

CRANSTOUN

Empowering People, Empowering Change

Annual Report

2024/25



Introduction from the Chair of Trustees



This has been a very busy year for everyone at Cranstoun, with some huge achievements that have made a real difference to the lives of people who use our services. We have seen some highly significant new services begin this year, as we continue to grow as an organisation, but we have also seen some important retentions, which are critical to our success. Each new service and each retention is a sign that Cranstoun is delivering to a high standard and making a real difference to people's lives.

I have had the privilege of welcoming a number of new trustees to Cranstoun this year, who have been making an invaluable contribution to the charity, bringing new expertise and helping us to drive forward to achieve our ambitious goals.

However, one of our trustees, Naomi Burke-Shyne sadly passed away during 2025. Naomi was a truly remarkable and formidable member of the Cranstoun Board of Trustees who dedicated her life to standing up and being a force for those who far too often find themselves not being heard. She contributed so much to Cranstoun and was deeply invested in the life changing work our teams do, she is greatly missed.

The sector has also faced several challenges, including adapting to a new government and set of priorities, and the funding landscape. We've seen financial challenges across the third-sector, around costs to National Insurance, and Cranstoun spoke out against the impact that this could have on us. However, despite those challenges, the team has been highly effective and has ensured that the finances of the charity are in a strong position as we head into the final period of our current strategy.

Cranstoun's people, our staff, volunteers and supporters are the people who change lives every day, and this year's annual report highlights the growing impact that they are all making.

We are on track to achieve something really special at the end of our strategy, which is all down to strong direction, a clear set of values and a dedicated team right across Cranstoun.

In 2024/25 we have continued to develop our project on organisational data quality, and have been overhauling the way we use and interpret data with the latest technology, including how we make the most out of artificial intelligence tools. We have also continued to see some great strides when it comes to our innovation projects which are highlighted in this report.

The next year is going to be busy and challenging as we set out our next five-year strategy, but I know that everyone at Cranstoun will rise to the challenge and ensure that the future remains bright.

A handwritten signature in black ink, appearing to read 'Lesleigh Bounds'.

Lesleigh Bounds, Chair of Trustees

Introduction from the Chief Executive



As the incoming Chief Executive, I would like to acknowledge and congratulate colleagues on their strong performance over the past year. Their commitment, professionalism and shared belief in Cranstoun's mission have continued to drive positive outcomes for the people and communities we serve. I have been struck by the dedication, compassion and resilience of our teams, whose work each day reflects our core values and purpose as a charity.

Our people and culture remain central to everything we do. Workforce shortages, together with the emotional intensity of frontline work, are challenges felt across the whole sector, making recruitment and retention more difficult and reinforcing the importance of wellbeing and reflective practice. Cranstoun's response is grounded in values-based leadership, strong supervision and a culture of care. We are building a workplace that empowers, trusts and develops our colleagues so they can perform at their best, feeling confident, supported and proud of the difference they make every day. Our digital and data strategy is improving how staff work, creating efficiencies and giving them more time to focus on what matters most.

Across all five service areas, substance use, domestic abuse, criminal justice, children and young people, and housing and homelessness, we continue to see increasing complexity of need. Many people face multiple, overlapping challenges that require integrated, trauma-informed approaches which see the whole person, not just the presenting issue. Our experience also highlights the value of early intervention and prevention. Acting early changes lives and reduces future demand on public services, yet long-term investment in prevention remains limited, an issue we will continue to advocate for nationally.

As we move forward, our focus is on consolidation, confidence and clarity of purpose. Through One Cranstoun, we are embedding consistent standards of governance, quality and assurance across every service, ensuring we remain a safe, effective and well-led organisation committed to continuous improvement. Our digital and data work will strengthen insight into performance and risk, while our quality and safeguarding framework will continue to build accountability and assurance. We continue to apply prudent financial management to sustain our strong financial position and long-term stability.

We will continue to invest in our people and partnerships, working collaboratively with local authorities, health bodies, justice partners and communities to deliver sustainable, joined-up solutions. Our cross-sector expertise positions Cranstoun as a trusted partner, bridging gaps, influencing policy and driving innovation.

None of this would be possible without the dedication of our colleagues, trustees, partners and volunteers. Each day, they bring our values to life, treating people with respect, believing in their capacity to change and working tirelessly to create opportunities for growth. Together, we believe in people's capacity to change and in creating the conditions that empower people and enable growth to thrive.

As we look ahead, Cranstoun will continue to build on its strong foundations, combining evidence with empathy, governance with innovation, and local partnership with national influence. Our commitment is simple but unwavering: to deliver excellence through compassion and play our part in shaping a fairer, safer and more inclusive society.

Carmen White, Chief Executive

Trustees Report

The Trustees of Cranstoun present their report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out on pages 31 to 34 of the attached financial statements and comply with the charitable company's Articles of Association last amended 12 August 2021, applicable laws and the requirements of the Statement of Recommended Practice for Charities (SORP FRS102, second edition).

