



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



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1. Introduction

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

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

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

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

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

2. Objects and Activities

The charity objectives for which the charity was established are:

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

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

Purpose and Public Benefit

Our vision, mission, values and aims

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

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

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



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

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

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

CAYSH' main aim is to reduce homelessness amongst the young (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 2023-2024 we helped 288 young and vulnerable people in the community.

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

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

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

CAYSH Main Activities

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

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



Accommodation-based Services and Support

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

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

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

Supported Lodgings

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

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

Prevention Services

Restorative Approaches - Mediation Services (Restoring Families)

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



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

Young Adults Floating Support Service

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

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

'Your Voice: Your Choice' Project

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

'Woking My Way Up Project'

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

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

Fundraising

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

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

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

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



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

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

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

Concierge Services

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

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

3. Achievements and Performance

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

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

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

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

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



Group Objectives 2023-2024

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

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

The Objectives are:

- Financial Stability
- Services
- People

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

1. Financial Stability

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

OBJECTIVES: Stabilising finances by:

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

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

2. Services

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

OBJECTIVES:

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

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



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

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

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

3. People

AIM:

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

OBJECTIVES:

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

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

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



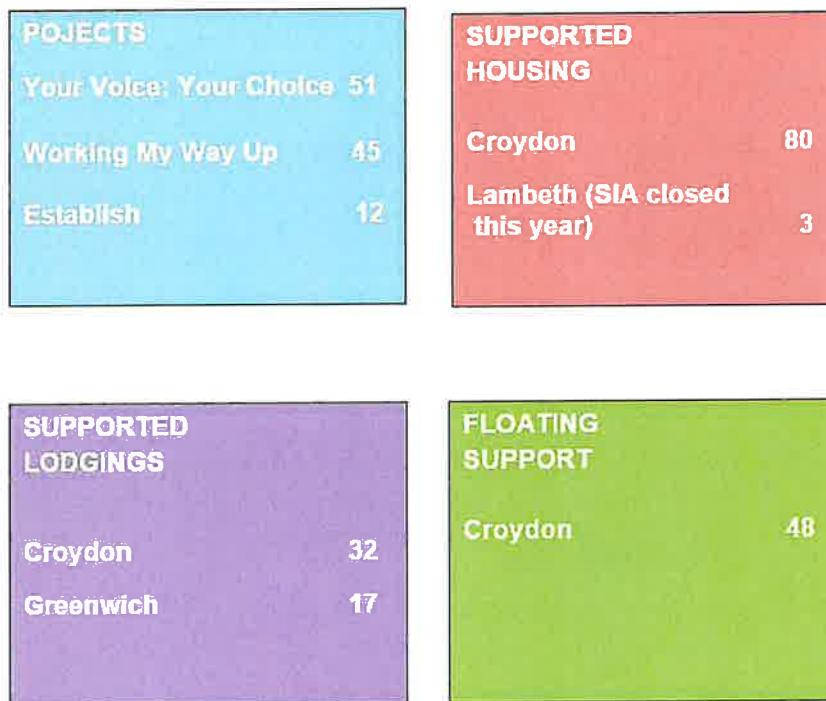
Our Young Peoples Ambassador (a paid position within the organisation) has been conducting regular surveys and focused discussions with service users and has presented findings to the Board of Trustees. Complaints are low and those we do have relate to repairs and maintenance delays rather than the support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

Service Outcomes

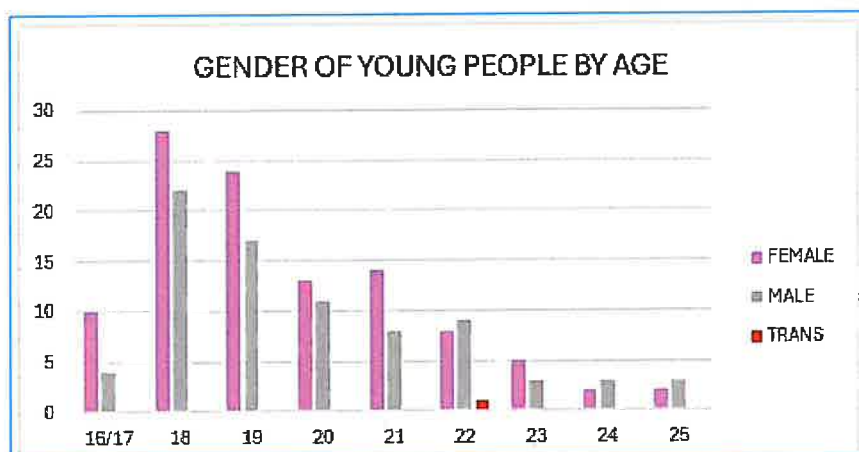
Numbers of Young People Receiving a Service from CAYSH

