	**334,226**	**297,921**
Rents/charges to Housing Assns	416,890	470,687
Maintenance/Internal Decorations	73,101	22,040
Lodgings Householder Support Charges	206,699	189,092
Other	317,982	646,650
TOTAL PROJECT DIRECT COSTS	**1,014,672**	**1,328,469**
TOTAL EXPENDITURE	**3,297,283**	**3,971,249**

8c. Staff and Directors (Trustees)

	2023	2022
The average number of employees during year was:	92	85

for which the following number of employees earned over £60,000 was as follows:

£60,000-£69,000	1	1
£70,000-£79,000		

Amounts shown as Committee Expenses (note 9a) relate to the cost of facilities for meetings, reimbursement of travel expenses to meetings and cost of Trustees training.

9. Tangible Assets

	Short Term Lease	Fixtures, Fittings & Office Equipment/	Total
Group	£	£	£
Cost:			
At 1 April 2022	21,275	63,392	84,667
Additions	-	14,987	14,987
Disposals	-	-	-
At 31 March 2023	21,275	78,379	99,654
Depreciation:			
At 1 April 2022	21,275	44,011	65,286
Charge	-	12,203	12,203
Disposals	-	-	-
At 31 March 2023	21,275	56,214	77,489
Net Book Value:			
At 1 April 2022	-	19,381	19,381
At 31 March 2023	-	22,165	22,165

	Short Term Lease	Fixtures, Fittings & Office Equipment/	Total
Charity:	£	£	£
Cost:			
At 1 April 2022	-	-	-
Additions	-	9,657	9,657
Disposals	-	-	-
At 31 March 2023	-	9,657	9,657
Depreciation:			
At 1 April 2022	-	-	-
Charge	-	3,488	3,488
At 31 March 2023	-	3,488	3,488
Net Book Value:			
At 1 April 2022	-	-	-
At 31 March 2023	-	6,169	6,169

Notes to the Financial Statements for the Year Ended 31 March 2023

10. Investments

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Investment in subsidiary undertaking	-	-	100,100	100,100
	-	-	100,100	100,100

11. Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Rent and related receivables	331,406	189,360	331,406	189,360
Trade receivables	151,943	134,897	145,404	154,222
Bad Debt provision	(147,968)	(12,000)	(147,968)	(12,000)
Other Debtors	12,035	3,352	7,930	959
Amounts receivable from group subsidiary	-	-	-	1,924
Prepayments	26,744	65,563	25,969	65,563
	374,160	381,172	362,741	400,028

12. Creditors - Amounts falling due within 1 Year

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Trade Payables	88,652	182,538	64,385	290,515
Other Taxes & Social Security Costs	82,422	88,042	17,598	22,655
Other Creditors	12,180	3,064	94,882	3,064
Prepaid Grants	-	4,116	-	-
Accruals & Deferred Incomes	61,508	17,115	61,242	26
	244,762	294,875	238,107	316,260

13. Restricted Funds

	Balance 01.04.22 £	Grants Received £	Expenditure in the Year £	Balance 31.03.23 £
Supported Housing	3,000	-	-	3,000
	3,000	-	-	3,000

14. Unrestricted Funds

Group	At 01.04.22 £	Net Movement £	At 31.03.23 £
General Fund	329,280	23,110	352,390

Charity	At 01.04.22 £	Net Movement £	At 31.03.23 £
General Fund	307,919	20,340	328,259

The General Fund represents the general unrestricted reserves of the Group. Reserves are held at a level to allow it to cope with short-term cash flow fluctuations, and if necessary to run down individual projects/activities in an organised manner in the case of withdrawal of funding.

15. Commitments under operating leases

As at 31 March 2023 the Group held the following lease commitments in relation to the premises at 119 High Street, Croydon CR0 1QG

Leases which expire:	Land & Buildings 2023 £	Other 2023 £	Land & Buildings 2022 £	Other 2022 £
In less than one year	17,400	15,211	52,200	15,211
In two to five years:	-	15,559	65,250	30,770
After more than 5 years	-	-	-	-
Total	17,400	30,770	117,450	45,981

16. Analysis of Net Assets Between Funds	Tangible Assets	Current Assets	Current Liabilities
Restricted	-	3,000	-
Unrestricted	22,165	574,987	(244,762)

17. Legal and administrative details

Charity Number: 1026822
Company number: 2802109
Registerd office: Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF

The directors/trustees are all members of the charity and collectively comprise the management Committee which is the governing body of the charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.

5. Structure, Governance and Management

Appointment of Trustees

As set out in the Memorandum and Articles of Association, the Management Committee (Board of Trustees) shall consist of not less than three members. Only personal members shall be eligible for election to the committee of management. The Chair of the Trustees is appointed by the Management Committee. The Management Committee shall have power to co-opt additional members, but such co-options must not exceed one third of the existing strength of the Management Committee at any time nor exceed the maximum number aforesaid. The committee of management may appoint persons ex-officio to assist in specific or general undertaking.

Trustee Recruitment, Induction, and Training

New Trustees are recruited through a range of mechanisms designed to ensure CAYSH benefits from a suitable range of expertise and that the diversity of our Trustees reflects the diversity of our service users and staff group. As with all other staff and volunteers, new Trustees undergo vetting and including EDBS checks and taking up personal and professional references.

New Trustees meet with key members of the Management Committee to brief them on their legal obligations under charity and company law. They receive copies of the Memorandum and Articles of Association, the latest copy of the Trustees Report and Financial statements, CAYSH's Annual Review and its Strategy. Every year CAYSH encourages all Trustees to attend external training events relevant to their governance role for them to perform effectively as Trustees.

Trustees' Activity 2022 - 2023

The full Board of Trustees met four times during the year and normally would have attended one full Board Development Day where collectively the Trustees review CAYSH's organisational purpose, their leadership, organisational integrity, risks and controls, the Board's effectiveness, diversity, and its accountability. The strategy was reviewed during one of the Board meetings. In addition to the full board, the Finance Development Committee and the People and Services Committee also met a further four times each during the year. This year Trustees have focused on taking preventative action against shocks to the economy resulting from ongoing world conflict, rising inflation (and the associated cost of living crisis), and recovery from the impact of the pandemic on both the economy and social infrastructure. The primary aim has been to control costs and stabilise the workforce.

Planning for the next three-year strategy has begun and preparation for forthcoming legislative changes in regulating supported accommodation for 16 /17-year-olds is under way.

The diversity within Trustees of the Charity Board has remained at 50% of Trustees representing the BAME community; 40% Trustees are female and 40% aged under 30.

Diversity within the Executive team includes 67% from the BAME community; 50/50 gender split and all aged over 40 years. The Operational Teams (including Concierge) diversity includes 84% from BAME communities and 35% are female.

Charity Trustees: 01/04/2022 to 31/03/2023

M Williams	Chair - Resigned 22/11/2022
B Padhiar	Chair
R Angeline	Trustee – Resigned 22/11/2022
A Dunhill	Trustee
G Douglas	Treasurer
K Lam	Trustee - Resigned 31/01/2023

S Bartlett-Pestell	Trustee
L Lathino	Trustee
D Sanderson-Estcort	Trustee
S Wales	Trustee – Resigned 20/08/2022

Executive Management Team:

Ann Tighe	CEO
Luis Fernandes	Finance Manager
Victor Brown	Head of Operations
Sonia Wilson	Head of People and Culture
Sonia Seevaratnam	Business Compliance and Support Manager

The Charity extends its thanks to Mick Williams for his dedication and leadership of the Organisation over the past nine years, and outgoing trustees Rachelle Angeline, Karen Lam, Simon Wales for their support and involvement in the Charity.

The Management Committee (Board of Trustees or 'Board') administers the charity. There are two committees (Finance Development Committee and the People and Services Committee) that review the day-to-day working of the organisation and exercise delegated authority on behalf of the Board.

CAYSH Enterprise Community Interest Company
Directors: 01/04/2022 to 31/03/2023

A Tighe	Chair
A Clark	Director
J French	Director – Appointed 02/11/2022
S Wales	Director - Resigned 13/07/2023
M Williams	Director - Resigned 23/11/2022
A Dunhill	Charity Observer

After the year end B Padhiar was appointed as Director on 14/08/2023

Executive Management Team:

Luis Fernandes	Finance Manager
Victor Brown	Head of Operations
Sonia Wilson	Head of People and Culture
Sonia Seevaratnam	Business Compliance and Support Manager
John Olum	Operations Director
Michael Bangura	Operations Director

The Board of Directors wish to thank the following Directors of CAYSH Enterprise CIC for their contribution and support of the organisation: Mick Williams and Simon Wales.

Auditors
CAYSH appointed Brewers Chartered Accountants in September 2016 and they have audited the accounts for the year ended 31st March 2023 and the Trustees intend to re-appoint Brewers to undertake the audit of the financial statements of the Charity in the following year.

Principal Risks and Uncertainties

Like any other organisation CAYSH faces ongoing risks (e.g. to threat of risks to reputation, commissioned contracts, Children's legislation) and risks that are specific to particular events in its operating environment. During 2022-23 CAYSH reviewed specific additional risks in regard of:

Principal Risk	Risk Management
Post Pandemic Impact Many organisations are permanently adopting a hybrid method of working which has required them to place their service on online and has impacted on hospitality and retail sectors which are traditional sector for employing young people. Employees are now expecting more flexibility in how they work which is impacting on recruitment in organisations requiring front line customer facing working.	Covid variants continue to place staff and young people at risk especially with vaccinations being restricted to age groups and those with health vulnerabilities. Business Continuity Plans include responses to recurring periods of infection. We have formerly adopted hybrid working to promote better work life balance and to ensure competitiveness in the changing employment market.
UK Economic Environment: The impact of escalating world conflict and consistent increases in inflation with periods of recession likely has impacted significantly on the cost of living which in turn has destabilised the workforce and resulted in Local authorities declaring Bankruptcy. Pressure on Local Authority budgets has been passed through to contractors resulting in reduction of funding and taking some services back in house.	We have re-structured our pay scales and negotiated with local authorities over contract volume reductions where funding is not able to be increased to be able to maintain minimum and London living wages for staff. We have also adopted hybrid working which has allowed us to plan relocation of the head office to smaller more cost-effective premises. We have analysed out utility cost and reclaimed cash held on credit whilst then negotiating better rates.
Proposed regulation of supported accommodation for 16 / 17-year-olds The inspection and regulation of supported accommodation for 16 /17-year-olds will be placed with Ofsted in the Autumn of 2023. We currently provide accommodation to this age range and will be required to register with Ofsted.	We will be applying for Ofsted Registration in the Autumn of 2023 to allow us to continue housing and supporting this age range.

Risk Management

The Board of Trustees carry out reviews of CAYSH's risk strategy in order to:

- Identify the risks the charity faces
- Establish systems and procedures to mitigate the risks identified
- Implement procedures designed to minimise any potential impact on the charity if any of the identified risks occur

The Business Risk Register (BRR) is reviewed monthly by the Leadership Team and each committee discusses the key risk in association with their remit and identifies those that need escalating to the Board. Each Committee report and the Board report have a standing section of the risk register. The BRR is based on the ISO31000 Risk Management standard measuring business risks in terms of likelihood and impact seriousness for the following: Finance, Compliance (Contract/Legislative Compliance/ H&S and quality) People and Operations (including Business Continuity).

6. Legal and Administrative Details

CAYSH

Registered as a charity, CAYSH is a company limited by guarantee without share capital, under Memorandum and Articles of Association dated 22 March 1993.

Company number: **2802109**

Charity Number: **1026822**

Registered Office: **Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF**

The directors/trustees are all members of the Charity and collectively comprise the Management Committee which is the governing body of the Charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.00

CAYSH Enterprise CIC

Company Number: **08774028**

Registered Office: **Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF**

Group Administration

Auditors	Bankers	Solicitors
Brewers	**Barclays Bank plc**	**Streeter Marshall**
Bourne House	1 North End	74 High Street
Queen Street	Croydon	Croydon
Gomshall	Surrey	
GU5 9LY	CR9 1RN	CR9 2UU

Telephone:	**020 8683 0227**
Email:	info@caysh.org
Internet:	www.caysh.org

CAYSH

England & Wales - Charity number 1026822

Accounts



Trustees' Report and Consolidated Financial Statements CAYSH year end 31 March 2022

Table of Contents

1. Introduction

2. Objects and Activities

- Purpose and Public Benefit
- Main Activities of CAYSH
- Prevention Services
- Concierge Services
- Trustee's Statement

3. Achievements and Performance

- Group Objectives 2021-2022
- Service Outcomes
- CAYSH Enterprise CIC

4. Financial Review

- Income
- Expenditure
- Investment powers and policy
- Reserves policy
- Going concern
- Future Plans
- Independent Auditor's Report to the Members of CAYSH
- Consolidated Statement of Financial Activities for the year ended 31 March 2022
- Consolidated Balance Sheet as at 31 March 2022
- Statement of Cash Flows as at 31 March 2022
- Notes to the Financial Statements for the Year Ended 31 March 2022

5. Structure, Governance and Management

- Appointment of Trustees
- Trustee recruitment, induction and training
- Trustees activity 2021 - 2022
- Principal risks and uncertainties

6. Legal and administrative details

1. Introduction

The trustees present their report and audited financial statement for the year ended 31 March 2022.

The financial statements comply with current statutory requirements, the articles of association, the Companies Act, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

These audited financial statements have been prepared in accordance with the Charities Act 2011, 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 (FRS102) (2nd Edition, effective January 2019) (SORP FRS102).