Cranstoun exists to improve the health, safety and wellbeing of individuals and communities across the UK. Delivering services in: substance use, domestic abuse, criminal justice, housing, and support for children and young people. The work reduces harm, promotes wellbeing, prevents crime and strengthens communities. All activities are designed and delivered to advance our charitable objectives for the public good, ensuring that our resources are used effectively and in line with the Charity Commission's guidance on public benefit.

Most of Cranstoun's income continues to come from commissioned services. However, we are expanding our fundraising activity to diversify income and extend our reach. All fundraising is carried out in line with the Charity Commission's guidance and the Code of Fundraising Practice. Cranstoun is registered with the Fundraising Regulator and is committed to maintaining the highest standards of transparency, integrity and accountability in all fundraising activities.

Structure, Governance and Management

Constitution

Cranstoun is a company limited by guarantee and a registered charity.

Organisation

The Board of Trustees is responsible for the governance and strategic direction of the charity. The Strategic Leadership Team manages the charity on a day-to-day basis.

Group structure and related parties

Trustees

A full listing of Cranstoun's Trustees is presented on page 25. All Trustees are members of the charity and agree to contribute £1 in the event of a winding up. All Trustees present themselves for election at the first Trustees' meeting, following their appointment and thereafter one third of the Trustees stand for re-election each year. As a company limited by guarantee, with no share capital, none of the Trustees has any beneficial interest in the charitable company.



During the year committees of Trustees deal with specific areas of the charity's governance as follows:

Nomination & Remuneration Committee (NaRC)

Laura Mayes (Chair)
Lesleigh Bounds
Winston North
Katherine Patel (to Nov 2024)

Innovation & Development Committee

David Alcock (Chair)
Alastair Graham
Naomi Burke-Shyne
Gary Ritchie
Emma Dearnley
Chirag Patel

Finance & Audit Committee

Winston North (Chair)
Katherine Patel (Chair to Nov 2024)
David Alcock
Lesleigh Bounds

Quality, Governance & Safety Committee

Gail Gilchrist (Chair)
Franklin Apfel (Chair to April 2024)
Anne Campbell
Andy Furlong

Selection and appointment of Trustees

The Group Nomination and Remuneration Committee (NaRC), as a sub-Committee of the full Board of Trustees, oversees the selection and appointment of Trustees as well as attending to any training and development issues related to the Trustee Board.

Together with the utilisation of informal networks, Cranstoun also works with specialist recruitment organisations to strengthen the Board when necessary. Potential Trustees are offered a phased engagement with the organisation. Informal meetings with senior staff and Trustees are undertaken, including the opportunity of site visits to operational services and the central office. If mutually agreed, Trustees are then appointed in accordance with the company's Articles of Association.

Trustees are selected against the requirements of a ratified 'Board Role Profile' and 'Trustee Person Specification', which identify the relevant skill and knowledge sets being sought by the charity. New Trustees' induction includes the provision of a Governance Manual, which details roles and responsibilities of Trustees and presents the strategic and operational plans of the charity.

Further induction incorporates visits to operational sites with additional training or support provided according to identified need.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Cranstoun for the purposes of company law) are responsible for preparing the Trustees' Report (including the Strategic 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 that give a true and fair view of the state of affairs and the income and expenditure of the charitable company and the group 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 have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on a going concern basis unless it's inappropriate to presume that the charitable company will continue in business

The Trustees are responsible for keeping proper accounting records that disclose, with reasonable accuracy at any time, the financial position of the charitable company and group and to enable them to ensure the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Trustees 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 auditor is aware of that information

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included in the charitable company's website. Legislation in England and Wales governing the preparation and dissemination of financial statements and other information included in Trustees' reports may differ from legislation in other jurisdictions.

Pay policy for senior staff

The pay of the Leadership Team (key management personnel) is reviewed annually by the NaRC and ratified by the Board of Trustees. This review takes into account general wage inflation, performance against objectives, any pay increases available to staff and benchmarking of the salaries and benefits of senior executives in similar organisations.



Objectives & Activities

Cranstoun's vision, purpose and mission sit at the heart of our five-year strategy (2021-2026).

The key words of 'safer' and 'healthier' remain core to our purpose and are key to the outcomes that people who use our services desired in consultation with them in producing the new strategy.

Our mission explains how we will achieve our vision and will include areas such as investment in innovation and development, growing our profile in the policy space and working in collaboration with other organisations and partners across the globe.

Our vision

To be a world-class leader in rebuilding lives.

Our purpose

To inspire and empower people to live healthier and safer lives.

Our mission

To identify, develop and deliver innovative, evidence-informed solutions that rebuild lives.

