

Company number: 2940712

Charity Number: 1040713

Community Housing and Therapy

Report and financial statements

For the year ended 31 March 2025

Community Housing and Therapy

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Community Housing and Therapy

Reference and administrative information

For the year ended 31 March 2025

Company number 2940712

Charity number 1040713

Registered office and operational address

Unit WG10 Vox Studios
1-45 Durham Street
London SE11 5JH

Trustees The trustees, who are also directors under company law, who served during the year up to the date of this report were as follows:

Michael Watson (Chair)
Laura Eeles (Treasurer)
Sebastian Oram
Laura Chesham (resigned July 2024)
Lynsey Rowe
Dr Sue Mizen (resigned July 2025)
Neelam Khawani-Connett
Monomita Raksit
Roger Robbin-Coker
Catherine Mahoney

Principal staff	Peter Cockersell MSc DPsych FRSA	Chief Executive
	Abd-al Kane Abdullah	Chief Operating Officer
	Fitsum Teklu (FCCA)	Chief Financial Officer

Bankers Lloyds TSB Bank PLC
10 Hanover Square
London
WIS IHJ

Solicitors Wilsons Law
Alexandra House
St Johns Street
Salisbury
SP1 2SB

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditors
110 Golden Lane
LONDON
EC1Y 0TG

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

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

Community Housing and Therapy's objectives are set out in the objects contained in the charity's memorandum of association.

Our projects welcome people from all backgrounds. The charity operates a thorough and structured needs assessment to determine if a referral will benefit from the service we offer. We are committed to a working environment that is free from any form of discrimination on the grounds of colour, race, ethnicity, religion, sex, sexual orientation or disability.

The trustees review the aims, objectives and activities of the charity each year.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

This report looks at the charity's achievements and outcomes in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

CHT's Strategic Direction

Mission:

To provide a residential therapeutic environment for a cohort of people typically with diagnoses of personality disorders and presenting with high-risk behaviours who would otherwise, either long-term or on a revolving door basis, be in hospitals.

To promote psychodynamic ways of working with and understanding mental health problems.

In furtherance of these we will:

Quality:

- Fine tune and publicise CHT's clinical model
- Ensure consistent application of the clinical model in the communities
- Seek EE accreditation
- Use the new Access electronic client management system to have better information control and record-keeping

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Trustees' annual report

For the year ended 31 March 2025

- Further implement our organisational learning strategy
- Increase levels of co-production in all areas of CHT's operations
- Improve our outcome measures and data gathering

Marketing:

- Amplify, and better target, our marketing to clinicians and decision-makers in ICBs and placement teams
- Make more of the economic case for CHT's provision
- Expand our training offer, and develop hybrid and online trainings
- Publish more articles in peer-reviewed journals
- Present at more targeted conferences
- Establish and direct Polyfonia
- Undertake a more robust piece of evaluation of our effectiveness

Financial:

- Charge competitive fees
- Increase fundraised income
- Expand service provision
- Increase training income

Key Achievements:

We:

- *Initiated specific training courses for residents, and training on coproduction for staff and residents*
- *Delivered workshops/seminars at the TCTC Conference, and International Therapeutic Community conferences in Portugal and Italy*
- *Introduced an electronic record-keeping programme, Access, to keep us in line the sector and enable staff to spend less time on recording data*
- *Revised management information systems leading to more varied and improved quarterly reporting*
- *Worked with 73 clients during the year, this decreased by 25% from 2023-24.*
- *Admitted 12 new clients into our therapeutic services.*
- *Achieved and sustained 80% occupancy on average in the year, this decreased by 8% over the previous year.*
- *Increased fees by an average of 5% at all our services*
- *Chaired the Committee for, and launched, the third round of the Elly Jansen Award for original research and articles on Therapeutic Communities*
- *Included external participants from two NHS Trusts on the Diploma as a free pilot, and agreed fees for other NHS learners from those Trusts for the 2025/26 Diploma*
- *Held a 'whole-CHT' trip to Kew Gardens, attended by 48 staff and residents*
- *64% of those who moved on went to lower-support or independent accommodation.*
- *Had 42% of residents engaged in work, education or training*

