



Trustees' Report and Consolidated Financial Statements CAYSH for the year ended 31 March 2021

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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 route 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 established 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

ADVICE <hr/> DIZ 2770	SUPPORTED HOUSING <hr/> Sutton 53 Croydon 101 SIA 16+ 16 [establish] 10
SUPPORTED LODGINGS <hr/> Croydon 30 Greenwich 25	FLOATING SUPPORT <hr/> Young Adults 59 Mediation 16 Youth Offending 25

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.

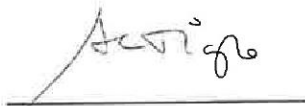
During this year we have increased our grant income having appointed a Grant and Fund Raising Manager. We have continued to deliver on our 'Working my Way Up' project and applied for additional funding to extend this employment ready mentoring service into

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 our 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.

A handwritten signature in black ink, appearing to read "Ann Tighe", written over a horizontal line.

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 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. This year the Trustees 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.

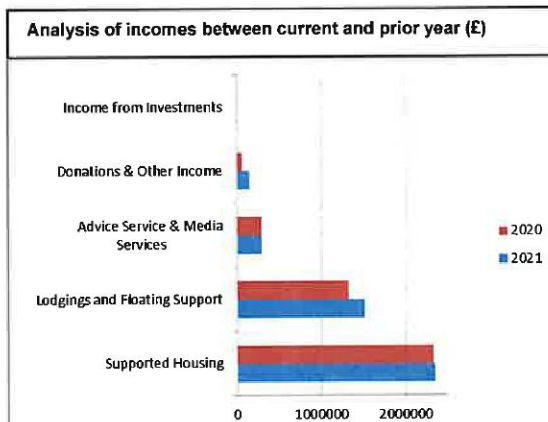
Income

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.

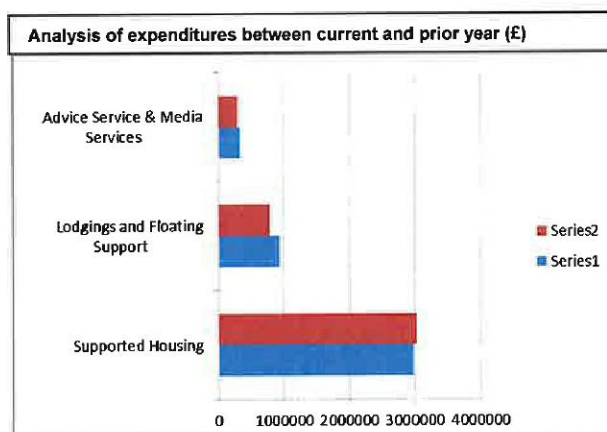


Expenditure

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 between 16-25 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.

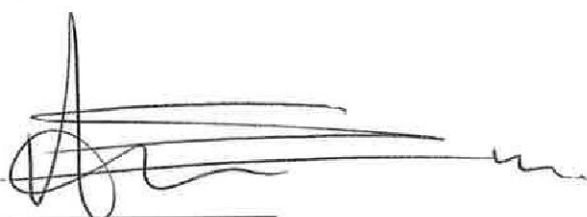
Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations; enquiries with the same concerning 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 £ <i>as restated</i>
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 CURRENT ASSETS					
Tangible Assets	9	26,207	12,009	70,299	29,876
Investments	10	0	100,100	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	543,330	556,728	734,117	771,553
NET CURRENT 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



S 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	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	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	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	Restricted Funds	Group Total	Group Total
	2021	2021	2021	2020
	£	£	£	£
Income derived from Fundraising and Other	29,962	116,070	146,032	63,361

6. Income from Investments

	Group Total	Group Total
	£	£
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 2021	Group Totals 2020
	£	£
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

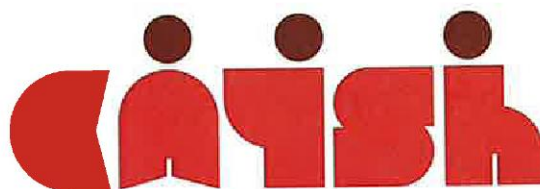
1 North End
Croydon
Surrey
CR9 1RN

Solicitors

Streeter Marshall

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