Objects of Cranstoun

The objects of the charity are:

- The relief and reduction of harm caused by drug and alcohol use to individuals and communities; and
- The relief of poverty, sickness, deprivation and distress among persons who are dependent upon or affected by dependence on drugs, alcohol and other similar substances or compounds of possible or suspected danger to the individual and the community; and
- The relief of poverty, sickness and distress and the provision of financial assistance among those related or dependent upon those persons referred to above; and
- The education and training of individuals and the community at large and the advancement of education and training in the dangers arising from the habitual or isolated or other use of drugs or alcohol together with the publication of material relating to dependence upon drugs or alcohol; and
- To undertake research into the special problems arising from persons with drug or alcohol problems and into methods of alleviating them and to publish the results of such research; and
- The prevention of dependence upon drugs or alcohol, the consultation, treatment and care of those suffering from and the rehabilitation of those relieved from dependence upon drugs or alcohol; and
- The provision of facilities for recreation and other leisure occupation for persons with drug or alcohol problems in the interests of their social welfare within the meaning of the Recreational Charities Act 1857 and as limited in that Act; and
- The advancement of education; and
- The relief of need in individuals arising from their youth, age, gender, infirmity or disability, financial hardship or social circumstances; and
- Such other exclusively charitable activities as the Trustees may from time to time determine.

Our Values

Ambitious

Collaborative

Respectful

Compassionate

Creative

Strategic Report

In 2024/25, Cranstoun has been delivering and progressing through the penultimate year of our five-year strategy at pace.

There have been several key achievements in terms of new services launched and retained, including the Worcestershire Substance Use Service, Sutton Domestic Abuse Service and expanding our Arrest Referral Service to Warwickshire and to Durham.

We held the second Social Justice Conference in September 2024, bringing together people from across all key areas we work in to hear some powerful testimonies and have some highly engaged discussions. Across the three days attendees were able to hear from some of the leading voices, nationally and internationally, on substance use, domestic abuse, criminal justice, homelessness and children and young peoples' services.

We have continued to have a significant external presence, contributing to news stories with the likes of BBC, Sky, ITV, The Big Issue, LBC and Heart on a range of topics – including continuing to have a voice on the subject of synthetic opioids and the serious risks that a changing and ever more dangerous drugs market in the UK is likely to pose. Cranstoun has also continued to be active on the world stage, attending and showcasing our innovative work across Europe and North America in 2024/25.

Care Quality & Governance

Over the last year we have successfully maintained our ISO 9001 (Quality Management Systems) and ISO 45001 (Occupational Health and Safety Management System) certification alongside Cyber Essentials and the NHS Data Security and Protection certification.

Preparation work commenced on achieving ISO 27001 (Information Security Management Systems) certification in 2025/26 alongside our work on cyber security to ensure that our systems and all information continue to be securely stored and protected.

Our commitment to continuous improvement and developing our culture of safety progressed throughout the year. In August 2024 a new Service Quality Assurance Reviews Policy was introduced for all services. This builds on our previous periodic service reviews to ensures standards are maintained and developed to ensure caring, safe and effective services.

Public Policy & Campaigning

During the year, our Policy Team has been incredibly busy. 2024/25 saw the UK hold a general election which led to a sweeping change of seats in terms of political parties, and a new government – which had several social justice issues at its core.

Cranstoun launched its own ‘manifesto’ of recommendations to an incoming government in June 2024. This included suggestions across all areas in which we work as an organisation. Those foundations have allowed us to have a laser-like focus in conversations with parliamentarians, civil servants and those in the sector and public policy spaces. This year we attended three of the political party conferences to meet and engage with a number of MPs, PCCs, Deputy Mayors and those engaged in the areas in which we work.

During the year, our policy team have led on several pieces of work, including responding to a number of Government and Local Government consultations around substance use, domestic abuse, criminal justice and housing. There have been a large number of these as the new government has sought to consult on new legislation. We have continued to support activity and responses to select committees too.

We have continued to be engaged with many All Party Parliamentary Groups:

APPG on Alcohol, Drugs and Justice
 APPG on Perpetrators of Domestic Abuse
 APPG on Youth Affairs

APPG on Domestic Violence and Abuse
 APPG on Women affected by the criminal justice system
 CPG on Substance Use (Scottish Parliament)

Cranstoun has also led and been part of several other campaigns during the year. This has included supporting the 16 Days of Activism against Gender-based Violence, the OATH for a better ageing society. We have also been supporting the campaigning of Karma Nirvana, who have been campaigning for better recognition of the impact of honour-based violence, and improving responses to this type of abuse.



Fundraising

It's been an exciting year for fundraising at Cranstoun, with 20 people taking part in our first challenge event: the Cranstoun Charity Abseil at Millenium Point, Birmingham. We raised £10,000 towards our new youth hub, ROUTES. Thanks to all those who took part and supported the event.

We've also seen an increase in grants from trusts and foundations. These include funding from The 29th May 1961 Charitable Trust, Shanly Foundation and the Edward Cadbury Charitable Trust. We are also grateful to the Heart of England Inclusive Communities Fund for their grant towards youth participation and involvement at ROUTES.

April 2024 marked the beginning of a vital three-year partnership with the Glasspool Charity Trust. As a Flexible Frontline Fund delivery partner, Cranstoun disburses individual grants to the people we support. These grants are a lifeline for those in need, helping them to improve their financial position; to feel better able to manage their lives; and to have a more settled home.

Cranstoun were delighted to have received sponsorship from Camarus and Ethypharm towards our Social Justice Conference, held in Birmingham in September.