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Trustees' annual report

For the year ended 31 March 2025

The charity has worked to the following targets (in bold) in the past year:

To develop our core therapeutic services

This year CHT was able to continue with occupancy levels of 84% through the first eight months of the year and again managed to increase our fees across all our communities. However, there was a significant number of residents' placements ended by CHT in autumn and winter 2024, and then a sudden drop-off of placements in the first 3 months of 2025, so that occupancy by the end of this period was at an unsustainably low level of under 80%. Since 31 March 2025 occupancy levels have continued to be low. Trustees have been working with management to increase these levels with early signs of success.

The trustees maintain an extremely close oversight of both costs and cash flow. The trustees meet five times a year and review the finances by means of management accounts, which are presented to the Chair and Treasurer each month.

CHT posted a surplus, of £130K after depreciation and interest, which was better than we anticipated for 2024-2025. Total income for the year amounted to £4m. This was 1% higher than the previous year.

To develop our international network

CHT continued to play an active role in the development and running of the International Network of Democratic Therapeutic Communities (INDTC) and presented at two international conferences hosted by INDTC, one in Porto, Portugal, and the other in Caltagirone, Italy.

To maintain high quality staff

We are pleased to say that we continued to have good staff retention and that where we have needed to recruit, we have had candidates of a high calibre. We have managed to recruit and retain many excellent staff over the year, though we also bade fond farewells to several very long-standing members of staff who have individually made decisions to move into new directions.

Principal risks and uncertainties

The risk register, in which potential risks have been identified, is divided into the following categories:

- Clinical standards
- Personnel
- Income streams
- Demand for services
- Infrastructure
- Public relations
- Finance and administration
- Fraud
- Other (including development)

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Trustees' annual report

For the year ended 31 March 2025

The risks are divided into low, medium and high depending on the likelihood of occurrence and their potential impact on the charity. Each risk is followed by an appropriate action aimed at minimizing the risk. The trustees review the risk register annually.

The following key risks were identified:

- Fee Levels and Cash Flow
 - Cuts in Public Budgets have in the past resulted in a reduction in fees. It is essential to ensure that fee levels achieved are sufficient to meet operational costs.
 - This year we have again managed to increase fee levels negotiated on new spot purchase arrangements and have negotiated a fee uplift on some existing contracts.
 - CHT has a strategy of increasing capacity through the development of new services, spreading overheads and increasing potential surpluses.
 - Our cash in hand was sustained as a result of high occupancy for most of the year and higher fees, and cashflow remained strong by March 2025.
- Referrals
 - Sustainable levels of referrals of new clients are critical. CHT aims to mitigate this risk by:
 - Fortnightly meetings on referrals and occupancy between Service Managers and the Senior team
 - Providing a treatment/rehabilitation model rather than a long-term care model, with registration as a treatment provider rather than a care provider; facilitating more referrals at higher fee levels.
 - Improving marketing to widen its portfolio of referral agencies.
 - Forming strategic alliances with a range of NHS Trusts to enable CHT to develop new referral routes.
 - Having occupancy and referrals as standing items on the agenda at all meetings of senior and frontline management

The charity has a risk strategy comprising:

- Regular, weekly oversight of occupancy and cashflow levels by CEO and CFO.
- The establishment of a risk register.
- Annual Review of the risks the charity faces.
- Introduction of systems to mitigate the risks identified and minimize any potential impact on the charity should any risks materialize.

The most significant risks to CHT in 2024-2025 were placements being ended prematurely and slow placements by local authorities/health trusts, leading to a perilous occupancy position.

Reserves policy and going concern

At the end of March 2025, the cash balance was £1,290k. including cash (£566k) in high interest, but reasonably accessible, accounts.

As low occupancy at the end of the financial year 2024-2025 has continued into 2025-2026 in an increasingly difficult environment, we are focusing more senior time on improving and amplifying our marketing and

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Trustees' annual report

For the year ended 31 March 2025

pressing for referrals (of which we continue to get enough) to turn into placements (which is where the drag is occurring). We are confident in CHT's ability to ride this difficult period and have already begun to see an upturn in occupancy in the second quarter of 2025-2026.