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

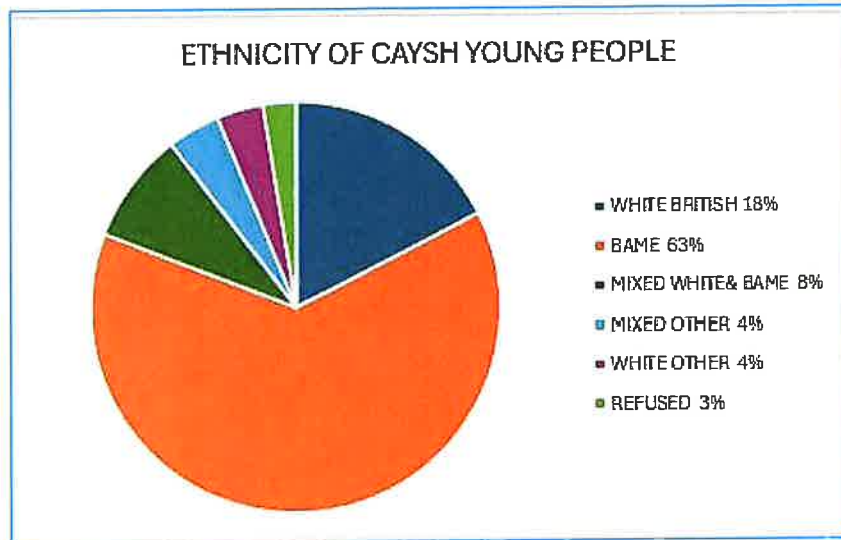
Type of Service Received by Young People in 2023-2024



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



Ethnicity of Supported / Accommodated CAYSH Young People 2023-2024



CAYSH Enterprise CIC

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

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

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

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

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

4. Financial Review

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

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

Income

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

Expenditure

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

Investment Powers and Policy

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



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

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

Reserves Policy

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

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

Going Concern

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

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

Future Plans

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



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

5. Structure, Governance and Management

Appointment of Trustees

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

Trustee Recruitment, Induction, and Training

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

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

Trustees' Activity 2023 - 2024

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



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

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

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

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

Executive Management Team:

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

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

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

CAYSH Enterprise Community Interest Company

Directors: 01/04/2023 to 31/03/2024

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

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

Executive Management Team:

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

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



Principal Risks and Uncertainties

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

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



Risk Management

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

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

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

Statement of Trustees' Responsibilities

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

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

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

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

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

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

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



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

Key management personnel

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

Related parties and partner agencies

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

Auditors

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

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

By order of the Trustees:

Bhavesh Padhiar
Chair of the Board

Date: 28 November 2024

Andrea Jean Dunhill
Trustee

Date: 28 November 2024



Independent Auditor's Report to the Members of CAYSH

Opinion

We have audited the financial statements of CAYSH (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the groups and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the 31 March 2024 then ended.
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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



performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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



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

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

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

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

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

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

Use of our report

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

AM Skilton (Senior Statutory Auditor)

Date: 28 November 2024

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

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

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

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024					CASH	
	Notes	2024 Activities			2023	
		Unrestricted £	Restricted £	Total £	Total £	
Incoming Resources from charitable activities:						
(i) Housing and Housing Advice Services:						
Supported Housing	2	2,103,083		2,103,083	2,204,636	
Lodgings and Floating Support	3	800,782		800,782	1,023,763	
Advice Service	4	0	5,000	5,000	57,555	
Donations & Other Income:	5	40,824	-	40,824	33,287	
Income from Investments	6	3,125		3,125	1,149	
TOTAL INCOME		2,947,634	5,000	2,952,634	3,320,392	
RESOURCES EXPENDED						
Expenditure on Raising Funds	7					
Expenditure on Charitable activities:	8					
Supported Housing		2,501,753		2,501,753	2,716,978	
Lodgings and Floating Support		332,684		332,684	522,749	
Advice Service			5,000	5,000	57,555	
TOTAL EXPENDITURE/RESOURCES EXPENDED		2,834,437	5,000	2,839,437	3,297,282	
NET MOVEMENT IN FUNDS		113,197	0	113,197	23,110	
TOTAL FUNDS BROUGHT FORWARD		352,390	3,000	355,390	332,280	
TOTAL FUNDS CARRIED FORWARD		465,587	3,000	468,587	355,390	



