

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

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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 (aged 16-25) 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 relationships 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.

‘Working 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.

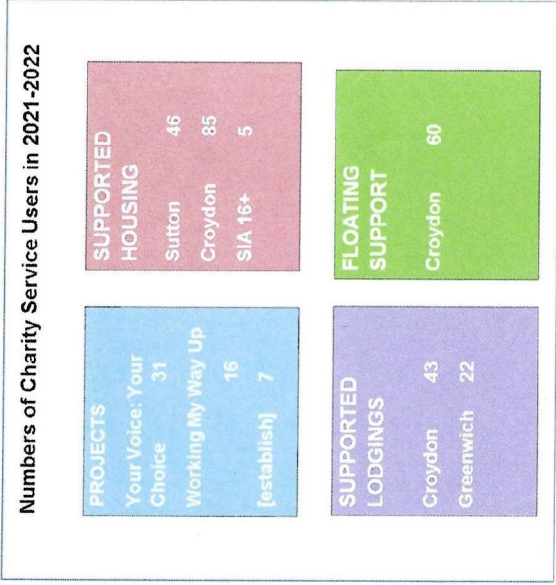
6. Technology and Operations

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	Female		non binary gender		total
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	1
Female	

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	1
Male	

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 from 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 losses 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).

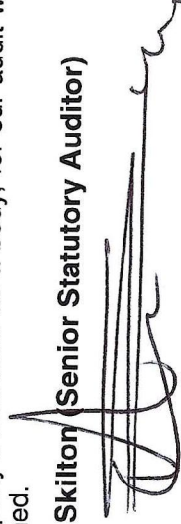
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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) Total £
		Unrestricted £	Restricted £	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	7				
Expenditure on Raising Funds					
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		325,280	3,000	332,280	330,561

Consolidated Balance Sheet as at 31 March 2022

		CAYSH	
	Notes	2022	2021 (as restated)
		Group £	Charity £
BALANCE SHEET			
NON CURRENT ASSETS			
Tangible Assets	9	19,381	12,009
Investments	10	100,100	100,100
		19,381	112,109
CURRENT ASSETS			
Debtors	11	381,172	400,029
Cash/Deposits at Bank and in Hand		226,602	121,481
		607,774	521,510
Less			
Creditors - Amounts falling due within 1 Year	12	294,875	316,260
		312,899	205,250
NETCURRENT ASSETS			
		304,354	61,161
NET ASSETS		332,280	173,270
RESTRICTED FUNDS			
UNRESTRICTED FUNDS			
Designated	13	3,000	3,000
General	14	329,280	302,350
		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	£	£
Adjustments for:		
Depreciation charges	1,719	71,715
(Gain)/loss on investments	11,615	44,092
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

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. 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 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.
- 1.2 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.
- 1.3 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.
- 1.4 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.
- 1.5 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.
- 1.6 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.
- 1.7 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.
- 1.8 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.
- 1.9 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 2022 these contributions were made at the rate of 5% of gross salary for permanent staff who had completed a probationary period in post.
- 1.10 Operating Leases payable are charged on a straight-line basis over the term of the lease.
- 1.11 Funds are accounted for as follows:
- 1.12
- 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 available in FRS 8 'Related party disclosures' whereby it has not disclosed transactions with any wholly owned subsidiary undertaking.

2. Supported Housing

Rent in respect of managed hostels
Income from Local Authorities

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

3. Lodgings and Floating Support

Supporting People income
Fees from Lodgings and other income

Unrestricted Funds 2022 £	Unrestricted Funds 2021 as restated £
1,076,289	1,100,816
270,863	405,182
1,347,152	1,505,998

4. Advice Service

The Group received grants towards salaries and running costs as detailed below:

London Borough of Croydon: Advice & Community Support
LHA London Grant towards telecommunications

Restricted Funds 2022 £	Restricted Funds 2021 as restated £
154,548	293,167
-	4,667
154,548	297,834

5. Donations & Other Income

Income derived from Fundraising and Other Income

2022 £	2021 as restated £
23,446	146,034

6. Income from Investments

Receivable on Bank Deposit Account

2022 £	2021 as restated £
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
	<u>3,971,249</u>	<u>4,264,896</u>

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
	<u>62,388</u>	<u>65,361</u>

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)

The average number of employees during year was:

2022	2021
85	91

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

£60,000-£69,000	1
£70,000-£79,000	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	-	51,726	51,726
Additions	-	(51,726)	(51,726)
Disposals	-	-	-
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
	£	£
Investment in subsidiary undertaking	-	-
	100.100	100.100
	100.100	100.100

11. Debtors	2022 £	Group 2021 as restated £	Charity 2022 £	Charity 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	2022 £	Group 2021 as restated £	Charity 2022 £	Charity 2021 £
Trade Payables	182,538	100,356	290,515	340,407
Other Taxes & Social Security Costs	88,042	249,611	22,655	31,787
Other Creditors	3,064	313	3,064	-
Prepaid Grants	4,116	-	-	-
Accruals & Deferred Incomes	17,115	192,759	26	-
	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	At 01.04.21 £	Net Movement £	At 31.03.22 £
Group	327,561	1,719	329,280
General Fund	At 01.04.21 £	At 31.03.22 £	
Charity	170,270	132,080	302,350
General Fund			

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 Culture
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 manage potential increases. For contracts where a further extension has been requested we have negotiated increases to meet rises in NI and minimum wage.

<p>Proposed regulation of Semi Independent Accommodation.</p> <p>The inspection and regulation of SIA accommodation will be placed with Ofsted to ensure providers of such accommodation and support meet required standards.</p>	<p>We will apply to be Ofsted registered once the guidelines on standards and timelines are released.</p>
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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



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Internet:	www.caysh.org



Silver



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).

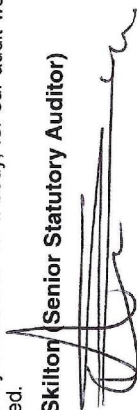
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

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

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