The reserves policy of the trustees is as follows:

- 1) To maintain, as a minimum, reserves sufficient to fund day to day business commitments: £500k.
- 2) To have reserves, on top of the above minimum, for capital expenditure: £100k.
- 3) Any extra reserves above £600k will be utilized to support potential expansion.

The level of reserves was approximately £1.1m at the end of this year but is forecast to decrease significantly in 2025-2026. Based on the reserve policy, the trustees believe that the reserve is sufficient to run the business; however, the trustees will be paying special attention to occupancy and income levels at each Board meeting and have devised a series of remedial actions should CHT fall short of the targets set for recovery.

CHT's services for 2024/25 were budgeted to operate at a small deficit of approximately £13k; however, we ultimately had a surplus of £130K due to high occupancy for two thirds of the year and significantly higher average weekly fees.

Plans for the future

Plans for 2025-2026 and further years are:

- To modernise our therapeutic communities so that they offer highly relevant care, treatment and recovery services.
- To fully implement our refreshed and revised Clinical Model.
- To keep all our resident and clinical records in an NHS-level secure electronic system.
- To manage our services to the highest possible standard, both financially and clinically.
- To expand the number of supported living and community services in response to demand.
- To establish new partnerships with NHS Trusts to create a 'pathway' model.
- To raise the profile of CHT through enhanced marketing, particularly targeting ICBs.
- To provide more paid external training.
- Take forward the planned growth of the charity through partnerships, improved marketing, redefinition of our work, and a diversification of funding streams, client base, and services offered.
- To better target and to expand the number of charitable fundraising bids.

Structure, governance and management

The organisation is a charitable company limited by guarantee, incorporated on the 15th of June 1994 and registered as a charity on the 9th of September 1994.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Trustees' annual report

For the year ended 31 March 2025

The trustees are planning to change the charity's articles of association in the next financial year to bring them more up to date. Charity Commission support for these changes will be obtained before any changes are made; they will then be notified to Companies House.

All trustees give their time voluntarily and receive no benefits from the charity. The disclosure of consultancy work completed by one Trustee is shown on page 22.

Appointment of trustees

Patrons and Trustees are recruited by personal contact through the business of the charity or through the trustees, or by advertising in appropriate media.

Where the board identifies a skill gap it recruits trustees to fill it. Potential trustees are suggested to the Board, an interviewing panel is arranged and information such as annual report, annual accounts and publicity leaflets are sent. After a positive interview potential trustees are invited to visit one of the residential projects and to attend a Board meeting after which trustees decide whether or not to appoint. The new trustee is then invited to join the Board. Following this there is an induction and then further information on the activities of the charity will be available through Board meetings, further visits and meetings with staff and through attendance at conferences which the charity organizes from time to time.

The membership of the Board of Trustees has been consistent in 2024-2025, with the resignation of only one trustee, Laura Chesham. Laura Eeles continues to be Treasurer and Michael Watson Chair.

Related parties and relationships with other organisations

Fairhall Court and George Dooley House are supported living services run in partnership with Central and Cecil Housing Trust (CCHT). These services provide supported housing for up to sixteen clients. CHT is responsible for providing support and therapeutic services, and CHT maintain responsibility for the housing management. Central and Cecil has been taken over by another Housing Association, Aster Group, and we are in discussions with them about ongoing agreements over the two properties; they have indicated that they have no immediate plans for change.

Onkar House is leased from a private owner. CHT provides the support and manages the day-to-day activities and maintenance of the property and provides the housing management. There is one year left to run on the lease and we are considering extending the lease for at least one year when this lease expires.

We worked with Qualifi on the re-accreditation of our Diploma in Relational Practice in Mental Health, which has to be done every three years; we successfully enrolled three external students, all from the NHS, as a pilot, and all have now completed the Diploma. We will pilot charging fees in 2025-2026.

We are applying for planning permission for the building of a block of 8 flats in the garden of Mount Lodge, with the support of East Sussex County Council. If granted we will look for a housing association partner with which to develop them.