Consolidated Balance Sheet as at 31 March 2024

		2024		2023	
		Group £	Charity £	Group £	Charity £
BALANCE SHEET					
NON CURRENT ASSETS					
Tangible Assets	9	15,931	6,003	22,165	6,169
Investments	10	15,931	100,100	22,165	100,100
			106,103		106,269
CURRENT ASSETS					
Debtors	11	165,998	119,325	174,160	362,741
Cash/Deposits at Bank and In Hand		483,695	114,796	203,827	97,354
		649,693	434,121	577,987	460,095
Less					
Creditors - Amounts falling due within 1 Year	12	196,857	98,587	244,762	238,107
		452,836	335,534	333,225	221,988
NET CURRENT ASSETS		468,767	441,637	355,390	328,257
NET ASSETS					
RESTRICTED FUNDS	13	3,000	3,000	3,000	3,000
UNRESTRICTED FUNDS					
Designated					
General	14	465,767	438,637	352,390	325,257
		468,767	441,637	355,390	328,257

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

Signed on Behalf of CAYSH Trustees

Bhavesh Padhiar
Chair of the Board

Date: 28 November 2024

Andrea Jean Dunhill
Trustee

Date: 28 November 2024

Statement of Cash Flow as at 31 March 2024

STATEMENT OF CASHFLOWS FOR THE YEAR ENDED 31 MARCH 2024		CASH	
		2024 £	2023 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities		283,096	(8,937)
Interest paid		-	-
Tax paid		-	-
Net cash inflow from operating activities		283,096	(8,937)
Cash flows from investing activities			
Dividends, interest and rents from investments		3,125	1,149
Purchase of property plant & equipment		(6,353)	(14,987)
Proceeds on disposal of property, plant & equipment		-	-
Interest received		-	-
Proceeds from sale of investments		-	-
Purchase of investments		-	-
Cash flows from financing activities			
Capital repayments in the year		-	-
Proceeds from bank borrowings		-	-
Net increase in cash & cash equivalents		279,868	(22,775)
Cash and cash equivalents at the beginning of the reporting period		203,827	226,602
Cash and cash equivalents at the end of the reporting period		483,695	203,827
Change in cash and cash equivalents in the reporting period		279,868	(22,775)
Net movement in funds for the reporting period		£ 113,377	£ 23,110
Adjustments for:			
Depreciation charges		12,587	12,203
Dividends, interest and rents from investments		(3,125)	(1,149)
(Increase)/decrease in debtors		208,162	7,013
Increase/(decrease) in creditors		(47,905)	(50,114)
Net cash provided by (used in) operating activities		283,096	(8,937)



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

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

1. Accounting Policies

1.1 Statutory Information

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

1.2 Basis of preparation

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

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

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

1.3 Public benefit entity

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

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

1.4 Going Concern

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

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

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

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

1.5 Income

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

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

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

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

1.6 Interest receivable

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

1.7 Expenditure and irrecoverable VAT

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

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

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

1.8 Tangible Fixed Assets

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

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

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

1.9 Fixed Asset Investments

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

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

1.10 Cash at bank and in hand

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

1.11 Financial instruments

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

1.12 Employee benefits

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

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

1.13 Retirement benefits

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

1.14 Operating Leases

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

1.15 Fund accounting

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

1.16 Taxation

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

1.17 Related Party disclosures

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

1.18 Critical accounting estimates and judgements

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

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

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

Notes to the Financial Statements for the Year Ended 31 March 2024		
	Unrestricted Funds 2024 £	Unrestricted Funds 2023 £
2. Supported Housing		
Rent in respect of managed hostels Income from Local Authorities	1,204,617	1,436,253
Concierge Services Income from Housing Associations Other	898,466 - -	758,215 10,170 -
	2,103,083	2,204,638
	Unrestricted Funds 2024 £	Unrestricted Funds 2023 £
3. Lodgings and Floating Support		
Supporting People income Fees from Lodgings and other income	798,397 2,385	665,794 357,969
	800,782	1,023,763
	Restricted Funds 2024 £	Restricted Funds 2023 £
4. Advice Service		
The Group received grants towards salaries and running costs as detailed below:		
London Borough of Croydon: Advice & Community Support	5,000	57,555
	5,000	57,555

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

	2024 £	2023 £
5. Donations & Other Income		
Income derived from Fundraising and Other Income	40,824	33,287
	2024 £	2023 £
6. Income from Investments		
Receivable on Bank Deposit Account	3,125	1,149
7. Expenditure on Raising Funds		
No associated expenditures occurred in either the current year, nor the prior year.		
8. Expenditure on Charitable activities		
	2024 £	2023 £
Supported Housing		
Salaries and Office Costs	1,728,661	1,646,688
Direct Expenses	574,453	807,973
Support Costs	198,639	262,316
Lodgings and Floating Support		
Salaries and Office Costs	37,449	250,471
Direct Expenses	219,377	206,699
Support Costs	75,858	65,579
Advice Service		
Salaries and Office Costs	4,450	51,224
Support Costs	550	6,331
	2,839,437	3,297,282