CAYSH is a charity registered with the Charity Commission for England and Wales. The charity rebranded in February 2011 having formerly been known as Croydon Association for Young Single Homeless. CAYSH is also a company limited by guarantee which is governed by its Memorandum and Articles of Association dated 23rd February 2011 which updated the original Memorandum and Articles of Association signed 22nd March 1993.

CAYSH owns 100% of the shares in CAYSH Enterprises CIC, a social enterprise registered at Companies House. CAYSH Enterprise CIC's primary trading activity is the delivery of security services for residents of supported housing. The governing document of CAYSH Enterprise CIC is its Memorandum and Articles of Association and the CIC was formed on 13 November 2013.

2. Objects and Activities

The charity objectives for which the charity was established are:

'The relief of poverty hardship and distress among vulnerable persons, especially young people, in particular but not exclusively through the provision of accommodation, advice and support.'

Our CAYSH Enterprise supports the charity's objective with its purpose being to provide innovative business solutions that benefit the community and provide the Charity with a sustainable income. Its Concierge service provides people centred safeguarding and security for our service users and for other vulnerable people in supported accommodation.

Purpose and Public Benefit

Our vision and mission

Our vision is for every young person to have a safe home and the opportunity for the best possible future regardless of their experience of homelessness. Our mission is to provide the high quality services that enable this and that meet the needs of our diverse service user group.

Our values provide the framework within which we work embracing the diversity of our staff and service users.

- Commitment
- Fairness
- Inclusivity
- Responsiveness
- Compassion

- Professionalism

Our mission is to provide a safe home and better future for every young person we meet we provide:

- Enterprising solutions and inspired services for vulnerable and young people facing homelessness and other life challenges giving them access to homes and futures that are fulfilling
- A range accommodation advice and support services that combine to form a pathway for young people to progress in life whether they live with their family, other young people or on their own
- Opportunities for young people to engage in meaningful activities that build confidence and credibility when it comes to engaging in work, volunteering, training and education
- Outreach work within communities ensuring young people and their neighbours are safe and opportunities are created for young people to take part in their local communities.

CAYSH' main aim is to reduce homelessness amongst the young (aged16-25) and vulnerable, and to improve their quality of life so that they can live independently within the community. This is achieved through delivering:

- supported accommodation
- mediation
- mental health counselling
- night concierge
- employment mentoring.

We work with service users come from different communities including asylum seeking children; care leavers; LGBTQi+; young single homeless. In 2021-2022 we helped 770 young and vulnerable people in the community.

We offer a range of accommodation including 24/7 assessment units; small shared houses (some staffed) and supported lodgings where Hosts are paid in return for offering a room in their home and practical support to the young person.

Our group includes a Community interest Company whose object dovetails with those of the Charity in meeting public benefit through providing a concierge night time service to support vulnerable people in the community. The aim of the service is to reduce homelessness through support vulnerable people residing in supported accommodation.

The community interest company evidences its public benefit through 'assisting vulnerable people' and the concierge service offers night time safety for residents and communities.

Main Activities of CAYSH

Accommodation-based Services and Support

CAYSH provides a range of accommodation in order to be able to match the needs of the individual to the style of living and the level of support required. This in turn means they have greater opportunity to progress more quickly. We currently deliver (or are part of a framework of providers) to the following London Boroughs: Croydon, Sutton, Lambeth, Lewisham, Royal Borough of Greenwich; Tower Hamlets; Bromley; Hounslow and West London. These services are for young people (16 -25 years old) facing homelessness including young people at risk; looked after children aged 16+ (including unaccompanied asylum seeking children) and care leavers.

CAYSH leases accommodation under management agreements from Registered Providers (RSLs) and HMO Landlords, including Andrews Charitable Trust, Optivo; CCHA; Peabody; L&Q; Look Ahead; Hyde; Notting Hill Genesis; Metropolitan Thames Valley; Hexagon. We

deliver housing management services on behalf of these RSLs and this year have invested in the refurbishment of many of them.

Young people in our accommodation usually stay with us for up to two years and our Advice and Support Officers (ASO) work with them to help them develop their emotional resilience and independent living skills in order that when they move on from us they can sustain their tenancy. Placements and support levels are offered based on the nature and degree of challenges a young person faces and their levels of independence skills. We operate within a framework of trauma informed therapy and our ASOs spend time building trusting relationship with young people to help them build a tool box of techniques to manage emotional challenges; make informed decisions and positive choices.

Supported Lodgings

Our Supported Lodgings accommodation and support services provide a safe, effective and economical transition for young people into independent living by providing them with accommodation in family homes. The service benefits young people who are particularly vulnerable e.g. those who are newly homeless or with little or no experience of independent living and those who are unable to live in shared accommodation for safeguarding reason.

Householders are integral to these services and to CAYSH achieving its objectives. We ensure Householder's capability by rigorously vetting, training and testing. All householders are subjected to our safer recruitment processes and if they successfully pass our assessment process, they are then vetted including Enhanced Disclosure & Barring Service (EDBS) checks and reference checks. Training and testing our Householders ensures that they (and their homes and regular visitors) meet CAYSH's high support, safeguarding and Health and Safety standards. CAYSH's Lodgings team provides support to both the young person and the Householder throughout a service user's placement.

As the came out of lock down we have attracted more interest from potential householders having held a number of local campaign events.

In total 65 young people aged 16-25 were placed in Supported Lodgings, an increase of 7% on last year. This is a decrease from last year as a result of some householders shielding and or not willing to accept referrals during lock down. We have 45 Householders and a further 17 application / in recruitment during the year.

Prevention Services

Restorative Approaches - Mediation Services (Restoring Families)

Spanning our prevention and supported accommodation activities, CAYSH's Mediation - Restoring Families service works with young people aged 16+ at risk of homelessness due to family breakdown or those who have become homeless and entered our supported accommodation but may be able to return home under altered circumstances. In 2018 we establishes our mediation team which supports all our services offering our young people opportunities to return to families or to mediate continued tenancy with landlords. Staff are accredited to Level 4 Interpersonal Mediation Practitioner's Certificate (IMPC), accredited within the Ofqual Credit & Qualifications Framework. They continue to receive ongoing clinical supervision through UK Mediation.

Young Adults Floating Support Service

Floating support is a low level tenancy sustainment service delivered to young people in need of support by the local authority but who are not residents in accommodation provided by CAYSH. The support is usually a maximum of 3 hours per week. This service is intended for young people who are fairly self-sufficient, emotionally stable but still need some guidance to ensure that they do not put their tenancy at risk either through debt or behaviour. This service

also supports Unaccompanied Asylum Seeking Children placed in temporary accommodation by Local Authorities.

Our floating support service provides a real opportunity to prevent homelessness amongst young people through early intervention to sustain current living arrangements where safe and desirable to do so. During the year CAYSH supported 59 young people in this service, similar to the previous year.

'Your Voice: Your Choice' Project
This project was set up in response to our growing concerns over the deteriorating mental health of our young people during lock down. We have been successful in receiving grant funding from Croydon community fund; working together to support Londoners LCRF; NHS charities together. This project offers a mental health triage and counselling service to our accommodated service users. It currently operates in Croydon and Sutton and we are looking to extend it to our Greenwich and Lambeth services next year.

'Woking My Way Up Project'
This project was set up to improve employment opportunities for our young people in recognition of the impact of COVID on the employment market meaning that there were less opportunities within the sectors traditionally open to young people. The project works with a local volunteer service run by CVA who training and support a dedicated group of employment mentors to be matched with our young people with a view to offering support in job searches, interviews and training for career choices.

Sponsored Walk
CAYSH staff completed the first sponsored walk for the charity in October 2021. The walk covered 12 miles from Sutton to Greenwich via Croydon and raised £1,905. More fund raising events are planned going forward.

Concierge Services

CAYSH Concierge is a specialised out of hours safeguarding and security service, established to operate in homelessness, mental health and supported housing. The service ensures safety for residents 24/7 and prevents anti-social behaviour (ASB) and incidents whilst supporting residents working towards independence.

CAYSH Concierge Services keep residents safe across three London boroughs. Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. A roving service provides mobile and responsive flexible cover at a number of locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

Trustee's Statement

The Trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they 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:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

The Trustees have complied with their duty under the Charities Act 2011 to have due regard to the Public Benefit guidance published by the Charity Commission.

They have referred to the guidance when reviewing our purpose and mission and in planning future activities. In particular, consideration is given to how planned future activities will contribute to our strategy. The CIC made an annual gift to the Charity to further its aims.

3. Achievements and Performance

In 2021-2022 we provided a direct service to 315 young people between the ages of 16-25. The concierge service supported 455 young and vulnerable people on any one night. The services they received are described below. Both service saw a small decrease in the number of service users (Charity by 3% and the CIC 6% decrease).

This year has seen the continuation of adapting to delivery in a post COVID environment which in the final quarter of the year saw additional challenges as a result of a the worsening economy as the effects of war in Ukraine and Brexit impact the cost of living, coupled with further outbreaks of COVID affecting service delivery. In addition demand for workers in the social care sector increased which in turn drove up salaries placing additional pressure on budgets. Procurement of new contracts and re-tenders has been slow due to the continued impact of COVID. This has meant that contracts have been extended on minimal increases and whilst we have bid for new business this will not be awarded until next year. Despite this challenging environment we are pleased that we have continued to deliver all our contractual obligations to service users and have not dropped one shift during the year.

Our progress to address the balance of income from Local Authority contracts versus grants and fundraising has been slow but we have secured continuation funding for our two main projects; 'Your Voice Your Choice' and 'Working my Way Up'. Our partnership with Andrews Charitable Trust continues to provide affordable move-on accommodation and we launched our third property with them this year.

We are remained stable during this challenging year and have remained in surplus. The coming year will be challenging but not insurmountable. This is the final year of our group strategy and learnings from this year will shape our future goals.

Group Objectives 2021-2022

This is the second year of our Group Strategy. The strategy was set by trustees in March 2020 prior to full impact of the global pandemic and therefore our ability to achieve all aims has been hindered. Having said this we succeed in delivering frontline services for the full 365 days and managed to keep both staff and young people safe.

The strategy is built around 5 Pillars to support designed to strengthen our position in a volatile market and look to grow in the latter years.

The Objectives Are:

- Financial Stability
- Business Lines
- People
- Partnerships
- Technology & Operations

Our aims under each pillar follows and year two progress:

1. Financial Stability

We have set a target to increase our net surplus by 20% over the next three years through a combination of minimising loss of income by tightening our processes around void management and bad debt and developing a grant and fundraising strategy.

2021 -2022 Progress: We had success in grant applications during this year not only for continuing supplies of essential PPE to keep staff and young people safe but also to fund two new projects. Overall this year's target for year end surplus based on the 20% increase from year one was not met due to rapid changes in the economic environment and continued additional expenditure need to manage the continuing risk of COVID 19. However we have ended the year in surplus.

2. Business Lines

We will continue to deliver what we excel at and plan to become a registered provider and acquire property in the future.

2021-2022 Progress: We have retained most contracts during the year and have secured further grant funding for specialist project. The Drop In Zone homeless advice centre contract ended as Croydon council took the function back in house. We have continued to provide ancillary specialist services such as mediation, mental health counselling and employment mentoring.

3. People

Stabilise the workforce by offering a progression plan for individuals linked to financial reward, a strong 'Wellbeing' plan and comprehensive training programme. We commit to retaining a diverse and skilled workforce and want our people to excel and our service users to benefit. We are proud to have a workforce that reflects the communities we work in.

2021-2022 Progress:

The revised pay structure has improved recruitment and retention but demand for care workers as we exited lockdown has meant that salaries have risen above the new pay scale we put in place. This is being reviewed again along with other employee benefits.

We have recruited a training officer in HR who is managing the re-introduction of class based training and auditing the completions of mandatory training.

The diversity within Trustees of the Charity Board has been increased with 50% of Trustees representing the BAME community; 40% Trustees are female and 40% aged under 30. Diversity within the Executive team includes 67% from the BAME community; 50/50 gender split and all aged over 40 years. The Operational Teams (including Concierge) diversity includes 84% from BAME communities and 35% are female.

4. Service Users

We will continue to listen to our service users to ensure our services meet their growing needs and that our programmes have the most impact on their lives. CAYSH Way which offers 4 stages of delivery for service users to increase understanding of what we are trying to achieve with them:

- Finding my Way
- Settling in and unpacking
- Mapping my route and making progress
- Living my life.

2021-2022 Progress:

The young people's ambassador has delivered focus groups and surveys to service user to gather feedback on two key areas: feeling safe and employment status and support.

We have included the Young People's Ambassador in presentations to commissioners and meeting with trustees.

5. Partnerships

We recognise that to ensure our service users receive the right support at the right time working in partnership with other organisations strengthens the quality of the support they receive. We will be actively looking to partner with others not only to jointly deliver services but also to share expertise and resources.

2021-2022 Progress: Our partnership with Andrews Charitable Trust continues with a new property in Croydon offering care leavers / homeless young people, move-on accommodation at affordable rates. We continue to co-deliver the 'Working my Way Up' employment mentoring project with CVA and the 'Your Voice: Your Choice' mental health counselling project with Off the Record and funding application have been submitted for continuation and expansion.

