



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

Table of Contents

1. Introduction

2. Objects and Activities

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

3. Achievements and Performance

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

4. Financial Review

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

5. Structure, Governance and Management

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

6. Legal and Administrative Details

1. Introduction

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

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

These audited financial statements have been prepared in accordance with the Charities Act 2011, The Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (2nd Edition, effective January 2019) (SORP FRS102).

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

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

2. Objects and Activities

The charity objectives for which the charity was established are:

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

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

Purpose and Public Benefit

Our vision, mission, values and aims

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

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

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



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

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

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

CAYSH' main aim is to reduce homelessness amongst the young (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 2022-2023 we helped 220 young and vulnerable people in the community.

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

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

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

CAYSH Main Activities

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

Accommodation-based Services and Support

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



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

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

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

Supported Lodgings

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

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

Prevention Services

Restorative Approaches - Mediation Services (Restoring Families)

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

Young Adults Floating Support Service

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

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

'Your Voice: Your Choice' Project

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

'Working My Way Up Project'

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

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

Fundraising

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

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

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

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

Concierge Services

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

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

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

Trustee's Statement

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

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees must prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

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

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

3. Achievements and Performance

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

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

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

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

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

Group Objectives 2022-2023

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

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

The Objectives are:

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

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

1. Financial Stability

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

2. Business Lines

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



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

3. People & Service Users

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

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

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

Service Users

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

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

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

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

4. Partnerships

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

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

5. Technology and Operations

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

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

Service Outcomes

Numbers of Young People Receiving a Service from CAYSH

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

Type of Service Received by Young People in 2022-23

PROJECTS	
Your Voice: Your Choice	55
Working My Way Up	50
Establish	12

SUPPORTED HOUSING	
Croydon	76
Sutton	38
SIA	4

SUPPORTED LODGINGS	
Croydon	31
Greenwich	15

FLOATING SUPPORT	
Croydon	55

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

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

Ethnicity of Supported / Accommodated CAYSH Young People 2022-2023

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

White other	6%	14
Not Recorded	3%	6

'Your Voice: Your Choice' Demographics

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

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

'Your Voice: Your Choice' Demographics

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

'Working My Way Up' Project Demographics Mentoring Element Only

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

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

CAYSH Enterprise CIC

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

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

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

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

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

4. Financial Review

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

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

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

Income

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

Expenditure

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

Investment Powers and Policy

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

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

Reserves Policy

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

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

Going Concern

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

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

Future Plans

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

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

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

Signed By order of the Trustees:



Bhavesh Padhiar
Chair of the Board

Date: 30 November 2023



Andrea Jean Dunhill
Trustee

Date: 30 November 2023

Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the groups and the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the 31 March 2023 then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and Trustees as to whether the entity complies with such laws and regulations;

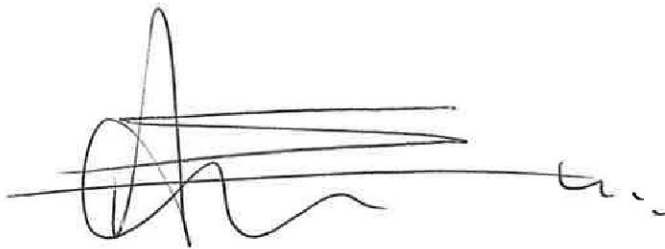
enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of Trustees meeting minutes; testing the appropriateness of journal entries; and the performance of analytical review to identify unexpected movements in account balances which may be indicative of fraud.

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

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.




AM Skilton (Senior Statutory Auditor)

Date: 30 November 2023

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

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

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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2023						
	Notes	2023 Activities			2022	
		Unrestricted £	Restricted £	Total £	Total £	
Incoming Resources from charitable activities: (Housing and Housing Advice Services):						
Supported Housing	2	2,204,638		2,204,638	2,447,713	
Lodgings and Floating Support	3	1,023,763		1,023,763	1,347,152	
Advice Service	4	0	57,555	57,555	154,548	
Donations & Other Income	5	33,287		33,287	23,446	
Income from Investments	6	1,149		1,149	109	
TOTAL INCOME		3,262,837	57,555	3,320,392	3,972,968	
RESOURCES EXPENDED						
Expenditure on Raising Funds	7					
Expenditure on Charitable activities	8					
Supported Housing		2,716,978		2,716,978	2,469,549	
Lodgings and Floating Support		522,749		522,749	1,347,152	
Advice Service			57,555	57,555	154,548	
TOTAL EXPENDITURE/RESOURCES EXPENDED		3,239,727	57,555	3,297,282	3,971,249	
NET MOVEMENT IN FUNDS		23,110	0	23,110	1,719	
TOTAL FUNDS BROUGHT FORWARD		329,280	3,000	332,280	330,561	
TOTAL FUNDS CARRIED FORWARD		352,390	3,000	355,390	332,280	