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

8a. Governance costs <i>(included within note 8 above)</i>		
	2024	2023
	£	£
Audit fee	12,760	14,260
Committee Expenses & Recruitment	148	39
Legal fees & Professional	32,788	31,420
	45,696	45,719
8b. Total Expenditure/Resources Expended <i>(also included within note 8 above)</i>		
	2024	2023
	£	£
Salaries and wages	1,550,121	1,695,416
Employer's National Insurance	142,348	160,712
Pension costs	78,092	70,561
Agency staff	-	21,695
TOTAL STAFF COSTS	1,770,561	1,948,384
Printing/stationery/publicity	8,039	6,397
Office Equipment/IT	23,204	57,518
Office Rent/service charge	79,106	59,215
Depreciation	12,589	12,203
Other	152,110	198,893
TOTAL OFFICE COSTS	275,047	334,226
Rents/charges to Housing Assns	293,180	416,890
Maintenance/Internal Decorations	101,431	73,101
Lodgings Householder Support Charges	219,377	206,699
Other	179,842	317,982
TOTAL PROJECT DIRECT COSTS	793,829	1,014,672
TOTAL EXPENDITURE	2,839,437	3,297,283

8c. Staff and Directors (Trustees)		
	2024	2023
The average number of employees during year was:	58	92
for which the following number of employees earned over £60,000 was as follows:		
£70,000-£79,999	-	1
£70,000-£79,999	1	-
Amounts shown as Committee Expenses (note 8a) relate to the cost of facilities for meetings, reimbursement of travel expenses to meetings and cost of Trustees training.		

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

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

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

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

10. Investments					
	2024	Group	2023	2024	Charity
	£		£	£	2023
					£
Investment in subsidiary undertaking	-	-	-	100,100	100,100
	-	-	-	100,100	100,100
11. Debtors					
	2024	Group	2023	2024	Charity
	£		£	£	2023
					£
Rent and related receivables	203,395		331,406	203,395	331,406
Trade receivables	75,677		151,943	6,803	145,404
Bad Debt provision	(130,432)		(147,968)	(130,432)	(147,968)
Other Debtors	9,743		12,035	1,645	7,930
Amounts receivable from group subsidiary				32,921	-
Prepayments	7,615		26,744	4,994	25,969
	165,998		374,160	119,325	362,741
12. Creditors - Amounts falling due within 1 Year					
	2024	Group	2023	2024	Charity
	£		£	£	2023
					£
Trade Payables	58,083		88,652	54,864	64,385
Other Taxes & Social Security Costs	82,364		82,422	19,859	17,598
Other Creditors	13,361		12,180	8,262	94,882
Accruals & Deferred Incomes	43,048		61,508	15,602	61,242
	196,857		244,762	98,587	238,107
13. Restricted Funds					
	Balance	Grants	Expenditure	Balance	
	01.04.23	Received	in the Year	31.03.24	
	£	£	£	£	
Supported Housing	3,000	-	-	3,000	
	3,000	-	-	3,000	
14. Unrestricted Funds					
Group					
	At		At		
	01.04.23	Net Movement	31.03.24		
	£	£	£		
General Fund	352,390	113,377	465,767		
Charity					
	At		At		
	01.04.23	Net Movement	31.03.24		
	£	£	£		
General Fund	325,260	113,377	438,637		

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

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

15. Commitments under operating leases				
As at 31 March 2024 the Group held the following lease commitments:				
Leases which expire:	Land & Buildings 2024 £	Other 2024 £	Land & Buildings 2023 £	Other 2023 £
In less than one year	-	12,111	17,400	15,211
In two to five years:	-	3,448	-	15,559
After more than 5 years	-	-	-	-
Total	-	15,559	17,400	30,770
16. Analysis of Net Assets Between Funds				
	Tangible Assets	Current Assets	Current Liabilities	Total
Restricted	-	3,000	-	3,000
Unrestricted	15,931	646,692	(196,857)	465,767
17. Legal and administrative details				
Charity Number: 1026822				
Company number: 02802109				
Registered office: Weatherill House, New South Quarter, 23 Whitestone Way, Croydon, CR0 4WF				
The directors/trustees are all members of the charity and collectively comprise the Management Committee which is the governing body of the charity. The Management Committee is elected at the Charity's Annual General Meeting. Appointments to the committee may be made by its members during the year, in accordance with the Charity's Articles of Association. Members are liable for the Charity's liabilities and debts whilst being a member and up to one year after ceasing to be a member for those transactions entered into before that date, to a maximum of £1.				



6. Legal and Administrative Details

CAYSH

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

Company number: **2802109**

Charity Number: **1026822**

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

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

CAYSH Enterprise CIC

Company Number: **08774028**

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

Group Administration

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

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