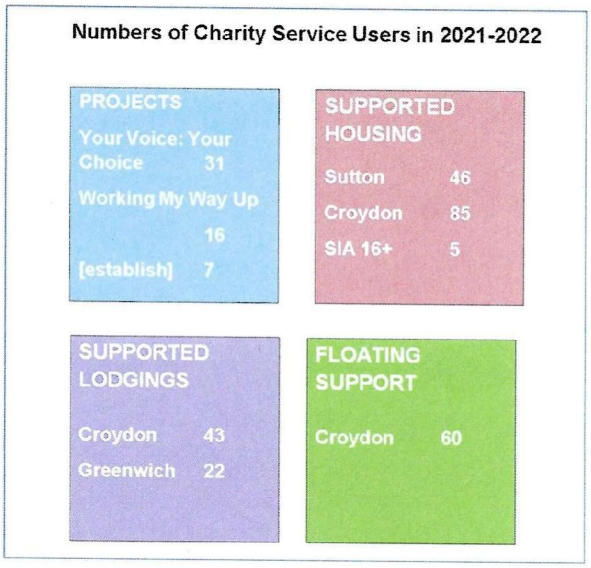
6. Technology and Operations

As part of our 'Adapt and Adopt' strategy resulting from the pandemic we are looking to maximise our digital presence through improving our technology infrastructure, adapting our delivery methods to a blended online and face to face approach and developing an advice, training and support App.

2020-2022 Progress: We have finalised plans to in-house our IT functions as part of our Adapt and Adopt strategy following the pandemic and the first stage of setting up a cloud based system has been completed with all our accounting systems now in the cloud. The second stage next year is to move to Microsoft 365 and SharePoint.

Service Outcomes

Numbers of Charity Service Users in 2021-22



Gender / Age of CAYSH Young People Supported Accommodated 2021-2022

Age			non binary		total
	Female	Male	A gender	transitioning	261
16/17	9	3	1	0	13
18	37	39	0	0	76
19	28	40	0	0	68
20	28	15	0	1	44
21	8	12	1	0	21
22	8	14	0	0	22
23	2	5	0	0	7
24	3	3	0	0	6
25	3	0	0	0	3
Not recorded					1

Ethnicity of Supported / Accommodated CAYSH Young People 2021-2022

Ethnicity	%	People
TOTAL		261
Refused	2%	6
White British	24%	63
BAME	53%	138
Mixed White & BAME	7%	17
Mixed other	5%	13
White other	9%	23
Not Recorded		1

'Your Voice: Your Choice' Demographics

Gender	
Female	21
Male	8
Gender fluid	1
Trans Female	1

Ethnicity	
White British	9
Black British	7
Black Caribbean	6
Black African	2
Mixed Black White Caribbean	1
White Other	1

'Working My Way Up' Project Demographics

Gender	
Female	6
Male	9
Gender fluid	0
Trans Male	1

Ethnicity	
White British	5
Black British	1
Black Caribbean	6
Black African	1
Mixed Black White Caribbean	2
Pakistani	1
White Other	0

CAYSH Enterprise CIC

CAYSH Enterprise CIC, trading as CAYSH Concierge Services, provides highly trained and experienced Concierge Officers to a range of supported housing projects in and around London. By augmenting Supported Housing services with Concierge, providers are able to better ensure the wellbeing and safety of their residents while reducing the costs associated with tenant-caused property damage and emergency services call outs. In turn this helps ensure neighbour disturbance and complaints are minimised which leads to a better experience for residents, the provider and the neighbourhoods in which supported housing is provided.

CAYSH Concierge is a specialised safeguarding and security service, established to operate in homelessness, mental health and supported housing. The service ensures safety for residents 24/7 and prevents anti-social behaviour (ASB) and incidents whilst supporting residents working towards independence.

CAYSH Concierge Services keep residents safe across South London through a mixture of static and roving cover. Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. A roving service provides mobile and responsive flexible cover at a number of locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

In total during 2021-2022 our Concierge service provided specialist safeguarding and security cover for 455 vulnerable residents across Sutton, Croydon and Southwark. This is in partnership with CCHA, Hexagon, Optivo, London Borough of Croydon and Sutton Social Services. In these locations CAYSH Concierge Services also work with service users in adult mental health services, homeless young families and elderly people.

Contract	Units
CCHA Mental Health	77
CAYSH	99
Oasis	0
LB Croydon	90
Hexagon	12
LB Sutton	4
Eldon Housing (& Lookahead)	14
CCHA Lockout Service	150
CCHA Keyring	5
Optivo	4
TOTAL	**455**

4. Financial Review

The recovery form COVID 19 combined with an unstable economic environment driven by worker shortages, war and increase in the cost of living has meant we have needed to deliver in an environment where fixed contract prices stretched our resources and impacted on cash flow. Stringent budget control has mitigated loses and we were able to return a small surplus at the end of the year. We were not able to meet our strategic financial growth target set prior to the pandemic and growing economic challenges.

The hard work of staff and the Leadership team has enabled us to end the year with a surplus of £1,719. Our reserves policy has been reviewed and confirmed as sufficient taking into account reduction in staffing and reduced expenditure following property closures.

Income

The Group income reduced this year by £333,134 (7.7%) as a result of natural expiry of contracts and reduced income following the closure of one project due to council bad debt.

Growth opportunities within the year have been impacted by a slowing of procurement during COVID 19 and tendering results will not be announced until the following year. In addition contracts that have been extended whilst awaiting procurement have only seen a nominal increase to cover increases in NI and London living wage.

Expenditure

To offset anticipated income losses we reduced our direct expenditure 6.9% (£4,264,896 to £3,971,249) compared to the previous year. This was achieved by; staff costs reducing as contracts ended; a senior management restructure; control over use of agency staff; closure of two properties and associated cost ending.

Investment powers and policy

CAYSH's Memorandum and Articles of Association provides for investment decisions by its Board of Trustees. The Board regularly reviews how surplus funds are invested to maximise returns on these funds. During the year the Board carried out a comprehensive review of our investment policy with a view to ensuring that cash reserves deliver maximum returns with minimum risk.

This policy is designed to achieve a balance between adequate resources to meet the day to day operational requirements of the charity and also provide sufficient investment to achieve its future aims and objectives.

Reserves policy

In line with Charities Commission guidance on Reserves published in 2015-16, the Trustees reviewed and brought forward the Reserves Policy for 2021-22. This reserves policy remains relevant (reviewed July 2021) and the Trustees consider free reserves to be those that do not have legitimate designation and are not restricted by a funder.

CAYSH's Reserves Policy is reviewed annually and aims to ensure sufficient funding is available to continue all operations in a range of hypothetical situations. Free reserves for the Group at the end of the financial year were £329,280 and restricted reserves of £3,000 bringing the total reserves to £332,280. Reserves have remained at a similar level to last year but the risk has reduced as we are running fewer contracts.

Going concern

CAYSH is a public benefit entity, and its Board has set out a review of financial performance and the group's reserves position.

At 31 March 2022, CAYSH reported net current assets of £312,899, and a net cash inflow of £32,260.

Neither the Trustees, nor any key persons within the charity, were aware of either any specific or general events which would change the charity's status as a going concern

Future Plans

The 2020-2023 strategy set out the direction for the Charity and CIC going forward; however the pandemic and rapid changing economic environment will require us to review the feasibility of current targets with in the strategy related to growth. We will put in measures to minimise the impact of shocks such as the increase in the cost of living by increasing reviews of expenditure on properties and introducing late payment charges for debtors.
We will continue to increase our grant and fundraising activity and look to partner with other charitable organisations to bid in collaboration rather than compete.

The Board is preparing the Group Strategy for 2023 onwards and review the operational priorities with a view to increasing delivery of support services that are sustainable and meet current need. We will continue to deliver services that place the need of the young and vulnerable at the centre and to build a stronger service user voice within the organisation.

We will continue a focus on employment support; mental health counselling and affordable move on accommodation independent of Local authority contracts. To achieve this we will strengthen our partnerships with the CVA volunteer service; Off The Record and Andrews Charitable Trust. We have employed a mental health counsellor to offer triage and individual counselling to our young people and a project lead to manage the employment and move on accommodations services. We will continue to employ a service user to be our Young People's Ambassador as we recognise the important contribution this role has made in the development of our services.

We appointed a Business Development Manager within the Community Interest Company which has produced some new opportunities and we will focus on maturing these in the coming year.

Signed By order of the Trustees:

Bhavesh Padhiar
Chair of the Board

Date: 22 November 2022



Andrea Jean Dunhill
Trustee

Date: 22 November 2022



Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the 31 March 2022 then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other

information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 trustees' report, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

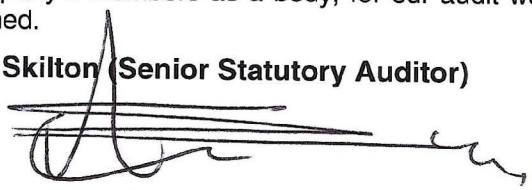
No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed.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

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

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. 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.

AM Skilton (Senior Statutory Auditor) **Date: 22 November 2022**



For and on behalf of Brewers Chartered Accountants, Statutory Auditor

Bourne House
Queen Street
Gomshall
Surrey GU5 9LY

Consolidated Statement of Financial Activities for the year ended 31 March 2022

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 Activities			2021 (as restated)
		Unrestricted £	Restricited £	Total £	Total £
Incoming Resources from charitable activities: (Housing and Housing Advice Services):					
Supported Housing	2	2,447,713		2,447,713	2,353,604
Lodgings and Floating Support	3	1,347,152		1,347,152	1,505,998
Advice Service	4	-	154,548	154,548	297,834
Donations & Other Income	5	23,446	-	23,446	146,032
Income from Investments	6	109		109	2,634
TOTAL INCOME		3,818,420	154,548	**3,972,968**	**4,306,102**
RESOURCES EXPENDED					
Expenditure on Raising Funds	7	-		-	-
Expenditure on Charitable activities	8				
Supported Housing		2,469,549		2,469,549	3,014,484
Lodgings and Floating Support		1,347,152		1,347,152	928,458
Advice Service		-	154,548	154,548	317,287
Virgin Media		-		-	4,667
TOTAL EXPENDITURE/RESOURCES EXPENDED		3,816,701	154,548	**3,971,249**	**4,264,896**
NET MOVEMENT IN FUNDS		1,719	-	**1,719**	**41,206**
TOTAL FUNDS BROUGHT FORWARD		327,561	3,000	**330,561**	**289,355**
TOTAL FUNDS CARRIED FORWARD		329,280	3,000	**332,280**	**330,561**

Consolidated Balance Sheet as at 31 March 2022

BALANCE SHEET	Notes	2022		2021 (as restated)	
		Group £	Charity £	Group £	Charity £
NON CURENT ASSETS					
Tangible Assets	9	19,381	-	26,207	12,009
Investments	10	-	100,100	-	100,100
		19,381	**100,100**	**26,207**	**112,109**
CURRENT ASSETS					
Debtors	11	381,172	400,029	636,661	483,824
Cash/Deposits at Bank and In Hand		226,602	121,481	211,031	134,065
		607,774	**521,510**	**847,692**	**617,889**
Less					
Creditors - Amounts falling due within 1 Year	12	294,875	**316,260**	**543,339**	**556,728**
NETCURRENT ASSETS		**312,899**	**205,250**	**304,354**	**61,161**
NET ASSETS		332,280	**305,350**	**330,561**	**173,270**
		Group £	Charity £	Group £	Charity £
RESTRICTED FUNDS	13	3,000	3,000	3,000	3,000
UNRESTRICTED FUNDS					
Designated					
General	14	329,280	**302,350**	327,561	170,270
		332,280	**305,350**	**330,561**	**173,270**

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

Signed on Behalf of CAYSH Trustees

Bhavesh Padhiar
Chair of the Board

Date: 22 November 2022

Andrea Jean Dunhill
Trustee

Date: 22 November 2022

Statement of Cash Flows as at 31 March 2022

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 31 MARCH 2022

	2022	2021 as restated
	£	£
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	32,260	(22,948)
Interest paid	-	-
Tax paid	-	-
Net cash inflow from operating activities	32,260	(22,948)
Cash flows from investing activities		
Dividends, interest and rents from investments	109	2,633
Purchase of property plant & equipment	(16,798)	-
Proceeds on disposal of property, plant & equipment	-	-
Interest received	-	-
Proceeds from sale of investments	-	-
Purchase of investments	-	-
Cash flows from financing activities		
Capital repayments in the year	-	-
Proceeds from bank borrowings	-	-
Net increase in cash & cash equivalents	**15,571**	**(20,315)**
Cash and cash equivalents at the beginning of the reporting period	211,031	231,346
Cash and cash equivalents at the end of the reporting period	226,602	211,031
Change in cash and cash equivalents in the reporting period	**15,571**	**(20,315)**
	£	£
Net movement in funds for the reporting period	1,719	71,715
Adjustments for:		
Depreciation charges	11,615	44,092
(Gain)/loss on investments	-	-
Dividends, interest and rents from investments	(109)	(2,633)
Tax charge	-	-
Loss/(profit) on the sale of fixed assets	12,009	-
(Increase)/decrease in debtors	255,489	54,657
Increase/(decrease) in creditors	(248,464)	(190,779)
Net cash provided by (used in) operating activities	**32,260**	**(22,948)**

Notes to the Financial Statements for the Year Ended 31 March 2022

1. Accounting Policies

1.1 The Financial Statements of the Charity, which is a public benefit entity, have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102)(2nd Edition, effective January 2019; 'Charities SORP'), Companies Act 2006 and the Charities governing document. The financial statements have been prepared under the historical cost convention.

1.2 The consolidated financial statements of the Group incorporate the financial statements of CAYSH and its subsidiary undertaking, CAYSH Enterprise CiC. The total incoming resources attributable to the charity were £3,238,049 (2021: £4,306,102). The net outgoing resources attributable to the charity were £3,288,529 (2021: £4,098,736) . As premitted by Section 408 of the Companies Act 2006, and also by FRS 102 SORP, no separate statement of financial activities is presented in respect of the parent company.