Our Services in 2024/25



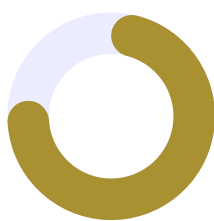
In the 2024/25 period, we saw a 41.98% increase overall in the number of unique referrals across all of services for Substance Use, Criminal Justice, Domestic Abuse, Housing and Homelessness, Children & Young People and Employment services.



Year on Year Increase in Referrals across Services

**27%**

Substance Use

**78%**

Criminal Justice

**36%**

Domestic Abuse

**43%**Housing and
Homelessness**25%**Children and Young
People

Proportion of People Worked With By Service Area

Substance Use

**41%**

Criminal Justice

**22%**

Domestic Abuse

**26%**

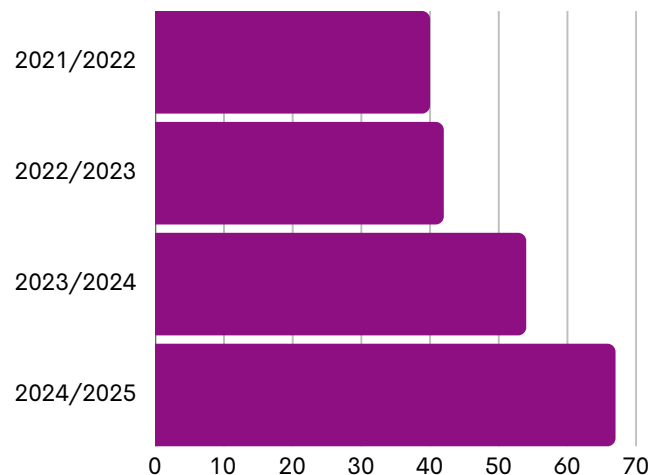
Housing and Homelessness

**5%**

Children and Young People

**6%**

Our Growth In Services

**Number of Services being Delivered**

40	42	54	67
2022	2023	2024	2025

Adult Substance Use Services

In 2024/25 we operated Adult Substance Use Services in the Royal Borough of Windsor & Maidenhead, Sandwell, London Borough of Sutton, Wokingham and Worcestershire. We supported more than 10,500 people across our substance use services, and saw more than 7,500 referrals.

As we continue to respond to the national, growing threat of synthetic opioids including nitazenes, we have been working within our communities to promote naloxone carriage, providing training to many professionals and people who may need to respond to overdose. We have provided more than 1600 naloxone kits during the year across all of our services. Also key to reducing the dangers that these types of substances pose is working with more people to ensure they access treatment and opioid substitution therapy.

We had our model of outreach, 'DEMO' evaluated, which brings our service to individuals, including the prescribing of OST. We continue to educate people who use drugs on how they can protect themselves, reduce risks and harms and make safer choices. Our Enhanced Overdose Response Training goes above and beyond standard naloxone training, integrating it with relevant aspects of Basic Life Support (BLS), scene management and postvention care. West Midlands Police have had many of their key staff trained by us, including those in Serious Organised Crime and Forensic Units.

Sandwell micro-elimination of Hep C

In our Sandwell service the team worked incredibly hard to achieve a landmark milestone to micro-eliminate Hepatitis C. Hepatitis C is an infection of the liver which continues to attack the organ over time and, if left untreated can lead to life-threatening damage including liver cancer or failure. Symptoms often don't show until it's too late. We aim to replicate this achievement in all service areas.

Individual Placement and Support

In Sandwell and Worcestershire we have also been able to benefit from funding to deliver an employment programme called 'Individual Placement and Support' (IPS). This programme is allowing people who use these services to access employment specialists who can work with them to build their confidence and support them into work. We know that being in work, and maintaining a job helps to provide stability and for many people who use or have used drugs, they may have been out of work for some time. We have seen some very promising results already with more than 45 people being supported into work in the first year of the programme running.

Sutton Saturday Service – Inspire Recovery Lounge

We were incredibly aware that weekends can be a difficult time for some people who continue to use or have stopped using alcohol and drugs. In response to this the Sutton team developed a Saturday offer.

Our Saturday sessions are open to the wider Sutton recovery community for anyone wanting a safe space to spend time having fun with peers away from the temptations of drug or alcohol use.

We have trained staff on site to offer some low-level help and support if needed but our space is not appropriate for those experiencing crisis or in need of structured intervention.



Identifying cognitive impairment in people who use alcohol

Our services have recognised that supporting long term dependent drinkers can be challenging as this cohort struggle to engage with conventional service delivery. They often miss appointments or attend late, they may forget to complete actions set between appointments, and in some cases are unable to remember and report how much they are drinking. This sometimes leads to them being discharged from crucial partner services due to what is perceived as non-engagement.

Our Wokingham service has seen this problem first hand with multiple people being discharged from other services such as Adult Social Care and Housing without receiving the support they need. In light of this, the team has designed a training package to inform and educate professionals around Alcohol Related Brain injury (ARBI). This training has been delivered to Wokingham Adult Social Care and to date, 49 social workers have been completed the training.