Trustees' annual report

For the year ended 31 March 2025

Fundraising compliance

CHT does not engage in public fundraising and does not use professional fundraisers or commercial participators. CHT nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there was no non-compliance of these regulations and codes and CHT received no complaints relating to its fundraising practice.

Remuneration policy for key management personnel

CHT aims to benchmark all salaries against equivalent size organisations in the charity sector. Pay is reviewed annually; increments for individual staff are within pre-set pay bands and according to performance and skill criteria. CHT is compliant with new national pension legislation and living wage agreements.

Statement of responsibilities of the trustees

The trustees (who are also directors of Community Housing and Therapy for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which 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:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Community Housing and Therapy

Trustees' annual report

For the year ended 31 March 2025

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £10 each to the assets of the charity in the event of winding up. The total number of such guarantees on 31 March 2025 was 10 (2024:11). The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

The trustees' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The trustees' annual report has been approved by the trustees on 6th October and signed on their behalf by

Laura Eeles
Treasurer

Independent auditors' report

To the members of

Community Housing and Therapy

Opinion

We have audited the financial statements of Community Housing and Therapy (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- 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 Community Housing and Therapy'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 trustees' 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' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual 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, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, 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.

Independent auditors' report

To the members of

Community Housing and Therapy

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. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting

Independent auditors' report

To the members of

Community Housing and Therapy

estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: 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.

Farrah Kitabi (Senior statutory auditor)

25 November 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Community Housing and Therapy

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations and legacies	2	10,794	133,090	143,884	10,031	90,750	100,781
Charitable activities							
Care		3,771,785	–	3,771,785	3,795,545	–	3,795,545
Training		17,672	–	17,672	8,803	–	8,803
Other Income		42,489	11,065	53,554	33,389	–	33,389
Total income		3,842,739	144,155	3,986,894	3,847,768	90,750	3,938,519
Expenditure on:							
Raising funds		38,161	–	38,161	39,759	–	39,759
Charitable activities							
Care		3,628,333	67,000	3,695,333	3,625,549	20,200	3,645,749
Training		113,579	10,000	123,579	27,913	11,000	38,913
Total expenditure	3	3,780,073	77,000	3,857,073	3,693,221	31,200	3,724,421
Net income and net movement in funds for the year		62,667	67,155	129,821	154,547	59,550	214,098
Reconciliation of funds:							
Total funds brought forward		2,335,162	379,898	2,715,060	2,180,615	320,348	2,500,963
Total funds carried forward		2,397,828	447,053	2,844,881	2,335,162	379,898	2,715,060

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 15 to the financial statements.

Community Housing and Therapy

Balance Sheet

Company no. 2940712

As at 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	9		<u>3,674,171</u>		<u>3,766,569</u>
			3,674,171		3,766,569
Current assets:					
Debtors	10	249,092		334,399	
Cash at bank and in hand		<u>1,288,431</u>		<u>1,054,056</u>	
		1,537,523		1,388,455	
Liabilities:					
Creditors: amounts falling due within one year	11	<u>(476,009)</u>		<u>(505,258)</u>	
Net current assets			<u>1,061,514</u>		<u>883,197</u>
Total assets less current liabilities			4,735,684		4,649,766
Creditors: amounts falling due after one year	12		<u>(1,890,803)</u>		<u>(1,934,706)</u>
Total net assets			<u>2,844,881</u>		<u>2,715,060</u>
The funds of the charity:					
Restricted income funds	14		447,053		379,898
Unrestricted income funds:					
General funds		<u>2,397,828</u>		<u>2,335,162</u>	
Total unrestricted funds			<u>2,397,828</u>		<u>2,335,162</u>
Total charity funds			<u>2,844,881</u>		<u>2,715,060</u>