1.3 The Charity manages housing properties on behalf of registered housing associations and London Borough of Croydon Social Services. Under the terms of management agreements between the Company and the associations, the Charity receives income and incurs expenditure both as principal and as agent for the housing associations. All transactions i.e. those relating to activities both as agent and principal, are reflected in the Statement of Financial Activities/Income and Expenditure Account.

1.4 Incoming Resources are included on a receivable basis. Income is deferred where it relates to an agreement to provide services for a specific period, and has been received in advance of that period.

1.5 Resources Expended: Salary and overheads are apportioned between expenditure headings on the Statement of Financial Activities on the basis of staff time allocated to the activities represented. All expenses are recognised on an accruals basis.

1.6 Governance: Governance costs comprise company secretarial, AGM, membership, external and internal audit. The costs also include an allocation of indirect costs to cover support from the Chief Executive and other executive directors and service departments.

1.7 Under the terms of the management agreements for supported housing projects, CAYSH are responsible for internal decorations and replacement of furniture in the properties concerned. Amounts are credited to designated funds calculated by reference to the number of bed spaces to maintain these funds at a level which will enable CAYSH to fulfil these responsibilities.

1.8 Depreciation of Tangible Fixed Assets is charged on a straight line basis over a period of three years for computers, five years for other office equipment and over the remaining life of the office lease for fixtures and fittings. Tangible fixed assets are included in the balance sheet at cost.

1.9 Fixed asset investments are included at market value as at 31st March. Unrealised gains or losses on investment assets are credited or debited to the Revaluation Reserve.

1.10 The Charity provides access to a stakeholder pension with the Standard Life Assurance Company and makes contributions to the stakeholder and personal pensions of staff members who qualify. In the year to 31st March 2022 these contributions were made at the rate of 5% of gross salary for permanent staff who had completed a probationary period in post.

1.11 Operating Leases payable are charged on a straight-line basis over the term of the lease.

1.12 Funds are accounted for as follows:

- General Funds are available for use at the discretion of the Trustees in furtherance of General objectives of the charity
- Restricted Funds are funds to be used in accordance with specific restrictions imposed by the donors

1.13 The Charity is exempt from Corporation Tax under Section 505(1)(C) Income and Corporation Taxes Act 1988 and it subsidiary gift any income to parent to mitigate any tax obligations.

1.14 Related party disclosures: The charity has taken advantage of the exemption availlable in FRS 8 'Related party disclosures' whereby it has not disclosed transactions with any wholly owned subsidiary undertaking.

2. Supported Housing

	Unrestricted Funds 2022 £	Unrestricted Funds 2021 as restated £
Rent in respect of managed hostels		
Income from Local Authorities	1,712,843	1,384,985
Concierge Services	21,837	31,155
Income from Local authorities	65,232	215,744
Income from Housing associations	635,468	712,493
Other	12,333	9,227
	2,447,713	2,353,604

3. Lodgings and Floating Support

	Unrestricted Funds 2022 £	Unrestricted Funds 2021 as restated £
Supporting People income	1,076,289	1,100,816
Fees from Lodgings and other income	270,863	405,182
	1,347,152	1,505,998

4. Advice Service

	Restricted Funds 2022 £	Restricted Funds 2021 as restated £
The Group received grants towards salaries and running costs as detailed below:		
London Borough of Croydon: Advice & Community Support	154,548	293,167
LHA London Grant towards telecommunications	-	4,667
	154,548	297,834

5. Donations & Other Income

	2022 £	2021 as restated £
Income derived from Fundraising and Other Income	23,446	146,034

6. Income from Investments

	2022 £	2021 as restated £
Receivable on Bank Deposit Account	109	2,633

7. Expenditure on Raising Funds

No associated expenditures occurred in the neither current, nor prior year.

8. Expenditure on Charitable activities

	2022	2021 as restated
	£	£
Supported Housing		
Salaries and Office Costs	1,566,802	1,770,572
Direct Expenses	776,825	935,741
Support Costs	125,922	308,171
Lodgings and Floating Support		
Salaries and Office Costs	640,239	385,923
Direct Expenses	551,644	474,339
Support Costs	155,269	68,196
Advice Service		
Salaries and Office Costs	137,818	288,896
Support Costs	16,730	28,391
Other		
Support Costs	-	4,667
	3,971,249	4,264,896

8a. Governance costs *(included within note 8 above)*

	2022	2021 as restated
	£	£
Audit fee	12,552	12,760
Committee Expenses & Recruitment	559	221
Legal fees & Professional	49,277	52,380
	62,388	65,361

8b. Total Expenditure/Resources Expended *(also included within note 8 above)*

	2022	2021 as restated
	£	£
Salaries and wages	1,972,768	1,708,171
Employers National Insurance	168,248	158,350
Pension costs	87,940	92,057
Agency staff	81,632	232,525
Other	34,271	284,797
TOTAL STAFF COSTS	**2,344,859**	**2,475,900**
Printing/stationery/publicity	23,976	3,925
Office Equipment/IT	115,352	10,244
Office Rent/service charge	73,724	53,629
Depreciation	10,641	44,422
Other	74,228	187,568
TOTAL OFFICE COSTS	**297,921**	**299,788**
Rents/charges to Housing Assns	470,687	431,180
Maintenance/Internal Decorations	22,040	13,880
Lodgings Householder Support Charges	189,092	195,566
Other	646,650	848,582
TOTAL PROJECT DIRECT COSTS	**1,328,469**	**1,489,208**
TOTAL EXPENDITURE	**3,971,249**	**4,264,896**

8c. Staff and Directors (Trustees)

	2022	2021
The average number of employees during year was:	85	91

for which the folowing number of employees earned over £60,000 was as follows:

£60,000-£69,000		
£70,000-£79,000	1	1

Amounts shown as Committee Expenses (note 8a) relate to the cost of facilities for meetings, reimbursement of travel expenses to meetings and cost of Trustees training

9. Tangible Assets

	Short Term Lease Improvements	Fixtures, Fittings & Office Equipment/	Total
Group	£	£	£
Cost			
At 1 April 2021	21,275	98,320	119,595
Additions	-	16,798	16,798
Disposals		(51,726)	(51,726)
At 31 March 2022	21,275	63,392	84,667
Depreciation			
At 1 April 2021	21,275	72,113	93,388
Charge		11,615	11,615
Disposals		(39,717)	(39,717)
At 31 March 2022	21,275	44,011	65,286
Net Book Value			
At 1 April 2021	-	26,207	26,207
At 31 March 2022	-	19,381	19,381

	Short Term Lease Improvements	Fixtures, Fittings & Office Equipment/	Total
Charity:	£	£	£
Cost			
At 1 April 2021			
Additions	-	51,726	51,726
Disposals	-	(51,726)	(51,726)
At 31 March 2022	-	-	-
Depreciation			
At 1 April 2021	-	39,717	39,717
Disposals	-	(39,717)	(39,717)
At 31 March 2022	-	-	-
Net Book Value			
At 1 April 2021	-	12,009	12,009
At 31 March 2022	-	-	-

10. Investments

	Group		Charity	
	2022	2021 as restated	2022	2021
	£	£	£	£
Investment in subsidiary undertaking	-	-	100,100	100,100
	-	-	100,100	100,100

11. Debtors

	Group		Charity	
	2022	2021 as restated	2022	2021
	£	£	£	£
Rent and related receivables	189,360	395,346	189,360	395,348
Trade receivables	134,897	176,664	154,222	-
Bad Debt provision	(12,000)	(114,342)	(12,000)	(114,342)
Other Debtors	3,352	70,696	959	73,940
Amounts receivable from group subsidiary	-	-	1,924	25,634
Prepayments	65,563	108,297	65,563	103,244
	381,172	636,661	400,028	483,824

12. Creditors - Amounts falling due within 1 Year

	Group		Charity	
	2022	2021 as restated	2022	2021
	£	£	£	£
Trade Payables	182,538	100,356	290,515	340,407
Other Taxes & Social Security Costs	88,042	249,911	22,655	31,787
Other Creditors	3,064	313	3,064	-
Prepaid Grants	4,116	-	-	-
Accruals & Deferred Incomes	17,115	192,759	26	184,534
	294,875	543,339	316,260	556,728
				-

13. Restricted Funds

	Balance 01.04.21	Grants Received	Expenditure in the Year	Balance 31.03.22
	£	£	£	£
Supported Housing	3,000	-	-	3,000
	3,000	-	-	3,000

14. Unrestricted Funds

Group

	At 01.04.21	Net Movement	At 31.03.22
	£	£	£
General Fund	327,561	1,719	329,280

Charity

	At 01.04.21	Net Movement	At 31.03.22
	£	£	£
General Fund	170,270	132,080	302,350

The General Fund represents the general unrestricted reserves of the Group. Reserves are held at a level to allow it to cope with short-term cash flow fluctuations, and if necessary to run down individual projects/activities in an organised manner in the case of withdrawal of funding.

15. Commitments under operating leases

As at 31 March 2022 the Group held the following lease commitments in relation to the premises at 119 High Street, Croydon CR0 1QG

Leases which expire:	Land & Buildings 2022	Land & Buildings 2021
	£	£
In less than one year	52,200	52,200
In two to five years:	65,250	117,450
After more than 5 years	-	-

16. Analysis of Net Assets Between Funds

	Tangible Assets	Current Assets	Current Liabilities
Restricted	-	3,000	-
Unrestricted	19,381	604,774	(294,875)

5. Structure, Governance and Management

Appointment of Trustees

As set out in the Memorandum and Articles of Association, the Management Committee (Board of Trustees) shall consist of not less than three members. Only personal members shall be eligible for election to the committee of management. The Chair of the Trustees is appointed by the Management Committee. The Management Committee shall have power to co-opt additional members but such co-options must not exceed one third of the existing strength of the Management Committee at any time nor exceed the maximum number aforesaid. The committee of management may appoint persons ex-officio to assist in specific or general undertaking.

Trustees are not remunerated, but may claim reasonable expenses.

Trustee recruitment, induction and training

New Trustees are recruited through a range of mechanisms designed to ensure CAYSH benefits from a suitable range of expertise and also that the diversity of our Trustees reflects the diversity of our service users and staff group. As with all other staff and volunteers, new Trustees undergo vetting and including EDBS checks and taking up personal and professional references.

New Trustees meet with key members of the Management Committee to brief them on their legal obligations under charity and company law. They receive copies of the Memorandum and Articles of Association, the latest copy of the Trustees Report and Financial statements, CAYSH's Annual Review and its Business Plan. Every year CAYSH encourages all Trustees to attend external training events relevant to their governance role in order for them to perform effectively as Trustees.

Trustees' activity 2021 - 2022

The full Board of Trustees met four times during the year and normally would have attended one full Board Development Day where collectively the Trustees review CAYSH's organisational purpose, their leadership, organisational integrity, risks and controls, the Board's effectiveness, diversity and it's accountability. The strategy was reviewed during one of the Board meeting. In addition to the full board, the Finance Development Committee and the People and Services Committee also met a further four times each during the year. This year the Trustee's focused on COVID-19 recovery and performance against the second year of the group strategy.

In addition to these scheduled Board and Committee meetings, Trustees undertook a number of project-specific tasks providing expertise in areas including Risk Assessment, grant and fundraising strategy.

The diversity within Trustees of the Charity Board has been increased with 50% of Trustees representing the BAME community; 40% Trustees are female and 40% aged under 30.

Diversity within the Executive team includes 67% from the BAME community; 50/50 gender split and all aged over 40 years. The Operational Teams (including Concierge) diversity includes 84% from BAME communities and 35% are female.

Charity Trustees: 1/4/2021 to 31/3/2022

M Williams	Chair
B Padhiar	Secretary
H Northern	Trustee – Resigned 09.11.2021
R Angeline	Trustee
A Dunhill	Trustee
G Douglas	Trustee
K Lam	Trustee
S Wales	Trustee - Resigned 30.08.2022
S Bartlett-Pestell	Trustee
J Kimani	Trustee – Resigned 12.01.2022
L Lathino	Trustees

Executive Management Team:

A Tighe	CEO
C Johnson	Finance Manager
V Brown	Head of Operations
S Wilson	Head of People and Cultured
S Seevaratnam	Business Compliance and Support Manager

The Charity extends its thanks to H Northern (Chair of People and Services Committee), S Wales, and J Kimani for their services to the Board.

The Management Committee (Board of Trustees or 'Board') administers the charity. There are two committees (Finance Development Committee and the People and Services Committee) that review the day-to-day working of the organisation and exercise delegated authority on behalf of the Board.

CAYSH Enterprise Community Interest Company

Directors: 1/4/2021 to 31/3/2022

A Tighe	Chair
A Clark	Director
S Wales	Director
M Williams	Director
A Dunhill	Charity Observer

Executive Management Team:

B McKinney	Head of Operations Concierge
C Johnson	Finance Manager
S Wilson	Head of People and Cultured
S Seevaratnam	Business Compliance and Support Manager
J Olum	Operations Manager
M Bangura	Operations Manager

There have been no changes within the Directors or executive of the CIC

Auditors

CAYSH appointed Brewers Chartered Accountants in September 2016 and they have audited the accounts for the year ended 31st March 2022 and the Trustees intend to re-appoint Brewers to undertake the audit of the financial statements of the Charity in the following year.