The session focuses on raising awareness of what ARBI is and how to identify it. The sessions have helped facilitate discussions on how best to support this cohort and has led to the development of a referral pathway into a dedicated team within adult social care. This means that these individuals are given more opportunities to engage with social care support and the support offered is more flexible to allow for the complex behaviours this condition can present. The training is being expanded across all substance use services to be delivered to partners who come into contact with this vulnerable group.

Relational Supervision

Growing Edge have been working alongside the team at Cranstoun in implementing training people to provide Relational Supervision. This work has emerged as part of actions developed from both internal reflection and national recommendations. This training has now been accredited by Addiction Professionals.

We know that working with people who experience complex needs and regular exposure to vicarious trauma can have a significant impact on the wellbeing of employees. This knowledge has proactively driven us to ensure we are not only offering the most up to date and effective training but also ensuring there is consistency in the offer of this across the organisation with effective and supportive supervision. The first group of Supervisors completed the training in July and have been accessing monthly supervising the supervisor sessions. This is being rolled out across adult substance use services and Children and Young person services.

Cranstoun has implemented planned interventions to support individuals facing risk and crisis who require specialist services, utilising both single and multiagency approaches. These interventions encompass comprehensive assessments, a range of psychosocial and pharmacological evidence-based treatments, and highly specialised care, including residential support for the most complex cases. Through these efforts, Cranstoun has significantly improved successful exits from Tier 3 to Tier 4 services across all contracts.



Children & Young Peoples' Services

In our Children and Young Peoples' Services in 2024/25 we have continued to provide substance use and wellbeing support in Buckinghamshire, Dudley, Oxfordshire, Sutton, Wokingham and Worcestershire. In Dudley, with the support of some external funding and our Innovation Fund, we successfully launched our ROUTES Youth Hub, which is detailed further in the Innovation and Development section of this report.

Across the country we worked with over 1,600 children and young people in 2024/25.

In our services, we have continued to work with people around their substance use. We have seen issues relating to ketamine and vaping rise especially over the past year, and our dedicated team of workers have been supporting people to manage their use and help people understand the risks associated with these. Our teams have also continued to deal with issues relating to cannabis and nitrous oxide as particular substances being used in all service areas.

This is particularly concerning as we have seen a rise in the number of contaminated batches of ketamine, as well as vapes. It is more important than ever that we have been educating and working with children and young people to give them the correct advice in an everchanging and increasingly dangerous drugs market. In our Sutton and Dudley Here4YOUth services we have extended our offer to provide specific contaminated/vaping support to include school nurse and teacher training sessions with complimentary guidance packs and workshops as part of RSHE and individual support.

We have worked with our colleagues to provide information on social media to tackle disinformation relating to these drugs and help young people make informed decisions.

Our team in Dudley continue to provide social prescribing for young people via Dudley Group Foundation Trust to help them take control of their health and wellbeing, improve their health outcomes and maintain a healthy lifestyle. The team develop trusted relationships by giving time to focus on a personalised holistic approach of 'what matters to them' by introducing or reconnecting to activities, hobbies, groups or support services, and signposting where appropriate.



Criminal Justice Services

Over the past year, Cranstoun's Criminal Justice Services achieved significant milestones across all our services. In the West Midlands, The Cranstoun Arrest Referral Service (CARS) secured additional funding that enabled the employment of three dedicated court workers. This strategic investment directly contributed to a marked increase in successful outcomes for Drug Rehabilitation Requirements (DRRs) and Alcohol Treatment Requirements (ATRs) throughout the region. We were also able to secure a six-month contract extension to carry the service through the tender period contract we were ultimately successful in winning and will relaunch with some exciting new changes in October 2025.

This year saw the launch of CARS in Warwickshire April 2024 and Durham in January 2025. The teams rapidly began delivering excellent outcomes, establishing strong and productive relationships with local commissioners and proving the success of the model to support people into treatment services.

During the year we also saw some significant developments within our substance use service in HMP Birmingham, where an extensive recruitment drive has helped to transform the way we run the service. The positive shift was reflected in the annual staff survey, which showed marked improvements compared to the previous year. We also welcomed our first trainees to HMP Birmingham during the year, with two positions filled, further enhancing the team's capacity and future leadership.

Our pre-arrest diversion programme, DIVERT, experienced record levels of engagement in 2024/25, achieving nearly 5,000 referrals over the year while maintaining excellent outcome and engagement rates. This success was recognised with a one-year contract extension for 2025/26, accompanied by increased funding to support the service which is making a real difference.

We actively showcased our services on national and international stages, presenting at numerous conferences and webinars throughout the year. Highlights included the European Harm Reduction Conference in Warsaw, Police Treatment and Community Collaborative (PTACC) in Seattle, the OEV/LEAP Police Mental Health conference at Birmingham University of Law, and the Addiction Professionals Criminal Justice webinar.