Approved by the trustees on 6 October 2025 and signed on their behalf by

Laura Eeles
Treasurer

Community Housing and Therapy

Statement of Cash Flow

For the year ended 31 March 2025

	2025 £	£	2024 £	£
Cash flows from operating activities				
Net income for the reporting year (as per the statement of financial activities)	129,821		214,098	
Depreciation charges	140,059		146,866	
Decrease in debtors	85,307		142,261	
(Decrease)/increase in creditors	<u>(36,987)</u>		<u>99,908</u>	
Net cash provided by operating activities		318,200		603,133
Cash flows from investing activities:				
Payments for Furniture and Leasehold improvement	<u>(47,659)</u>		<u>(127,070)</u>	
Net cash (used in) investing activities		(47,659)		(127,070)
Cash flows from financing activities:				
Repayments of borrowing	(36,166)		(34,177)	
Net cash used by financing activities		(36,166)		(34,177)
Change in cash and cash equivalents in the year		234,375		441,886
Cash and cash equivalents at the beginning of the year		<u>1,054,056</u>		<u>612,170</u>
Cash and cash equivalents at the end of the year		<u>1,288,431</u>		<u>1,054,056</u>

1 Accounting policies

a) Statutory information

Community Housing and Therapy is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address and principal place of business is Unit WG10 Vox Studios, 1–45 Durham Street, London, SE11 5JH.

b) Basis of preparation

The financial statements 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)– (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

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.

c) Public benefit entity

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

d) Going concern

After assessing the current performance of CHT, the trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Further detail is provided in the trustees' annual report.

e) 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.

Grants and donations are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of provision of residential accommodation, care and support for people experiencing mental health problems or emotional distress undertaken to further the purposes of the charity and their associated support costs

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

1 Accounting policies (continued)

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned based on staff time which are an estimate of the amount attributable to each activity.

Support and governance costs are re-allocated to each of the activities based on an estimate of the amount of staff time or usage attributable to each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

● Land	nil
● Freehold buildings	50 years
● Fixtures and fittings	5 years
● Leasehold improvements	5 years

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) 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. Cash balances exclude any funds held on behalf of service users.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1 Accounting policies (continued)**n) 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.

o) Pensions

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

2 Donations and legacies

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Vernon N Ely Charitable Settlement	10,000	–	10,000	10,000	–	10,000
Elly Jansen award	–	50,000	50,000	–	50,000	50,000
The National Lottery Community Fund	–	51,802	51,802	–	–	–
The Adint Charitable Trust	–	10,000	10,000	–	10,000	10,000
William Allen Young Charitable Trust Foundation	–	5,000	5,000	–	5,000	5,000
Shanly Foundation	–	3,000	3,000	–	2,000	2,000
Chalk Cliff Trust	–	5,000	5,000	–	–	–
The Truemark Trust	–	5,000	5,000	–	–	–
PF Charitable Trust	–	2,000	2,000	–	2,800	2,800
Donation from B&Q Foundation	–	–	–	–	10,000	10,000
Donation from Screfix Foundation	–	–	–	–	5,000	5,000
Ladbrokes Coral Trust	–	–	–	–	1,000	1,000
Charles S French Charitable Trust	–	–	–	–	2,000	2,000
Other donations	794	1,288	2,082	31	2,950	2,981
Total	10,794	133,090	143,884	10,031	90,750	100,781

Community Housing and Therapy

Notes to the financial statements

For the year ended 31 March 2025

3a Analysis of expenditure (current year)

	Cost of raising funds £	Charitable activities		Governance costs £	Support costs £	2025 Total £	2024 Total £
		Care costs £	Training costs £				
Staff costs (Note 5)	28,585	2,241,603	67,049	54,071	305,342	2,696,650	2,427,269
Food and consumables	-	96,665	-	-	16,785	113,450	112,254
Lights and heat	-	97,304	-	-	1,915	99,219	119,571
Furniture, equipment and maintenance	-	161,126	-	-	17,937	179,063	253,879
Accounting and Audit fees	-	-	-	14,640	-	14,640	14,102
Legal and professional	-	16,323	-	-	-	16,323	11,392
Travel and motor	-	36,236	-	-	55,578	91,814	83,116
Printing, postage and stationery	-	6,706	-	-	2,841	9,547	7,241
Rent and rates	-	86,931	-	-	68,861	155,792	146,073
Telephone and insurance	-	97,710	-	-	9,558	107,268	97,814
Loan interest	-	161,049	-	-	-	161,049	163,313
Bad debts	-	(18,813)	-	-	-	(18,813)	56,530
Staff training, conference and welfare	-	-	42,165	-	-	42,165	27,913
Consultancy	-	24,547	-	-	-	24,547	33,678
Depreciation	-	140,059	-	-	-	140,059	146,866
General	-	22,095	-	-	-	22,095	15,940
Elly Jansen award	-	2,205	-	-	-	2,205	7,470
	28,585	3,171,746	109,214	68,711	478,817	3,857,073	3,724,421
Support costs	9,576	454,876	14,365	-	(478,817)	-	-
Governance costs	-	68,711	-	(68,711)	-	-	-
Total expenditure 2025	38,161	3,695,333	123,579	-	-	3,857,073	-
Total expenditure 2024	39,759	3,645,749	38,913	-	-	3,724,421	-