Principal risks and uncertainties

Like any other organisation CAYSH faces ongoing risks (e.g. to threat of risks to reputation, commissioned contracts, Children's legislation) and risks that are specific to particular events in its operating environment. During 2021-22 CAYSH reviewed specific additional risks in regard of:

Principal risk	Risk Management
COVID-19	COVID-19 continues to be listed on the groups risk register and daily tasking meeting continue at Leadership level to manage staff absences and the safety of young people. We continue to supply staff and service users with PPE; testing kits and thermometers and updated Business Continuity Plans regularly to ensure staff are made aware of changes in working routines. We continued to work in team bubbles up to February 2022 and all staff returned to the office. Some hybrid working remains.
UK Economic environment: In the final quarter of the year the impact of war in Ukraine; unresolved import rules arising from Brexit; increases in NI; recruitment and retention challenges; plus the tail end of COVID 19 has seen a steady increase the cost of living. This may lead to an extended period of recession.	We have reviewed our pay structure in response to recruitment challenges and started to put in place and energy strategy to mange potential increases. For contracts where a further extension has been requested we have negotiated increases to meet rises in NI and minimum wage.

Proposed regulation of Semi Independent Accommodation. The inspection and regulation of SIA accommodation will be placed with Ofsted to ensure providers of such accommodation and support meet required standards.	We will apply to be Ofsted registered once the guidelines on standards and timelines are released.

Risk Management
The Board of Trustees carry out reviews of CAYSH's risk strategy in order to:

- Identify the risks the charity faces
- Establish systems and procedures to mitigate the risks identified
- Implement procedures designed to minimise any potential impact on the charity if any of the identified risks occur

The Business Risk Register (BRR) is reviewed monthly by the Leadership Team and each committee discusses the key risk in association with their remit and identifies those that need escalating to the Board. Each Committee report and the Board report have a standing section of the risk register. The BRR is based on the ISO31000 Risk Management standard measuring business risks in terms of likelihood and impact seriousness for the following: Finance, Compliance (Contract/Legislative Compliance/ H&S and quality) People and Operations (including Business Continuity).

6. Legal and administrative details

Registered as a charity, CAYSH is a company limited by guarantee without share capital, under Memorandum and Articles of Association dated 22 March 1993.

Company number: **2802109**

Charity Number: **1026822**

Registered Office:3RD Floor Christopher Wren Yard, 119 High Street Croydon CR0 1QG

The directors/trustees are all members of the Charity and collectively comprise the Management Committee which is the governing body of the Charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.00

CAYSH Enterprise CIC
Company Number: **08774028**

Registered Office:3RD Floor Christopher Wren Yard, 119 High Street Croydon CR0 1QG

Group Administration

Auditors	Bankers	Solicitors
Brewers	**Barclays Bank plc**	**Streeter Marshall**
Bourne House	1 North End	74 High Street
Queen Street	Croydon	Croydon
Gomshall	Surrey	
GU5 9LY	CR9 1RN	CR9 2UU

Telephone:	020 8683 0227
Email:	info@caysh.org
Internet:	www.caysh.org

Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2022 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the 31 March 2022 then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other

information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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 trustees' report, which includes the directors' report prepared for company law purposes, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

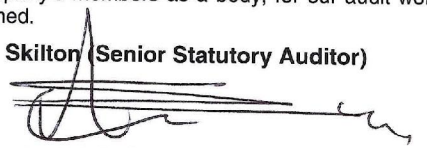
No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed.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

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

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. 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.

AM Skilton (Senior Statutory Auditor) **Date: 22 November 2022**



For and on behalf of Brewers Chartered Accountants, Statutory Auditor

Bourne House
Queen Street
Gomshall
Surrey GU5 9LY

CAYSH

England & Wales - Charity number 1026822

Accounts


We Are Turning 40
ANNUAL REPORT AND ACCOUNTS
2020 - 2021

Trustees' Report and Consolidated Financial Statements CAYSH for the year ended 31 March 2021

Table of Contents

CHIEF EXECUTIVE'S STATEMENT 4

TRUSTEES REPORT 13

Our vision and mission 15

Principal risks and uncertainties 16

Financial Overview 17

Future Plans 19

Structure Governance and Management 20

STATEMENT OF TRUSTEES' RESPONSIBILITIES 21

INDEPENDENT AUDITOR'S REPORT 22

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES 25

CONSOLIDATED BALANCE SHEET 26

CONSOLIDATED STATEMENT OF CASHFLOWS 27

NOTES TO THE FINANCIAL STATEMENTS 28

Chief Executive's Statement

Turning 40

CAYSH is turning 40 and has lasted longer than some of 1981's notable events – the royal wedding of Charles and Diana and the DeLorean car to name two, but like the first London Marathon we've kept on running. Few medium sized Charities have reached this age and the ongoing impact of COVID – 19 has seen many go under. The resilience of our brand and the fact that we are proactive and continually evolving together with staff and leadership that care and commit to what CAYSH stands for has meant we have been able to survive the pandemic. We have strengthened our brand through proactive marketing following the appointment of a marketing officer. Our website no longer looks 40! Despite a challenging year we have met our year one targets within our three year strategy through controlling expenditure, stabilising revenue and managing risk.

We have the confidence of commissioners demonstrated through repeat retentions of contracts following competitive tendering and by being proactive in suggesting more economic solutions to service delivery that preserve quality but help meet their budget.

We continue to manage COVID-19 and our 'Adapt and Adopt' strategy protects both staff and service users. We have had success in our applications for grant funding for COVID-19 support and this has enabled us to adapt our delivery to meet new demands such as increasing mental health concerns and to update our methods of communication with service users. The Leadership Team still meet daily to identify any potential risks to service delivery and to discuss action for vulnerable service users and staff.

Our experience of the COVID-19 pandemic has taught us the importance of being an agile organisation able to respond quickly to change and risk. With 40 years' experience of managing change we have been able to demonstrate the resilience of our service delivery model and our commitment to specialising in working with only young and vulnerable people. By continuing to focus on services for 16- 25 year olds our staff have specialist skills in managing trauma and life skill development and their resilience during this difficult year has ensured that our young and vulnerable people remained safe and well supported. As a specialist service for young people aged 16-25 we offer advice, accommodation and support. Our prevention work includes our Drop In Zone in Croydon which provides young people with information on homelessness and support services available. It also offers our mediation service to suitable young people in order to sustain current housing arrangements, whether that is at home or mediating with a landlord looking to evict.

We offer a range of accommodation within our supported accommodation service which ensures choice for the young person and flexibility to meet need. The type of accommodation available ranges from 24/7 365 day supervised units, a Foyer, small units (some staffed); supported lodgings and move on accommodation / training flats. Our Concierge service provides safety and support out of hours not only for our young people but also other vulnerable adults in the community.

With continued lock downs and other restrictions as a result of COVID-19, together with emergency accommodation being available for the street homeless, we have yet to see the true impact on the rate of homelessness. However, it is predicted to rise amongst young people given the noticeable increase in deteriorating mental health amongst the young, lack of provision to tackle this and an increase in family breakdown as a result of tension during lock down. In those young people not in education training or employment are now competing in the labour market with unemployed graduates.

Moving forward we need to be able to respond to the potential increase in homelessness through continuing with our preventive approach of mediation and outreach housing information.

The CIC Concierge service continues to further the objects of the Charity through its provision of out of hours support and security to CAYSH and other vulnerable people within supported accommodation.

Group Objectives 2020-2023

This year saw the implementation of the first year of the new three year strategy.
The strategy is built around 5 Pillars to support designed to strengthen our position in a volatile market and look to grow in the latter years.

The Objectives Are:

- Financial Stability
- Business Lines
- People
- Partnerships
- Technology & Operations

Our aims under each pillar follows and year one progress:

1. Financial Stability

We have set a target to increase our net surplus by 20% over the next three years through a combination of minimising loss of income by tightening our processes around void management and bad debt and developing a grant and fundraising strategy.

2020 -2021 Progress: We have improved our void and rent arrears management and exceeded the targets set. We have started to diversify our income and have attracted new grant income during the year which has mitigated the additional financial and social demands during COVID-19.

2. Business Lines

We will continue to deliver what we excel at and plan to become a registered provider and acquire property in the future.

2020-2021 Progress: We have retained all contracts during the year (a very small number have reduced in size at the commissioners request) and have secured grant funding for specialist project in response to COVID-19 including additional financial support, mental health helpline, marketing for householders and PPE.

3. People

Stabilise the workforce by offering a progression plan for individuals linked to financial reward, a strong 'Wellbeing' plan and comprehensive training programme. We commit to retaining a diverse and skilled workforce and want our people to excel and our service users to benefit. We are proud to have a workforce that reflects the communities we work in.

2020-2021 Progress: We have introduced a new pay structure that recognises both length of service and competency to improve our retention rate which on average during

the year was 30%. Our learning and development programme has mainly focused on mandatory training as much has had to be online with the suspension of classroom style courses. We continue to demonstrate the strength of diversity within the workforce and reflect our service user demographics:

- 33% of our leadership team have lived experience.
- 54% of young people from BAME communities and 71% BAME staff.

4. Service Users

We will continue to listen to our service users to ensure our services meet their growing needs and that our programmes have the most impact on their lives. We have introduced the CAYSH Way which offers 4 stages of delivery for service users to increase understanding of what we are trying to achieve with them:

- Finding my Way
- Settling in and unpacking
- Mapping my rout and making progress
- Living my life.

5. Partnerships

We recognise that to ensure our service users receive the right support at the right time working in partnership with other organisations strengthens the quality of the support they receive. We will be actively looking to partner with others not only to jointly deliver services but also to share expertise and resources.

2020-2021 Progress: Our partnership with Andrews Charitable Trust continues with new properties coming online to offer care leavers move-on accommodation at affordable rates. We have formalised partnerships with Off the Record and CVA who partnered us in some of the COVID response grant application. Off The Record ran a mental health counselling line for us this year and CVA have bid with us to provide an extension to the 'Working my Way up' project providing mentors to support young people into employment.

6. Technology and Operations

As part of our 'Adapt and Adopt' strategy resulting from the pandemic we are looking to maximise our digital presence through improving our technology infrastructure, adapting our delivery methods to a blended online and face to face approach and developing an advice, training and support App.

2020-2021 Progress: The pandemic has highlighted the need for us to update our digital presence and we have begun by refreshing our website and running a task and finish group to review our IT systems with a view to supporting both online and face to face delivery of our services. We are looking to fund a digital developer post to design and introduce an App that allows young people to have more visibility over their support plans and an advice section. We are looking to grant funding for this post.

Our Services

In 2020-2021 we provided a direct service to 335 young people between the ages of 16-25 and advised 2,770 young people on housing issues and social / welfare support. The concierge service supported 469 young and vulnerable people on any one night. The services they received are described below.

Advice

This year saw the transfer of our Croydon advice service via the Drop in Zone (DIZ) at Croydon's Turnaround Centre back into the council Gateway provision and our secondment of a housing adviser to the Croydon YOS also ended. We continue to provide housing advice to our young people especially around move on options, and welfare rights advice and support forms part of our main service provision.

Accommodation-based Services and Support

During lockdown having a safe place to live, became even more important and the support to cope with the restrictions equally essential as we saw deterioration in our service user's mental health. In response we initiated a help line counselling service with a local mental health charity partner; Off the Record.

CAYSH provides a range of accommodation in order to be able to match the needs of the individual to the style of living and the level of support required. This in turn means they have greater opportunity to progress more quickly. We currently deliver (or are part of a framework of providers) to the following London Boroughs: Croydon, Sutton, Lambeth, Lewisham, Royal Borough of Greenwich; Tower Hamlets; Bromley; Hounslow and West London. These services are for young people (16 -25 years old) facing homelessness including young people at risk; looked after children aged 16+ (including unaccompanied asylum seeking children) and care leavers.

CAYSH leases accommodation under management agreements from Registered Providers (RSLs) and HMO Landlords, including Andrews Charitable Trust, Optivo; CCHA; Peabody; L&Q; Look Ahead; Hyde; Notting Hill Genesis; Metropolitan Thames Valley; Hexagon. We deliver housing management services on behalf of these RSLs and this year have invested in the refurbishment of many of them. CAYSH also has 51 Householders (plus 13 in recruitment) that provide Supported Lodgings accommodation across South London. During COVID there were 19 placements have been on hold either because of Householder shielding or reluctance to take new placements.

Young people in our accommodation usually stay with us for up to two years and our Advice and Support Officers (ASO) work with them to help them develop their emotional resilience and independent living skills in order that when they move on from us they can sustain their tenancy. Placements and support levels are offered based on the nature and degree of challenges a young person faces and their levels of independence skills. We operate within a framework of trauma informed therapy and our ASOs spend time building trusting relationship with young people to help them build a tool box of techniques to manage emotional challenges; make informed decisions and positive choices.

During 2020-2021 CAYSH provided accommodation and support for 235 young people, an increase of 19% from the previous year and delivered advice or signposted 2,770 young people to other services. In addition we provided preventative services (floating support) to 100 young people of which 16 returned home following mediation. Our young and vulnerable people also benefited from CAYSH's Concierge Service ensuring the safety and wellbeing of residents out of hours and on any one night we were looking after 469 young and vulnerable people.

Supported Lodgings

Our Supported Lodgings accommodation and support services provide a safe, effective and economical transition for young people into independent living by providing them with accommodation in family homes. The service benefits young people who are particularly vulnerable e.g. those who are newly homeless or with little or no experience of independent living and those who are unable to live in shared accommodation for safeguarding reason.

Householders are integral to these services and to CAYSH achieving its objectives. We ensure Householders capability by rigorously vetting, training and testing. All householders are subjected to our safer recruitment processes and if they successfully pass our assessment process they are then vetted including Disclosure & Barring Service (DBS) checks and reference checks. Training and testing our Householders ensures that they (and their homes and regular visitors) meet CAYSH's high support, safeguarding and Health and Safety standards. CAYSH's Lodgings team provides support to both the young person and the Householder throughout a service user's placement.