This year, we were proud to host our second ELEVATE placement in partnership with the Criminal Justice Alliance, a leadership initiative supporting those with lived experience of the criminal justice system. Our involvement extended to sponsoring and judging the CJA ELEVATE Graduates Awards, reinforcing our commitment to supporting emerging leaders in the sector.

Our Criminal Justice services are designed to free up police resources and reducing reoffending rates. Our goal is to decrease criminal justice costs and caseloads, helping to address the unprecedented backlog of cases. In the West Midlands Police Force area alone, our Arrest Referral Service is estimated to have saved taxpayers at least £20 million.

We are now working to expand this successful model to other police force areas across England, aiming to enhance access to mental health support and psychosocial interventions for those in need. In 2024/25, we achieved a 97.9% successful outcome exit rate for all individuals we supported.



Domestic Abuse Services

We have continued to expand our Domestic Abuse services in 2024/25, Cranstoun has been successful in over 90% of submitted bids during the year. We worked with more than 6,700 people over the course of 24/25.

We have also been broadening our scope to provide greater support for victims and survivors, launching new refuges in the year in Sutton and Harrow, we have also launched a new Ministry of Justice-funded complex needs service.

We have also been contributing on the international stage, with 2024/25 seeing us join the Working with Perpetrators EU organisation. Cranstoun has attended several events internationally and have been invited to present our groundbreaking work early in 2025/26 at the Ending Violence Against Women International Conference in California.

With the new government pledging to halve violence against women and girls over the next ten years, there have been new developments during the year to begin this work. We are piloting new Domestic Abuse Prevention Orders (DAPOs), which are designed to provide new measures of safety to victims and survivors.

We launched CDAIR (Cranstoun Domestic Abuse Intervention Resolution) in West Mercia and South Yorkshire during 2025/26 which is a new intervention service designed to work with standard risk, first time perpetrators of domestic abuse which is embedded into the criminal justice system, and allows us to work closely with police forces to monitor and change behaviour whilst increasing safety for victims and survivors.

We have seen a year-on-year increase in demand for our domestic abuse services across England. We now operate in numerous regions and counties, including Worcestershire, Herefordshire, Gloucestershire, Greater London, East Sussex, West and South Yorkshire, and the West Midlands. Our teams address various aspects of domestic abuse, including perpetrator intervention, men's issues and masculinities, and housing crises. Without timely intervention, domestic abuse can lead to severe physical and emotional harm, long-term trauma for victims and their families, and an increased risk of reoffending. Additionally, failure to address these issues can strain community resources, escalate social problems, and perpetuate cycles of abuse.



Housing and Homelessness

In 2024/25 we saw some new developments with our Housing and Homelessness Services.

We launched a new Supported Housing Service in Sandwell, James Bagnall, providing 34 beds. The service offers accommodation-based support for vulnerable adults who are either currently homeless or at risk of becoming homeless. That support can include life-skills, CV and job support and everything needed to empower people to live independently. We have also been able to work closely and collaboratively with our substance use service in Sandwell to provide support and drop-ins for residents.

We continue to lead the Birmingham Vulnerable Adults Housing Support Service now with increased funding, ensuring essential support continues for the city's most vulnerable residents. The period of commissioning brought challenges, such as changes to the Rough Sleepers funding which saw the Housing First service decommissioned. However, the team has transitioned to a new Street Navigator service and continues to provide support to people who have slept rough in the city who are struggling to adapt to having accommodation.

Our housing services have achieved a 20% increase in successful exits compared to 2021/22 across our contracts in the West Midlands and Wandsworth. This success reflects our commitment to addressing the complex and interwoven challenges of housing and homelessness. We have supported vulnerable adults facing not only homelessness but also the compounded difficulties of mental health issues and domestic abuse. These individuals often experience heightened vulnerabilities, such as unstable living conditions, limited access to resources, and the risk of re-traumatization, all of which we strive to address through our tailored support services.

By Q4, we had transformed the way we were running our Wandsworth Supported Housing which has resulted in a three-year funding extension.



Innovation & Development

We believe in investing in new ways to support people with innovative approaches and evidence based best practice. Over the past year, Cranstoun's innovation programme has continued to build momentum, delivering a diverse portfolio of impactful projects across our service areas. Standout initiatives include the design and development of Drugbot, which has set a new standard for AI-driven harm reduction; the development of the Women & Equal Access Offer project, which is shaping gender-responsive service design; and the trial of WODDAS (Wearable Overdose Detection Device and Alert System), a pioneering wearable technology aimed at preventing overdose fatalities. These projects reflect Cranstoun's commitment to social justice innovation and expanding access to support.

The programme's strengths lie in its bold approach to testing new ideas, strong stakeholder engagement, and agility in responding to feedback. Many projects have gained national and international recognition, reinforcing Cranstoun's reputation as a sector leader. Looking ahead, our focus is on strengthening evaluation and data capture to better evidence impact, securing sustainable funding to scale successful pilots, and navigating external barriers such as insurance and regulatory frameworks – particularly relevant for emerging areas like Overdose Prevention Centres and alternative drug treatment therapies.