Community Housing and Therapy

Notes to the financial statements

For the year ended 31 March 2025

3b Analysis of expenditure (prior year)

	Cost of raising funds £	Charitable activities				2024 Total £	2023 Total £
		Care costs £	Training costs £	Governance costs £	Support costs £		
Staff costs (Note 5)	16,091	2,010,397	11,000	49,395	340,385	2,427,269	2,194,907
Food and consumables	–	101,709	–	–	10,545	112,254	104,854
Lights and heat	–	118,090	–	–	1,481	119,571	94,957
Furniture, equipment and maintenance	–	243,504	–	–	10,375	253,879	141,525
Accounting and Audit fees	–	–	–	14,102	–	14,102	13,560
Legal and professional	–	–	–	11,392	–	11,392	9,615
Travel and motor	–	35,940	–	–	47,176	83,116	71,037
Printing, postage and stationery	–	5,101	–	–	2,140	7,241	8,398
Rent and rates	–	84,681	–	–	61,392	146,073	147,637
Telephone and insurance	–	84,565	–	–	13,249	97,814	86,871
Loan interest	–	163,313	–	–	–	163,313	108,700
Bad debts	–	56,530	–	–	–	56,530	33,780
Staff training, conference and welfare	–	–	27,913	–	–	27,913	26,787
Consultancy	23,668	10,010	–	–	–	33,678	47,184
Depreciation	–	146,866	–	–	–	146,866	124,135
General	–	13,840	–	–	2,100	15,940	28,251
Elly Jansen award	–	7,470	–	–	–	7,470	–
	39,759	3,082,016	38,913	74,889	488,844	3,724,421	3,242,199
Support costs	–	488,844	–	–	(488,844)	–	–
Governance costs	–	74,889	–	(74,889)	–	–	–
Total expenditure 2024	39,759	3,645,749	38,913	–	–	3,724,421	–
Total expenditure 2023	57,463	3,157,948	26,787	–	–	3,242,199	–

Community Housing and Therapy

Notes to the financial statements

For the year ended 31 March 2025

4 Net income for the year

This is stated after charging:

	2025 £	2024 £
Depreciation	140,059	146,866
Interest payable	161,049	163,313
Operating lease rentals:		
Property	107,553	100,556
Other	6,953	6,420
Auditors' remuneration (excluding VAT):		
Audit	12,200	11,750

5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,879,427	1,681,689
Social security costs	193,179	169,962
Employer's contribution to defined contribution pension schemes	69,466	64,025
Other staff costs	554,578	511,592
	<u>2,696,650</u>	<u>2,427,269</u>

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2025 No.	2024 No.
£60,000–69,999	1	1
£70,000 – £79,999	2	–
£100,000 – £109,999	1	1

The total employee benefits including pension contributions of the key management personnel were £293,910 (2024: £259,066).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £1,501 from two trustees (2024: £2,275).

6 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as

	2025 No.	2024 No.
Charitable activities	48	47
Support	6	5
	<u>54</u>	<u>52</u>

7 Related party transactions

There were no donations from related parties which are outside the normal course of business and no restricted donations from related parties (2024: none).

One of the trustees, Dr Susan Mizen, worked as a consultant during the year with a total payment of £24,000.