In total 55 young people aged 16-25 were placed in Supported Lodgings. This is a decrease from last year as a result of some householders shielding and or not willing to accept referrals during lock down. We have 51 Householders and a further 13 in recruitment during the year.

Prevention Services

Restorative Approaches - Mediation Services (Restoring Families)

Spanning our prevention and supported accommodation activities, CAYSH's Mediation - Restoring Families service works with young people aged 16+ at risk of homelessness due to family breakdown or those who have become homeless and entered our supported accommodation but may be able to return home under altered circumstances. In 2018 we establishes our mediation team which supports all our services offering our young people opportunities to return to families or to mediate continued tenancy with landlords. Staff are accredited to Level 4 Interpersonal Mediation Practitioner's Certificate (IMPC), accredited within the Ofqual Credit & Qualifications Framework. They continue to receive ongoing clinical supervision through UK Mediation.

Housing Support - Youth Offending Service (YOS)

CAYSH's embedded YOS Housing Support worker assists young people transitioning to supported housing / lodgings following a period in custody or whilst serving a community sentence and where returning / remaining at home is not safe or possible. During 2020-2021 25 young offenders were supported.

Young Adults Floating Support Service

Floating support is a low level tenancy sustainment service delivered to young people in need of support by the local authority but who are not residents in accommodation provided by CAYSH. The support is usually a maximum of 3 hours per week. This service is intended for young people who are fairly self-sufficient, emotionally stable but still need some guidance to ensure that they do not put their tenancy at risk either through debt or behaviour. This service also support Unaccompanied Asylum Seeking Children placed in temporary accommodation by Local Authorities.

Our floating support service provides a real opportunity to prevent homelessness amongst young people through early intervention to sustain current living arrangements where safe and desirable to do so. During the year CAYSH supported 59 young people in this service, similar to the previous year.

Service Outcomes
Numbers of Charity Service Users in 2020-21



Gender of CAYSH Young People 2020-2021

Age				
	Female	Male	A gender	Transitioning M-F
16/17	12	13		
18	40	57		
19	28	47		
20	27	15		1
21	13	19	1	
22	17	10		
23	4	6		
24	4	3		
25	1	1		
26				
27				

Ethnicity of CAYSH Young People 2020-2021

Ethnicity	%	People
Refused	3%	8
White British	26%	82
BAME	52%	166
Mixed White & BAME	7%	23
Mixed other	4%	14
White other	8%	26

Concierge services for CAYSH service users

CAYSH Concierge is a specialised out of hours safeguarding and security service, established to operate in homelessness, mental health and supported housing. The service ensures safety for residents 24/7 and prevents anti-social behaviour (ASB) and incidents whilst supporting residents working towards independence.

CAYSH Concierge Services keep residents safe across three London boroughs. Static cover places a dedicated concierge officer within a single property to provide continual support to the residents and is suitable for higher needs. A roving service provides mobile and responsive flexible cover at a number of locations throughout the night. This includes regular visits to a high number of properties with a rapid physical response service accessible to residents via roving contact phone number.

Concierge services for other organisations

In total during 2020-2021 our Concierge service provided specialist safeguarding and security cover for 469 vulnerable residents across Sutton, Croydon and Southwark. This is in partnership with CCHA, Hexagon, Optivo, London Borough of Croydon and Sutton Social Services. In these locations CAYSH Concierge Services also work with service users in adult mental health services, homeless young families and elderly people.

Concierge Customers	
Number of people supported	
CCHA Mental Health	77
CAYSH	99
Oasis	14
LB Croydon	90
Hexagon	12
LB Sutton	4
Eldon Housing (& Look Ahead)	14
CCHA Lockout Service	150
CCHA Keyring	5
Optivo	4
Total	469

Achievements during the year

This year has been dominated by managing operational delivery during the COVID-19 pandemic and commissioners have congratulated us on our quick and comprehensive response. We provided staff with clear guidance on frontline delivery and have not stopped any delivery during the period. The risk response included issuing PPE to all staff, Householders and young people; providing thermometers for all offices, cleaning protocols and working in bubbles. Head office staff were on standby to cover unplanned absences on the frontline. We did not drop a shift during the year and our staff are to be congratulated on their dedication and resilience. Our Adapt and Adopt strategy saw us move from all face to face working to hybrid online and face to face. Daily phone welfare checks were carried out for all young people and those showing symptoms were monitored more closely and provided with food and toiletries where necessary donated by local communities. Those service users categorised as extremely vulnerable were discussed each morning in the Leadership Team COVID-19 call along with the current staffing position and any local and Government changes. Our Business Continuity Plan provided was updated according to any new risk or Government guidance and issued to all staff. As we were classified as key workers we encourage staff to take advantage of the vaccination programmes and provided NHS advice and information on the vaccine. 76% of the charity and CIC staff have voluntarily declared they are vaccinated.

To support service users we provided a helpline to manage mental health challenges in partnership with a local mental health counselling service and increased contact, including a return to face to face for the very vulnerable. Online conferencing ensured the information flow between commissioners and our service users managed risk and support planning.

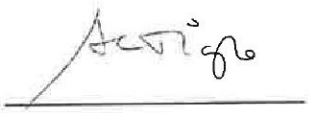
During this year we have increased our grant income having appointed a Grant and Fund Raising Manager. We have continued to deliver on our 'Working my Way Up' project and applied for additional funding to extend this employment ready mentoring service into

another Borough. We also secured funding for a marketing role and have successfully refreshed our website and other social media profiles.

Our service model is young person centred and we are recruiting to the role of Young People's Ambassador following the departure of our first Ambassador who provided invaluable feedback and support to her fellow service users.

Our partnership with Andrews Charitable Trust continues to provide affordable move-on accommodation and we launched or second property with them in Croydon this year and have been offered a third property to us next year.

We are in a good position to continue our journey in delivering high quality services to homeless vulnerable and young people and our resilience has been tested during the pandemic and we are confident that we will meet our strategic objectives going forward.



Ann Tighe, Chief Executive Officer

Trustees' Report

The Trustees are pleased to present their annual report together with the consolidated financial statements of the charity and its subsidiary for the year ended 31 March 2021.

These audited financial statements have been prepared in accordance with the Charities Act 2011, 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 (FRS102) (2nd Edition, effective January 2019) (SORP FRS102).

CAYSH is a charity registered with the Charity Commission for England and Wales. The charity rebranded in February 2011 having formerly been known as Croydon Association for Young Single Homeless. CAYSH is also a company limited by guarantee which is governed by its Memorandum and Articles of Association dated 23rd February 2011 which updated the original Memorandum and Articles of Association signed 22nd March 1993.

CAYSH owns 100% of the shares in CAYSH Enterprises CIC, a social enterprise registered at Companies House. CAYSH Enterprise CIC's primary trading activity is the delivery of security services for residents of supported housing. The governing document of CAYSH Enterprise CIC is its Memorandum and Articles of Association and the CIC was formed on 13 November 2013.

Appointment of Trustees

As set out in the Memorandum and Articles of Association, the Management Committee (Board of Trustees) shall consist of not less than three members. Only personal members shall be eligible for election to the committee of management. The Chair of the Trustees is appointed by the Management Committee. The Management Committee shall have power to co-opt additional members but such co-options must not exceed one third of the existing strength of the Management Committee at any time nor exceed the maximum number aforesaid. The committee of management may appoint persons ex-officio to assist in specific or general undertaking.

Trustees are not remunerated, but may claim reasonable expenses.

Trustee recruitment, induction and training

New Trustees are recruited through a range of mechanisms designed to ensure CAYSH benefits from a suitable range of expertise and also that the diversity of our Trustees reflects the diversity of our service users and staff group. As with all other staff and volunteers, new Trustees undergo vetting and including DBS checks and taking up personal and professional references.

New Trustees meet with key members of the Management Committee to brief them on their legal obligations under charity and company law. They receive copies of the Memorandum and Articles of Association, the latest copy of the Trustees Report and Financial statements, CAYSH's Annual Review and its Business Plan. Every year CAYSH encourages all Trustees to attend external training events relevant to their governance role in order for them to perform effectively as Trustees.

Trustees activity 2020 - 2021

The full Board of Trustees met four times during the year and also attended one full Board Development Day where collectively the Trustees review CAYSH's organisational purpose, their leadership, organisational integrity, risks and controls, the Board's effectiveness, diversity and it's accountability. In addition to the full board, the Finance Development Committee and the People and Services Committee also met a further four times each during the year. This year the Trustee's focused on COVID-19 recovery and performance against the first year of the new strategy.

In addition to these scheduled Board and Committee meetings, Trustees undertook a number of project-specific tasks providing expertise in areas including Risk Assessment, grant and fundraising strategy.

The Trustees who served during the reporting year are listed below:

M Williams	Chair of Trustees
B Padhiar	Secretary
H Northern	Trustee People and Services Committee Chair
H Lewis	People and Services Committee Chair – Resigned 16/11/2021
R Angeline	Finance and Development Committee Chair
A Dunhill	Trustee
G Douglas	Trustee
K Lam	Trustee
S Wales	Trustee
S Bartlett-Pestell	Trustee
J Kimani	Trustee
L Lathino	Trustees – Appointed 20/10/2020

The Group Charity extends its thanks to H Lewis for her services to the Board as chair of People and Services Committee, whilst welcoming L Lathino to the Board.

The Management Committee (Board of Trustees or 'Board') administers the charity. There are two committees (Finance Development Committee and the People and Services Committee) that review the day-to-day working of the organisation and exercise delegated authority on behalf of the Board.

Key management personnel

The Leadership Team are considered Key Management Personnel for the purposes of SORP FRS102 – include the Chief Executive; Chief Operating Officer; Head of Finance & IT; Head of Human Resources & Benefits; Head of Housing, Care & Support Services; Head of Concierge; Business Support and Compliance Manager. During 2020-2021 the Chief Operating Officer left the organisation and the post was not replaced.

Related parties and partner agencies

During 2020-21 CAYSH performed work under contracts with the London Boroughs of Croydon, Royal Greenwich, Lewisham, Lambeth and Sutton. The charity has a number of relationships under housing management agreements with property owners.

Auditors

CAYSH appointed Brewers Chartered Accountants in September 2016 and they have audited the accounts for the year ended 31st March 2021 and the Trustees intend to re-appoint Brewers to undertake the audit of the financial statements of the Charity in the following year.

Group Strategy, objectives and activities

The objectives for which the charity was established are:

'The relief of poverty hardship and distress among vulnerable persons, especially young people, in particular but not exclusively through the provision of accommodation, advice and support.'

Our CAYSH Enterprise supports the charity's objective with its purpose being to provide innovative business solutions that benefit the community and provide the Charity with a sustainable income. Its Concierge service provides people centred safeguarding and security for our service users and for other vulnerable people in supported accommodation.

Public Benefit

The Trustees have complied with their duty under the Charities Act 2011 to have due regard to the Public Benefit guidance published by the Charity Commission.

We have referred to the guidance when reviewing our purpose and mission and in planning future activities. In particular, consideration is given to how planned future activities will contribute to our strategy. The CIC made an annual gift to the Charity to further its aims.

Further information about our services can be found on our website www.caysh.org

Our Vision and Mission

Our vision is for every young person to have a safe home and the opportunity for the best possible future regardless of their experience of homelessness. Our mission is to provide the high quality services that enable this and that meet the needs of our diverse service user group.

Our values provide the framework within which we work embracing the diversity of our staff and service users.

- Commitment
- Fairness
- Inclusivity
- Responsiveness
- Compassion
- Professionalism

Our mission is to provide a safe home and better future for every young person we meet we provide:

- Enterprising solutions and inspired services for vulnerable and young people facing homelessness and other life challenges giving them access to homes and futures that are fulfilling
- A range accommodation advice and support services that combine to form a pathway for young people to progress in life whether they live with their family, other young people or on their own
- Opportunities for young people to engage in meaningful activities that build confidence and credibility when it comes to engaging in work, volunteering, training and education

- Outreach work within communities ensuring young people and their neighbours are safe and opportunities are created for young people to take part in their local communities.

CAYSH has entered its 40th year of operation and since formation in 1981 CAYSH has helped many thousands of young people facing homelessness. It has grown from a small operation working in Croydon and providing accommodation with support in a single property to become a fully professionalised, mid-sized charity serving local authorities across London and, most importantly, housing hundreds and helping thousands of young people aged between the ages of 16 to 25, each year to avoid homelessness both immediately and sustainably. We continue to be a specialist service for young people in recognition that their needs differ markedly from adults.

To deliver on our mission we provide advice, accommodation and support through a range of services tailored to meet the varying needs of young people across London. General advice, housing advice and sign-posting to other services all help support the prevention of youth homelessness in the first place. This work includes our mediation service aimed at helping heal the family rifts that often occur as young people transition to adulthood. Accommodation with support is provided in a range of settings including supported lodgings, provided by our Householder community, and in a variety of supported housing settings appropriate to the varying needs of individual young people. Support continues beyond our own accommodation through our floating support services for young people facing and overcoming enduring challenges. All our services are delivered by our outstanding team of dedicated, professional staff whose efforts and ability are valued by Trustees and the communities they work in. Our staff engagement and support is recognised formerly through our continuing IIP Silver accreditation, our membership of the disability employee networks and our accreditation for practice quality (Advice Quality Standard). Operating during COVID-19 has demonstrated the resilience and commitment of all our staff as we have continued to provide frontline support in very difficult circumstance.