WODDAS (Wearable Overdose Detection Device and Alert System)

WODDAS is a pilot project to develop and trial a wearable device that detects signs of overdose and alerts hostel staff for rapid intervention, aiming to prevent fatal overdose. The device is worn as a bracelet and is being tested at St Paul's Hostel in Worcester, in partnership with Manchester Metropolitan University, Queen's University Belfast and emergency medicine consultants.

The WODDAS project has been in active delivery over the during the year, with strong progress and growing interest from stakeholders across the harm reduction sector. To strengthen the trial and expand data collection, we are looking to extend testing to additional sites supported by external funding applications. The project has been showcased at national conferences, generating interest in future commercialisation opportunities. Queen's University Belfast is leading the evaluation, which will assess the device's effectiveness in detecting overdoses and broader health alerts. This evaluation is a key step in positioning Cranstoun as a pioneer in wearable harm reduction technology. Alongside this, WODDAS also offers promising commercial opportunities, which Cranstoun is actively exploring as part of its innovation strategy.



Drugbot

Drugbot is an AI-powered chatbot developed in partnership with Substancy, designed to provide anonymous, accessible, and accurate drug safety information to the public. It uses a conversational interface to support harm reduction, offering guidance on substances, injecting practices, and dependency.

Over the past year, extensive work has gone into designing and refining Drugbot to meet high standards of safety, usability, and relevance, we have also taken on the feedback from our previous digital offer, BuddyUp. Drugbot has been designed to be a tool which responds to what people who use drugs told us they would use to access for information, harm reduction advice without needing face-to-face contact.

The bot will launch in early 2025/26.



Women & Equal Access Offer

The Women & Equal Access Offer is a pilot delivering to the unique needs of women across Cranstoun's substance use service areas. These hubs are designed to foster trust, reduce barriers to access, and improve engagement through co-produced service design and dedicated Women's Practitioners.

By creating safe, welcoming spaces and building strong local partnerships, the WISE services aim to transform how women interact with and benefit from not just substance use support, but other services which they may need.

Youth Hub (Routes)

Routes is a walk-in youth hub located in Merry Hill Shopping Centre in Dudley, targeting young people aged 11-25. The hub offers a safe space, support services, and innovative engagement activities.

Launched in October 2024, Routes has made strong progress, engaging over 800 young people, with 69% of registered users successfully connecting to support services.

The hub's visibility and impact have grown through a range of youth-led initiatives, including drama showcases and collaborative outreach with shopping centre security - helping to intervene early and build trust with young people. Routes is gaining momentum with strong local partnerships, growing political interest, and the development of a youth charter and steering group to shape future strategy. Routes continues to demonstrate Cranstoun's commitment to innovative, youth-centred service delivery.



People

Our workforce had grown to 550 team members by the end of 2024/25. Our attendance and retention rates remain strong, with short-term staff sickness at 2%, and a voluntary turnover rate of 14%.

Accreditations

We are incredibly proud to hold a Gold standard accreditation from Investors in People, recognising the importance that we place in our people. Only 17% of Investors in People accredited organisations achieve Gold. We have retained our Mindful Employer and Disability Confident Scheme accreditations. Cranstoun is also a real Living Wage Employer, accredited by the Living Wage Foundation.

Our Ban the Box accreditation supports the work that we are committed to around breaking the cycle of crime. Ban the Box exists to remove any perceived prejudice early on in a job application process by removing any boxes which require a person to declare convictions on an application form.

Diversity and inclusion

Diversity and inclusion is at the heart of what we do. All people who use our services are treated fairly and with respect. We are committed to ensuring that our services are accessible and reach all members of the communities in which we serve. Cranstoun is an inclusive employer. We are committed to maintaining a culture of diversity and equity. We do not tolerate discrimination, harassment or victimisation. Everyone we work with is treated equally and with respect, irrespective of race, colour, religion or belief, national origin, sex, disability, age, marital or civil partnership status, gender identity, or sexual orientation.

Modern slavery

Cranstoun is committed to meeting the requirements of the Modern Slavery Act. We take a zero-tolerance approach to modern slavery of any kind within our recruitment processes, our operations and our supply chain. We take responsibility for being alert to the risks and taking appropriate action as necessary. We cover modern slavery within our safeguarding training; our staff are expected to report concerns, and our managers are expected to act upon all concerns raised.

Disabled employees

All Cranstoun's policies and procedures are underpinned by a commitment to equality and diversity. Our recruitment procedures ensure that candidates with disabilities are not disadvantaged in any way; our employment practices support individuals with disabilities and ensure fair access to training, development and promotion opportunities. We are a Disability Confident Committed employer.

Employee communication and consultation

Cranstoun uses several ways to consult and communicate with our staff and volunteers. We use a range of internal communication methods including email, intranet, webinars. We continue to develop our use of video for internal and external communications. We hold a quarterly forum, The Exchange, to inform and consult with staff representatives across the organisation and have hosted monthly seminars on varying topics for our staff.