Consolidated Balance Sheet as at 31 March 2023

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

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

Signed on Behalf of CAYSH Trustees



Bhavesh Padhiar
Chair of the Board


Date: 30 November 2022



Andrea Jean Dunhill
Trustee

Date: 30 November 2022

Statement of Cash Flows as at 31 March 2023

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

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

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

1. Accounting Policies

- 1.1** The Financial Statements of the Charity, which is a public benefit entity, have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the financial reporting standard applicable in the UK and Republic of Ireland (FRS 102)(2nd Edition, effective January 2019; 'Charities SORP'), Companies Act 2006 and the Charities governing document. The financial statements have been prepared under the historical cost convention.
- 1.2** The consolidated financial statements of the Group incorporate the financial statements of CAYSH and its subsidiary undertaking, CAYSH Enterprise CIC. The total incoming resources attributable to the charity were £2,552,007 (2022: £3,238,049). The net outgoing resources attributable to the charity were £2,531,668 (2022: £3,288,529). As 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.
- 1.3** The Charity manages housing properties on behalf of registered housing associations and London Borough of Croydon Social Services. Under the terms of management agreements between the Company and the associations, the Charity receives income and incurs expenditure both as principal and as agent for the housing associations. All transactions i.e. those relating to activities both as agent and principal, are reflected in the Statement of Financial Activities/Income and Expenditure Account.
- 1.4** Incoming Resources are included on a receivable basis. Income is deferred where it relates to an agreement to provide services for a specific period, and has been received in advance of that period.
- 1.5** Resources Expended: Salary and overheads are apportioned between expenditure headings on the Statement of Financial Activities on the basis of staff time allocated to the activities represented. All expenses are recognised on an accruals basis.
- 1.6** Governance: Governance costs comprise company secretarial, AGM, membership, external and internal audit. The costs also include an allocation of indirect costs to cover support from the Chief Executive and other executive directors and service departments.
- 1.7** Depreciation of Tangible Fixed Assets is charged on a straight line basis over a period of three and four years for computers and four years for other office equipment. Tangible fixed assets are included in the balance sheet at cost.
- 1.8** Fixed asset investments are included at cost and relate to investment in subsidiary.
- 1.9** The Charity provides access to a stakeholder pension with the Standard Life Assurance Company and makes contributions to the stakeholder and personal pensions of staff members who qualify. In the year to 31st March 2023 these contributions were made at the rate of 5% of gross salary for permanent staff who had completed a probationary period in post.
- 1.10** Operating Leases payable are charged on a straight-line basis over the term of the lease.
- 1.11** Funds are accounted for as follows:
 - General Funds are available for use at the discretion of the Trustees in furtherance of General objectives of the charity
 - Restricted Funds are funds to be used in accordance with specific restrictions imposed by the donors
- 1.12** The Charity is exempt from Corporation Tax under Section 505(1)(C) Income and Corporation Taxes Act 1988 and its subsidiary gift any income to parent to mitigate any tax obligations.
- 1.13** 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.

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

	Unrestricted Funds 2023 £	Unrestricted Funds 2022 £
2. Supported Housing		
Rent in respect of managed hostels		
Income from Local Authorities	1,436,253	1,778,075
Concierge Services	-	21,837
Income from Housing associations	758,215	635,468
Other	10,170	12,333
	<u>2,204,638</u>	<u>2,447,713</u>
	Unrestricted Funds 2023 £	Unrestricted Funds 2022 £
3. Lodgings and Floating Support		
Supporting People income	665,794	1,076,289
Fees from Lodgings and other income	357,969	270,883
	<u>1,023,763</u>	<u>1,347,152</u>
	Restricted Funds 2023 £	Restricted Funds 2022 £
4. Advice Service		
The Group received grants towards salaries and running costs as detailed below:		
London Borough of Croydon: Advice & Community Support	57,555	154,548
	<u>57,555</u>	<u>154,548</u>
	2023 £	2022 £
5. Donations & Other Income		
Income derived from Fundraising and Other Income	33,287	23,446
	2023 £	2022 £
6. Income from Investments		
Receivable on Bank Deposit Account	1,149	109
7. Expenditure on Raising Funds		
No associated expenditures occurred in the neither current, nor prior year.		