Principal Risks and Uncertainties

Like any other organisation CAYSH faces ongoing risks (e.g. to threat of risks to reputation, commissioned contracts, Children's legislation) and risks that are specific to particular events in its operating environment. During 2020-21 CAYSH reviewed specific additional risks in regard of:

Principal risk	Risk Management
COVID-19	COVID-19 continues to be discussed on a daily basis by the Leadership Team to manage staff absences and the safety of young people. We have equipped all staff with PPE and updated Business Continuity Plans regularly to ensure staff are made aware of changes in working routines and our response to Government guidance. We have continued to work in team bubbles to ensure delivery of frontline daily operation and where possible some staff have worked from home.
UK Economic environment:	We have begun to diversify our funding

The risks associated with further pressure on local authority funding following COVID-19 and the recession.	base through the appointment of a Grant and Fundraising Manager working to an annual target. We have also retained all current contracts with some minimal reduction in revenue and volumes.
Availability of housing stock and affordable rents. Shortage of social housing continues to put pressure on the availability and affordability of accommodation for young people. Increased cost of housing management resulting from price rises and availability of materials and trades has meant that social landlords are looking to let properties on full repairing leases which make them unaffordable.	We are applying to become a Registered Social Landlord in order to be able to build our own housing portfolio and control rents.
Increasing Mental Ill Health in Young People: Lack of resources to treat young people with Mental Health conditions and high thresholds for referral to statutory services continues to be a risk as the organisation is managing more high needs individuals without the necessary resources. This increases the risk of self harm, suicide amongst service users.	Introduction of an in-house mental health specialist and advocating for the move on of extremely vulnerable young people. Reviewing referral process to provide a more detailed mental health assessment before acceptance.

Risk Management

The Board of Trustees carry out reviews of CAYSH's risk strategy in order to:

Identify the risks the charity faces
Establish systems and procedures to mitigate the risks identified
Implement procedures designed to minimise any potential impact on the charity if any of the identified risks occur

The Business Risk Register (BRR) is reviewed monthly by the Leadership Team and each committee discusses the key risk in association with their remit and identifies those that need escalating to the Board. Each Committee report and the Board report have a standing section of the risk register. The BRR is based on the ISO31000 Risk Management standard measuring business risks in terms of likelihood and impact seriousness for the following: Finance, Compliance (Contract/Legislative Compliance/ H&S and quality) People and Operations (including Business Continuity).

2020 - 2021 Financial Overview

A year of continued lockdowns and operating in a pandemic has stretched our resources and stress tested our ability to continue delivering within a tight budget and to stringent targets. The targets were set pre pandemic with a year on year growth of 20%. It is a credit to the hard work of staff and the Leadership team that we have met the targets set within our strategy and ended the year in surplus of £71,715 (15.67% over budget target) with our Charity funds income growing by over 7% from £3,998,301 to £4,306,102.

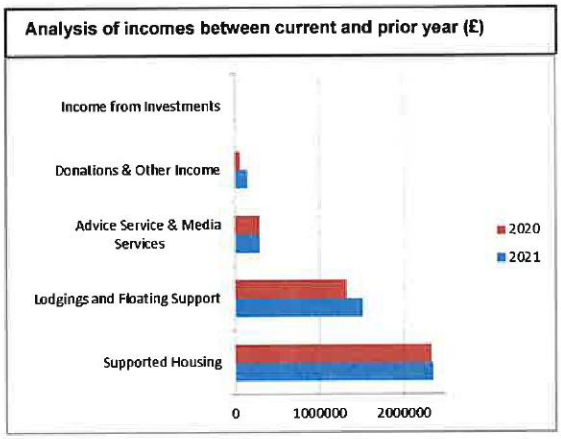
CAYSH Enterprise Community Interest Company income decreased this year by £132k as a result of the restriction of funds available to local authorities. The donation to the charity this year was £88,257.

We have also introduced a tiered salary structure to reward long service and competency in order to increase retention of staff. We have altered procedures to gain better oversight of void placement management and rent arrears to remain with the provision set and targets identified within our strategy. The move to smaller premises last year has also contributed to improving the overall position.

Our reserves policy has been reviewed and confirmed as sufficient.

Income

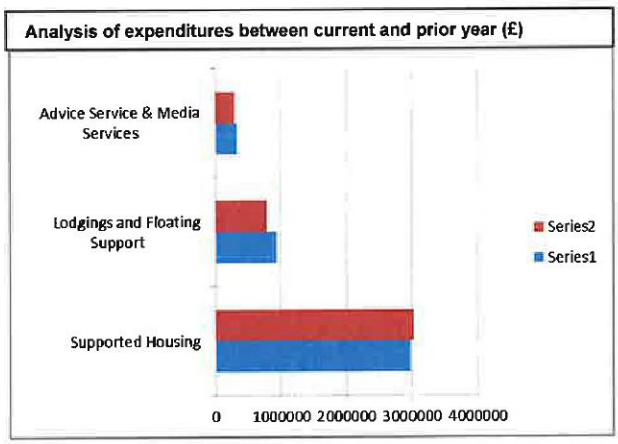
Income for the year showed an increase of over 7% from the previous year (£3,998,301 to £4,306,102) redressing the deficit from the previous year whilst managing increased expenditure as a result of COVID-19. Greater control over voids and rent arrears has contributed to the improved position with increased resourcing of the property team delivering an improved turn around rate for vacant rooms. The appointment of a grant and fund raising manager has also improved the income position as referred to previously with £146k generated during the year. Finally investment in a marketing officer has improved the accessibility of our website and donation opportunities. CAYSH Enterprise CIC saw a decrease in income from last year (£979,039 to £ £968,619) as a result of some short term contracts reaching their natural end.



Our grant funding activity generated £146k which offset increased expenditure in equipping staff with PPE and moving our interaction with service users and programmes online.

Expenditure

Our overall direct expenditure increased by 3% (£4,098,736 to £4,234,387) compared to the previous year, which is in part due to the investment in new posts to be able to generate more income and there was also a higher than normal usage of agency workers due to staff absences as a result of COVID-19.



Investment powers and policy

CAYSH's Memorandum and Articles of Association provides for investment decisions by its Board of Trustees. The Board regularly reviews how surplus funds are invested to maximise returns on these funds. During the year the Board carried out a comprehensive review of our investment policy with a view to ensuring that cash reserves deliver maximum returns with minimum risk.

This policy is designed to achieve a balance between adequate resources to meet the day to day operational requirements of the charity and also provide sufficient investment to achieve its future aims and objectives. The CAYSH Enterprise CIC gift was also reviewed.

Reserves policy

In line with Charities Commission guidance on Reserves published in 2015-16, the Trustees reviewed and brought forward the Reserves Policy for 2020-21. This reserves policy remains relevant (reviewed July 2020) and the Trustees consider free reserves to be those that do not have legitimate designation and are not restricted by a funder.

CAYSH's Reserves Policy is reviewed annually and aims to ensure sufficient funding is available to continue all operations in a range of hypothetical situations. Free reserves for the Group at the end of the financial year were £358,070 and restricted reserves of £3,000 bringing the total reserves to £361,070.

Future Plans

The 2020-2023 strategy set out the direction for the Charity and CIC going forward with next year focusing once again on improving our reserve position a further 20%. This will be achieved by continuing to control expenditure, increasing the target for fundraising (thereby continuing to diversify our income streams), and looking to invest in a facilities service under the management of the CIC. This would benefit the Charity by reducing expenditure on repairs and renewals as well as provide future opportunities for our young people to gain work experience.

We also plan to improve opportunities for young people by joining the Government 'Kick Start' programme and offering apprenticeships. This combined with introducing a new business line in Facilities Services will manage risk inherent in contracting cycles with Local Authorities whilst furthering the charitable objectives of the CIC.

Our partnership with Andrews Charitable Trust continues to go from strength to strength and there are plans to open a 3rd [establish] property in the coming year. This will provide affordable accommodation for more care leavers.

The Board of Trustees has explored the benefits of CAYSH applying to become a Registered Social Landlord with a view to eventually owning our own property. The Board have agreed that we should apply to be registered this year as it would strengthen our position with Local Authorities who will be able to claim 100% of rent charges from central government.

The appointment of a Grant and Fundraising Manager allows us to exploit as yet untapped sources of grant funding. To date we have only marketed donations on our website through JustGiving. The target for additional income in 2021-2022 is £143K and we are looking to tender in new boroughs.

We will continue to employ a service user to be our Young People's Ambassador as we recognise the important contribution this role has made in the development of our services. We are also looking to employ a mental health counsellor in response to the rise in mental health deterioration amongst our service users during the pandemic. Another initiative is to change our approach to managing practice quality by investing in a dedicated role to ensure good practice and improvement.

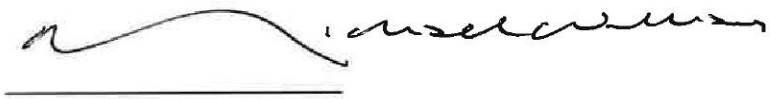
Development within the Community Interest Company will focus on the appointment of a Business Development Manager in the coming year, and to diversify service lines away from Concierge with a proposal for a facilities service to undertake general maintenance of properties as mentioned above.

Structure, Governance and Management

CAYSH is governed by a Board of Trustees. CAYSH Enterprise CIC, a Community Interest Company, is a wholly owned subsidiary of the charity. Registered with the Charities' Commission (1026822), CAYSH is also a limited company and is registered with Companies House (2802109). The Community Interest Company is a separate legal entity that is registered separately with Companies House (8774028).

The registered Charity provides accommodation, support and advice primarily to young people aged between16-25 who are facing homelessness. The Community Interest Company provides Concierge services for vulnerable adults and children both to the charity and other providers of supported housing.

By order of the Trustees:



M Williams, Chair of the Board Dated: 25 November 2021



B Padhiar, Company Secretary Dated: 25 November 2021

Statement of Trustees' Responsibilities

The trustees (who are also the directors for the purpose of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they 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:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the charitable company's auditors are unaware. They have taken all the steps that they ought to have taken as trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary, (the 'group') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including 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 and Charities Act 2011.

Basis for Opinion

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

Conclusions Relating to Going Concern

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

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

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

Other Information

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

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

Matters on Which We Are Required to Report by Exception

In 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 trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 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 trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

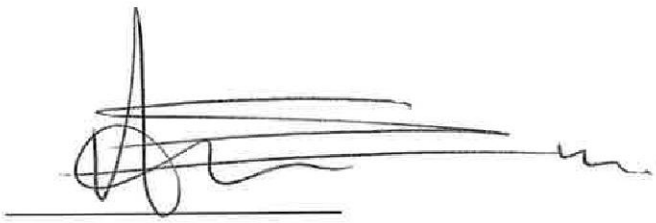
Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

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. 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.



A M Skilton (Senior Statutory Auditor)

For and on behalf of
Brewers Chartered Accountants, Statutory Auditor
Bourne House
Queen Street
Gomshall
Surrey GU5 9LY

25 November 2021

Consolidated Statement of Financial Activities for the year ended 31 March 2021

	Notes	2021 Activities			2020
		Unrestricted £	Restricted £	Total £	Total £ as restated
Incoming Resources from charitable activities: (Housing and Housing Advice Services):					
Supported Housing	2	2,353,604		2,353,604	2,324,718
Lodgings and Floating Support	3	1,505,998		1,505,998	1,318,213
Advice Service	4	0	297,834	297,834	291,649
Donations		0		0	0
Donations & Other Income	5	29,962	116,070	146,032	63,361
Income from Investments	6	2,634		2,634	360
TOTAL INCOME		**3,892,199**	**413,903**	**4,306,102**	**3,998,301**
RESOURCES EXPENDED					
Expenditure on Raising Funds	7	0		0	0
Expenditure on Charitable activities	8				
Supported Housing		2,903,929	80,046	2,983,975	3,022,224
Lodgings and Floating Support		919,555	8,903	928,458	784,863
Advice Service		0	317,287	317,287	278,816
Virgin Media		0	4,667	4,667	12,833
TOTAL EXPENDITURE/RESOURCES EXPENDED		3,823,484	410,903	**4,234,387**	**4,098,736**
NET INCOMING/(OUTGOING) RESOURCES BEFORE OTHER GAINS					
OTHER COMPREHENSIVE (LOSSES)/GAINS					
Realised (Losses)/Gains					
NET MOVEMENT IN FUNDS		**68,715**	**3,000**	**71,715**	**(100,435)**
TOTAL FUNDS BROUGHT FORWARD		**289,355**	-	**289,355**	**389,790**
TOTAL FUNDS CARRIED FORWARD		**358,070**	**3,000**	**361,070**	**289,355**

Consolidated Balance Sheet as at 31 March 2021

	Notes	2021		2020	
		Group £	Charity £	Group £	Charity £
NON CURENT ASSETS					
Tangible Assets	9	26,207	12,009	70,299	29,876
Investments	10	0	100,100		100,100
		26,207	112,109	70,299	129,976
CURRENT ASSETS					
Debtors	11	667,170	483,823	721,827	677,661
Cash/Deposits at Bank and In Hand		211,031	134,065	231,346	151,422
		878,201	617,888	953,173	829,083
Less					
Creditors - Amounts falling due within 1 Year	12	543,339	556,728	734,117	771,553
NETCURRENT ASSETS		334,863	61,160	219,056	57,530
NET ASSETS		361,070	173,269	289,355	187,506
		Group £	Charity £	Group £	Charity £
RESTRICTED FUNDS	13	3,000	3,000		
UNRESTRICTED FUNDS					
General	14	358,070	170,270	289,355	187,506
		361,070	173,270	289,355	187,506

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

Approved by the Directors and Trustees on 25 November 2021 and signed on their behalf by:

M Williams, Chair of the Board

B Padhiar, Company Secretary

Consolidated Statement of Cash Flows as at 31 March 2021

	2021 £	2020 £
Cash flows from operating activities:		
Net cash provided by (used in) operating activities	(22,948)	(105,047)
Interest paid	-	-
Tax paid	-	-
Net cash inflow from operating activities	(22,948)	(105,047)
Cash flows from investing activities		
Dividends, interest and rents from investments	2,633	360
Purchase of property plant & equipment	-	(39,683)
Proceeds on disposal of property, plant & equipment	-	-
Interest received	-	-
Proceeds from sale of investments	-	-
Purchase of investments	-	-
Cash flows from financing activities		
Capital repayments in the year	-	-
Proceeds from bank borrowings	-	-
Net increase in cash & cash equivalents	(20,315)	(144,370)
Cash and cash equivalents at the beginning of the reporting period	231,346	375,716
Cash and cash equivalents at the end of the reporting period	211,031	231,346
Change in cash and cash equivalents in the reporting period	(20,315)	(144,370)
	£	£
Net movement in funds for the reporting period	71,715	(100,436)
Adjustments for:		
Depreciation charges	44,092	34,232
(Gain)/loss on investments	-	-
Dividends, interest and rents from investments	(2,633)	(360)
Tax charge	-	-
Loss/(profit) on the sale of fixed assets	-	-
(Increase)/decrease in debtors	54,657	(245,912)
Increase/(decrease) in creditors	(190,778)	207,430
Net cash provided by (used in) operating activities	(22,948)	(105,047)

Notes to the Financial Statements for the Year Ended 31 March 2021

1. Accounting Policies

1.1 The Financial Statements have been prepared under the historic cost basis of accounting and in accordance with the Statement of Recommended Practice Accounting by Charities (FRS 102 SORP) and the requirements of the Companies Act 2006 and the Company's governing document.