8 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

9 Tangible fixed assets

	Freehold buildings £	Furniture, fittings and equipment £	Leasehold improvements £	Total £
Cost or valuation				
At the start of the year	5,016,482	51,217	215,884	5,283,583
Additions in year	–	4,270	43,389	47,659
Disposal	–	(21,005)	–	(21,005)
At the end of the year	<u>5,016,482</u>	<u>34,482</u>	<u>259,273</u>	<u>5,310,237</u>
Depreciation				
At the start of the year	1,361,972	37,777	117,264	1,517,013
Charge for the year	100,330	2,810	36,919	140,059
Disposal	–	(21,005)	–	(21,005)
At the end of the year	<u>1,462,302</u>	<u>19,582</u>	<u>154,183</u>	<u>1,636,067</u>
Net book value				
At the end of the year	<u><u>3,554,180</u></u>	<u><u>14,900</u></u>	<u><u>105,090</u></u>	<u><u>3,674,171</u></u>
At the start of the year	<u><u>3,654,510</u></u>	<u><u>13,440</u></u>	<u><u>98,620</u></u>	<u><u>3,766,570</u></u>

All of the above assets are used for charitable purposes.

10 Debtors

	2025 £	2024 £
Trade debtors	176,173	269,628
Other debtors	28,355	28,355
Prepayments	12,802	28,703
Accrued income	31,762	7,713
	<u>249,092</u>	<u>334,399</u>

Community Housing and Therapy

Notes to the financial statements

For the year ended 31 March 2025

11 Creditors: amounts falling due within one year

	2025 £	2024 £
Bank loans and overdraft	42,887	35,149
Trade creditors	50,623	66,116
Other creditors	141,926	195,895
Accruals	240,573	208,098
	<u>476,009</u>	<u>505,258</u>

12 Creditors: amounts falling due after one year

	2025 £	2024 £
Bank loans	1,890,803	1,934,706
	<u>1,890,803</u>	<u>1,934,706</u>
Due between one to two years	46,443	38,252
Due between two to five years	161,685	135,803
Due after five years	1,682,675	1,760,651
	<u>1,890,803</u>	<u>1,934,706</u>

Interest is payable at 3.25% above the base rate.

The company has one loan from Charity Bank and the loan is secured by a charge on the freehold properties with a net book value of £3,554,180.

13 Pension scheme

The company operates a group defined contribution scheme for all employees, the assets of which are held by Royal London. At 31 March 2025 £11,066 was owed to the Royal London (2024: £9,187). The pension charge for the year was £69,466 (2024: £64,025).

14a Analysis of net assets between funds (current year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	3,227,118	447,053	3,674,171
Net current assets	1,061,514	–	1,061,514
Long term liabilities	(1,890,803)	–	(1,890,803)
Net assets at the end of the year	2,397,828	447,053	2,844,881

14b Analysis of net assets between funds (prior year)

	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	3,386,671	379,898	3,766,569
Net current assets	883,197	–	883,197
Long term liabilities	(1,934,706)	–	(1,934,706)
Net assets at the end of the year	2,335,162	379,898	2,715,060

Community Housing and Therapy

Notes to the financial statements

For the year ended 31 March 2025

15a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers between funds £	At 31 March 2025 £
General unrestricted funds:	2,335,162	3,842,739	(3,780,073)	–	2,397,828
Restricted funds:					
Bridget Bordewich Bursary Fund	220,348	–	–	–	220,348
Elly Jansen award	142,530	55,145	(2,205)	–	195,470
The National Lottery Community Fund	–	51,802	(48,732)	–	3,070
Donation from B&Q Foundation	8,000	–	(2,000)	–	6,000
The Adint Charitable Trust	–	10,000	(10,000)	–	–
Donation from Screfix Foundation	4,000	–	(1,000)	–	3,000
William Allen Young Charitable Trust Foundation	3,711	5,000	(4,546)	–	4,165
PF Charitable Trust	–	2,000	–	–	2,000
Chalk Cliff Trust	–	5,000	–	–	5,000
Shanly Foundation	–	3,000	–	–	3,000
The Truemark Trust	–	5,000	–	–	5,000
Other donations	1,309	1,288	(2,597)	–	–
Total restricted funds	379,898	138,235	(71,080)	–	447,053
Total funds	2,715,060	3,980,974	(3,851,153)	–	2,844,881