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

8. Expenditure on Charitable activities		
	2023	2022
	£	£
Supported Housing		
Salaries and Office Costs	1,646,688	1,568,802
Direct Expenses	807,973	776,825
Support Costs	262,316	125,922
Lodgings and Floating Support		
Salaries and Office Costs	250,471	640,239
Direct Expenses	206,699	551,644
Support Costs	65,579	155,269
Advice Service		
Salaries and Office Costs	51,224	137,818
Support Costs	6,331	16,730
	3,297,282	3,971,249
8a. Governance costs <i>(included within note 8 above)</i>		
	2023	2022
	£	£
Audit fee	14,260	12,552
Committee Expenses & Recruitment	39	559
Legal fees & Professional	31,420	49,277
	45,719	62,388
8b. Total Expenditure/Resources Expended <i>(also included within note 8 above)</i>		
	2023	2022
	£	£
Salaries and wages	1,695,416	1,972,768
Employers National Insurance	160,712	168,248
Pension costs	70,561	87,940
Agency staff	21,695	81,632
Other		34,271
TOTAL STAFF COSTS	1,948,384	2,344,859
Printing/stationery/publicity	6,397	23,976
Office Equipment/IT	57,518	115,352
Office Rent/service charge	59,215	73,724
Depreciation	12,203	10,641
Other	198,893	74,228
TOTAL OFFICE COSTS	334,226	297,921
Rents/charges to Housing Assns	416,890	470,687
Maintenance/Internal Decorations	73,101	22,040
Lodgings Householder Support Charges	206,699	189,092
Other	317,982	646,650
TOTAL PROJECT DIRECT COSTS	1,014,672	1,328,469
TOTAL EXPENDITURE	3,297,283	3,971,249
8c. Staff and Directors (Trustees)		
The average number of employees during year was:	2023	2022
	92	85
for which the following number of employees earned over £60,000 was as follows:		
£60,000-£69,000	1	1
£70,000-£79,000		

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

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

9. Tangible Assets

	Short Term Lease	Fixtures, Fittings & Office Equipment/	Total
	£	£	£
Group			
Cost:			
At 1 April 2022	21,275	63,392	84,667
Additions	-	14,987	14,987
Disposals	-	-	-
At 31 March 2023	21,275	78,379	99,654
Depreciation:			
At 1 April 2022	21,275	44,011	65,286
Charge	-	12,203	12,203
Disposals	-	-	-
At 31 March 2023	21,275	56,214	77,489
Net Book Value:			
At 1 April 2022	-	19,381	19,381
At 31 March 2023	-	22,165	22,165
	Short Term Lease	Fixtures, Fittings & Office Equipment/	Total
	£	£	£
Charity:			
Cost:			
At 1 April 2022	-	-	-
Additions	-	9,657	9,657
Disposals	-	-	-
At 31 March 2023	-	9,657	9,657
Depreciation:			
At 1 April 2022	-	-	-
Charge	-	3,488	3,488
At 31 March 2023	-	3,488	3,488
Net Book Value:			
At 1 April 2022	-	-	-
At 31 March 2023	-	6,169	6,169

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

10. Investments

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

11. Debtors

	Group		Charity	
	2023 £	2022 £	2023 £	2022 £
Rent and related receivables	331,406	189,360	331,406	189,360
Trade receivables	151,943	134,897	145,404	154,222
Bad Debt provision	(147,968)	(12,009)	(147,968)	(12,000)
Other Debtors	12,035	3,352	7,930	959
Amounts receivable from group subsidiary	-	-	-	1,924
Prepayments	26,744	85,583	25,969	65,563
	374,160	381,172	362,741	400,028

12. Creditors - Amounts falling due within 1 Year

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

13. Restricted Funds

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

14. Unrestricted Funds

Group	At 01.04.22 £	Net Movement £	At 31.03.23 £
General Fund	329,280	23,110	352,390
Charity	At 01.04.22 £	Net Movement £	At 31.03.23 £
General Fund	307,919	20,340	328,259

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

15. Commitments under operating leases

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

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

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

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

17. Legal and administrative details

Charity Number: 1026822

Company number: 2802109

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

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

5. Structure, Governance and Management

Appointment of Trustees

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

Trustee Recruitment, Induction, and Training

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

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

Trustees' Activity 2022 - 2023

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

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

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

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

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

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



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

Executive Management Team:

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

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

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

CAYSH Enterprise Community Interest Company

Directors: 01/04/2022 to 31/03/2023

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

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

Executive Management Team:

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

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

Auditors

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

Principal Risks and Uncertainties

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

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

Risk Management

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

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

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

6. Legal and Administrative Details

CAYSH

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

Company number:

2802109

Charity Number:

1026822

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

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

CAYSH Enterprise CIC

Company Number:

08774028

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

Group Administration

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

Telephone: 020 8683 0227

Email: info@caysh.org

Internet: www.caysh.org