1.2 The Charity has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement on the grounds that it is a small charity.

1.3 The consolidated financial statements of the Group incorporate the financial statements of CAYSH and its subsidiary undertaking, CAYSH Enterprise CIC. The total incoming resources attributable to the charity were £4,306,102 (2020: £3,998,301). The net outgoing resources attributable to the charity were £4,234,387 (2020: £4,098,736) . As permitted by Section 408 of the Companies Act 2006, and also by FRS 102 SORP, no separate statement of financial activities is presented in respect of the parent company.

1.4 The Charity manages housing properties on behalf of registered housing associations and London Borough of Croydon Social Services. Under the terms of management agreements between the Company and the associations, the Charity receives income and incurs expenditure both as principal and as agent for the housing associations. All transactions i.e. those relating to activities both as agent and principal, are reflected in the Statement of Financial Activities/Income and Expenditure Account.

1.5 Incoming Resources are included on a receivable basis. Income is deferred where it relates to an agreement to provide services for a specific period, and has been received in advance of that period.

1.6 Resources Expended: Salary and overheads are apportioned between expenditure headings on the Statement of Financial Activities on the basis of staff time allocated to the activities represented. All expenses are recognised on an accruals basis.

1.7 Governance: Governance costs comprise company secretarial, AGM, membership, external and internal audit. The costs also include an allocation of indirect costs to cover support from the Chief Executive and other executive directors and service departments.

1.8 Under the terms of the management agreements for supported housing projects, CAYSH are responsible for internal decorations and replacement of furniture in the properties concerned. Amounts are credited to designated funds calculated by reference to the number of bed spaces to maintain these funds at a level which will enable CAYSH to fulfil these responsibilities.

1.9 Depreciation of Tangible Fixed Assets is charged on a straight line basis over a period of three years for computers, five years for other office equipment and over the remaining life of the office lease for fixtures and fittings. Tangible fixed assets are included in the balance sheet at cost.

1.10 Fixed asset investments are included at market value as at 31st March. Unrealised gains or losses on investment assets are credited or debited to the Revaluation Reserve.

1.11 The Charity provides access to a stakeholder pension with the Standard Life Assurance Company and makes contributions to the stakeholder and personal pensions of staff members who qualify. In the year to 31st March 2020 these contributions were made at the rate of 5% of gross salary for permanent staff who had completed a probationary period in post.

1.12 Operating Leases payable are charged on a straight-line basis over the term of the lease.

1.13 Funds are accounted for as follows:

- General Funds are available for use at the discretion of the Trustees in furtherance of General objectives of the charity
- Designated Funds comprise unrestricted funds and have been set aside by the Trustees for particular purposes
- Restricted Funds are funds to be used in accordance with specific restrictions imposed by the donors
- Revaluation reserves are funds generated from investment units held and are for expending on central overheads.

1.14 The Group Charity is exempt from Corporation Tax under Section 505(1)(C) Income and Corporation Taxes Act 1988..

1.15 Related party disclosures: The charity has taken advantage of the exemption available in FRS 8 'Related party disclosures' whereby it has not disclosed transactions with any wholly owned subsidiary undertaking.

2. Supported Housing

Rents and charges, net of voids and bad debts, were receivable in respect of hostels managed on behalf of

	Unrestricted Funds 2021	Unrestricted Funds 2020 (as restated)
	£	£
Rents in respect of managed hostels		
Income from Local Authorities	1,384,985	1,345,679
Concierge Services		
Income from Local Authorities	215,744	198,374
Income from Housing Associations	712,493	731,158
Other	40,382	49,507
	2,353,604	**2,324,718**

3. Lodgings and Floating Support

	Unrestricted Funds 2021	Unrestricted Funds 2020 (as restated)
	£	£
Supporting People income	1,100,816	1,113,422
Fees from Lodgings and other income	405,182	204,791
	1,505,998	**1,318,213**

4. Advice Service

	Unrestricted Funds 2021	Unrestricted Funds 2020 (as restated)
	£	£
The Group received grants towards salaries and running costs as detailed below:		
London Borough of Croydon: Advice & Community Support	293,167	278,866
LHA London Grant towards telecommunications	4,667	12,833

5. Donations & Other Income

	Unrestricted Funds 2021	Restricted Funds 2021	Group Total 2021	Group Total 2020
	£	£	£	£
Income derived from Fundraising and Other	**29,962**	**116,070**	**146,032**	**63,361**

6. Income from Investments

	Group Total 2021	Group Total 2020
	£	£
Receivable on Bank Deposit Account	**2,633**	**360**

7. Expenditure on Raising Funds

No associated expenditures occurred in the neither current, nor prior year.

8. Expenditure on Charitable activities

	Unrestricted Funds £	Restricted Funds £	Group Totals 2021 £	Group Totals 2020 £
Supported Housing				
Salaries and Office Costs	1,754,195	16,377	1,770,573	1,989,554
Direct Expenses	880,222	55,519	935,741	872,808
Support Costs	269,512	8,150	277,662	159,862
Lodgings and Floating Support				
Salaries and Office Costs	385,923	-	385,923	361,959
Direct Expenses	474,339	-	474,339	384,122
Support Costs	59,293	8,903	68,196	38,783
Advice Service				
Salaries and Office Costs	-	288,896	288,896	262,163
Support Costs	-	28,391	28,391	16,653
Virgin Media Telecommunications)				
Support Costs	-	4,667	4,667	12,833
Totals	**3,823,483**	**410,904**	**4,234,387**	**4,098,736**

8a. Governance costs *(included within note 8 above)*

	Unrestricted Funds £	Restricted Funds £	Group Totals 2021 £	Group Totals 2020 £
Audit fee	12,760	-	12,760	12,240
Committee Expenses* & Recruitment	221	-	221	3,550
Legal fees & Professional	52,380	-	52,380	112,365
	65,362	**-**	**65,362**	**128,155**

* Amounts pertaining to Committee Expenses include meetings cost associated with facilities, travel reimbursement and Trustees training.

8b. Total Expenditure/Resources Expended *(also included within note 8 above)*

	Group Totals £	Group Totals £
Salaries and wages	1,677,662	1,932,500
Employers National Insurance	158,350	137,657
Pension costs	92,057	83,706
Agency staff	232,525	107,735
Other	284,797	41,378
TOTAL STAFF COSTS	**2,445,391**	**2,302,976**
Printing/stationery/publicity	3,925	18,516
Office Equipment/IT	10,244	82,062
Office Rent/service charge	53,629	95,707
Depreciation	44,422	26,080
Other	187,567	238,481
TOTAL OFFICE COSTS	**299,788**	**460,845**
Rents/charges to Housing Associations	431,180	397,146
Maintenance/Internal Decorations	13,880	75,693
Lodgings Householder Support Charges	195,566	196,198
Other	848,581	665,879
TOTAL PROJECT DIRECT COSTS	**1,489,208**	**1,334,915**

8c. Staff and Directors (Trustees)

	2021	2020
The average number of employees during the year were	91	91
With the following number of employees having earned over		
£60,000-£69,000		1
£70,000-£79,000	1	

9. Tangible Assets

	Short Term Lease Improvements	Fixtures Fittings & Equipment	Motor Vehicles	Total
	£	£	£	£
Group:				
Cost:				
At 1 April 2020	21,275	335,754	-	357,029
Additions	-	-	-	-
Disposals	-	(237,434)	-	(237,434)
At 31 March 2021	**21,275**	**98,320**	**-**	**119,595**
Depreciation:				
At 1 April 2020	2,837	283,893	-	286,730
Charge	18,438	25,654	-	44,092
Disposals	-	(237,434)	-	(237,434)
At 31 March 2021	**21,275**	**72,113**	**-**	**93,388**
Net Book Value:				
At 1 April 2020	**18,438**	**51,861**	**-**	**70,299**
At 31 March 2021	**-**	**26,207**	**-**	**26,207**

	Short Term Lease Improvements	Fixtures Fittings & Equipment	Motor Vehicles	Total
	£	£	£	£
Charity:				
Cost:				
At 1 April 2020	-	289,160	-	289,160
Disposals	-	(237,434)	-	(237,434)
At 31 March 2021	**-**	**51,726**	**-**	**51,726**
Depreciation:				
At 1 April 2020	-	259,284	-	259,284
Charge	-	17,867	-	17,867
Disposals	-	(237,434)	-	(237,434)
At 31 March 2021	**-**	**39,717**	**-**	**39,717**
Net Book Value:				
At 1 April 2020	**-**	**29,876**	**-**	**29,876**
At 31 March 2021	**-**	**12,009**	**-**	**12,009**

10. Investments

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£	£	£	£
Investment* in subsidiary undertaking	-	-	100,100	100,100

*The investment in subsidiary represents 100% of the issued share capital of CAYSH Enterprise Limited; a community interest company registered in England and Wales.

11. Debtors

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£	£	£	£
Rent and related receivables	395,346	396,324	395,346	396,324
Trade receivables	207,173	92,478	-	-
Bad Debt provision	(114,342)	(103,043)	(114,342)	(103,043)
Other Debtors	70,696	78,170	73,940	77,895
Accrued Income	-	156,658	-	156,658
Amounts receivable from group subsidiary	-	-	25,634	53,905
Prepayments	108,297	101,291	103,244	95,922
	667,170	**721,877**	**483,822**	**677,661**

12. Creditors - Amounts falling due within 1 Year

	Group 2021	Group 2020	Charity 2021	Charity 2020
	£	£	£	£
Trade Payables	100,356	212,600	340,407	353,763
Other Taxes & Social Security Costs	249,911	101,900	31,787	25,768
Other Creditors	313	5,979	-	-
Accruals & Deferred Income	192,759	413,638	184,534	392,022
	543,339	**734,117**	**556,728**	**771,553**

13. Restricted Funds

	Balance 01.04.20	Grants Received	Expenditure in the Year	Balance 31.03.21
	£	£	£	£
Group and Charity:				
Supported Housing, Lodgings & Floating Support, and Advice Service grants	-	413,903	(410,903)	3,000

14. Unrestricted Funds

	At 01.04.20	Net Movement	At 31.03.21
	£	£	£
General Fund of the Group:	289,355	68,715	358,070
of the Charity:	187,500	(17,230)	170,270

The General Fund represents the general unrestricted reserves of the Group. Reserves are held at a level to allow it to cope with short-term cash flow fluctuations and; if necessary, to run down individual projects/activities in an organised manner in the case of withdrawal of funding.

15. Commitments under operating leases

As at 31 March 2021 the Group held the following lease commitments in relation to the premises moved into at 119 High Street, Croydon CR0 1QG:

	Land & Buildings 2021	Land & Buildings 2020
		(as restated)
	£	£
Leases which expire		
In less than one year	32,625	43,500
In two to five years:	-	32,625
After more than 5 years	-	-

16. Analysis of Net Assets Between Funds

	Tangible Assets	Investments	Current Assets	Current Liabilities	Total Funds
	£	£	£	£	£
Restricted	-	-	3,000	-	3,000
Unrestricted	26,207	-	875,201	(543,339)	358,070
Total Group Charity funds	**26,207**	**-**	**878,201**	**(543,339)**	**361,070**

17. Legal and administrative details

Charity Number: 1026822
Company number: 2802109
Registered Office: 3RD Floor Christopher Wren Yard, 119 High Street Croydon CR0 1QG

The directors/trustees are all members of the Charity and collectively comprise the Management Committee which is the governing body of the Charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.00

Auditors
Brewers
Bourne House
Queen Street
Gomshall
GU5 9LY

Bankers
Barclays Bank plc
1 North End
Croydon
Surrey
CR9 1RN

Solicitors
Streeter Marshall
74 High Street
Croydon

CR9 2UU

Telephone: 020 8683 0227
Email: info@caysh.org
Internet: www.caysh.org