15b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers between funds £	At 31 March 2024 £
General unrestricted funds:	2,180,615	3,847,768	(3,693,221)	–	2,335,162
Restricted funds:					
Bridget Bordewich Bursary Fund	220,348	–	–	–	220,348
Elly Jansen award	100,000	50,000	(7,470)	–	142,530
Donation from B&Q Foundation	–	10,000	(2,000)	–	8,000
The Adint Charitable Trust	–	10,000	(10,000)	–	–
Donation from Screfix Foundation	–	5,000	(1,000)	–	4,000
William Allen Young Charitable Trust	–	5,000	(1,289)	–	3,711
PF Charitable Trust	–	2,800	(2,800)	–	–
Charles S French Charitable Trust	–	2,000	(2,000)	–	–
Donation from Shanly Foundation	–	2,000	(2,000)	–	–
Donation from Ladbrokes Coral Trust	–	1,000	(1,000)	–	–
Other donations	–	2,950	(1,641)	–	1,309
Total restricted funds	320,348	90,750	(31,200)	–	379,898
Total funds	2,500,963	3,938,519	(3,724,421)	–	2,715,060

Community Housing and Therapy

Notes to the financial statements

For the year ended 31 March 2025

Bridget Bordewich Bursary Fund

As the purchase of Liliias Gillies House enables Community Housing and Therapy to increase its ability to support people with a diagnosis of bi-polar disorder, the trustees agreed that the Bridget Bordewich Bursary Fund would be used to part fund the purchase of the house. The situation will be reviewed periodically to ensure that the restriction of the funds is observed.

Elly Jansen award

CHT holds the fund to apply towards further thinking about the principles of the Therapeutic Communities approach; to establish an award for the best essays or research on aspects of Therapeutic Communities; and make grants to those considered suitable for research into aspects of Therapeutic Communities.

The National Lottery Community Fund

Donated £51,802 in two instalments. The first, £25,901 in May 2024 and the second, £25,901 in December 2024. These grants represent the first year of a three-year grant (totalling £157,146) to delivery our Experts by Experience programme between May 2024 and May 2026. This income covers all project activities, our Lived Experience Coordinator Salary and a 10% contribution towards overheads costs.

The Adint Charitable Trust

Donated £10,000 in August 2024 towards the annual cost to delivery our training programme, and develop the Diploma.

William Allen Young Charitable Trust

Donated £5,000 in August 2024 towards our annual Project Activity Fund, which cover travel, catering and entry fees for residents across our communities to take part in therapeutic activities taking place in February 2025 and March 2025.

Shanly Foundation

Donated £3,000 in February 2025 towards Richmond House external garden therapy room, a small capital project (total cost £10,739) which will be delivered later in 2025 (we are currently still fundraising for this project).

Chalk Cliff Trust

Donated £5,000 in November 2024 towards our annual Art Therapy programme. This money is ringfenced specifically for activities at Mount Lodge, with £3,280 allocated towards art materials / other project related activities, and £1,720 towards project related staff costs (contribution towards evaluation and supervision by our Senior Psychotherapist).

The Truemark Trust

Donated £5,000 in March 2025, part funding towards delivery of a Horticultural Therapy Programme at Highams Lodge between April 2025 and March 2026. (Total cost of the project, £11,298). This grant can be used for project costs and proportionate permanent CHT staff salary costs as they pertain to this project – for example, evaluation, supervision and project management.

PF Charitable Trust

Donated £2,000 in March 2025 part funding towards delivery of a Horticultural Therapy Programme at Highams Lodge between April 2025 and March 2026. (Total cost of the project, £11,298). This grant can be used for project costs and proportionate permanent CHT staff salary costs as they pertain to this project – for example, evaluation, supervision and project management.

16 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property 2025 £	2024 £
Within one year	58,553	53,225
Two to five years	8,000	52,100
	66,553	105,325

17 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10.