Employee benefits

Following consultation with all staff on our core and flexible employee benefits, we introduced an exciting new Employee Benefits Package. This included enhancements to some of our core contractual benefits, in addition to the introduction of new benefits to support the health and wellbeing of our staff and our commitment to corporate social responsibility and environmental impact.

Financial Review

Another hugely successful year for Cranstoun as it continues its growth trajectory. For the year ended 31st March 2025, total group income was £29.8m (2024: £26.0m) and total group expenditure was £29.8m (2024: £25.3m). The group result for the year was an increase in funds of £0.1m (2024: £0.9m).

Growth has been facilitated by the continued trend of increased income being secured both from new services on-boarded and extensions of existing services, as well as an increase in income received from its Cash investment portfolio. Overall year-on-year income increased by £3.7m (+15%), an outstanding result, represented by several new services that commenced in the year particularly in Domestic Abuse (+£1.8m, +34%), Substance Use (+£1.3m, +11%) and Criminal Justice (£0.3m, +17%). Cranstoun also benefited from additional funding coming from the Drug and Alcohol Treatment, Recovery and Improvement Grant (DATRIG).

This growth demonstrates Cranstoun's continuing commitment to deliver best-in-class services that inspire and empower people to live happier and safer lives.

During the year, costs increased in line with new services being delivered, and there has also been increased spend coming from our designated reserves to fund various new and ongoing innovation initiatives. Whilst the high inflationary environment has been challenging, particularly impacting areas such as resources, recruitment, clinical delivery and utilities, costs have been managed to ensure that high-quality delivery of services is efficiently maintained. To support our growth in services we have also invested in our employees and support structures to ensure continued high-quality delivery is maintained. This includes provision of more training, allowing us to increase employee skill-base and develop our capability.

Subsidiary results included in the consolidated group accounts for Cranstoun Services Limited was income of £14.2m (2024: £10.6m) and expenditure of £10.6m (2024: £10.6m) giving a surplus of £17k for the year.

The overall financial position at the end of the year remains secure with a net cash position in the charity of £2.7m (2024: £1.3m) and the group of £2.8m (2024: £3.4m). The net current assets for the charity are at £3.1m (2024: £3.3m), and in the group £3.2m (2024: £3.3m). Total reserves of the charity for the year ended are at £9.4m (2024: £9.4m) and total reserves of the group £9.5m (2024: £9.4m).

Investment policy

Cranstoun maintains a portfolio of investments of £1.5m (2024: £1.4m), with the objective of achieving capital growth over the long-term with a medium risk profile. The funds are mainly invested in the Schroder Charity Multi-Asset Fund, which aims to at least maintain the real capital value over the long term whilst generating a sustainable target of inflation (UK CPI) +4% per annum. Bonds, cash and absolute return funds are held alongside the Schroder Charity Multi-Asset Fund to diversify the portfolio and balance the risk.

For the year ended 2025, the global economic environment has been challenging which has affected the performance of the fund. The total return of the Charity's Multi-Asset Fund portfolio was +3.2%, (2024: +9.4%).

Reserves Policy

The Cranstoun Group maintains reserves to fund working capital, provide for future capital expenditure, maintain services in the event of significant reductions in income and provide a contingency for any unexpected expenditure or opportunities for development.

The Cranstoun Group's policy is to hold a designated reserve representing the net book value of tangible fixed assets as these are not freely available to support the group's business. The level of this reserve changes as assets are acquired, disposed, or depreciated in line with the accounting policies.

Cranstoun Group also holds an innovation fund within its designated reserves which is used for strategic investment, innovation, and development opportunities.

As at 31st March 2025, Cranstoun's total unrestricted funds were £9.5m, and unrestricted funds not committed or invested in tangible fixed assets, the innovation fund, otherwise designated (the 'general' or 'free' reserves) were £6.6m. With reference to the underlying operating and financial position of the charity and the risks to which it is exposed, the Board of Trustees has agreed a policy on the minimum level of reserves needed to operate, considering working capital contingencies to meet ongoing liabilities. The level of general reserves are reviewed annually to ensure that they are in line with the reserves policy and are at an acceptable level to mitigate against future financial risks that Cranstoun may face.

It is not intended that Cranstoun Services Limited will hold reserves, and any surpluses generated will be transferred back to Cranstoun through Gift Aid.

Risk Management

The Trustees maintain a register of the risks to which the group is exposed. The risk register is reviewed twice yearly by each standing committee of the Board and annually by the Board of Trustees. Each committee reviews the risks that are relevant to them. The register identifies risks, assesses their severity in terms of impact and likelihood of occurrence and then determines plans to avoid, reduce, share, transfer or mitigate these risks. As a result of this process, the Trustees are satisfied that the risks to which the charity is exposed have been identified and systems have been established and implemented to mitigate exposure to those risks.

The principal risks identified and the plans and strategies for managing these risks are as follows:

- The possible loss of contract income due to the highly competitive operational environment. This risk is mitigated by continual monitoring of service quality and performance, ongoing engagement with development activities, maintaining a competitive cost base and, where appropriate, the use of partnership arrangements to enable the charity to bid for larger contracts.
- The possibility of reduced or changed funding as a result of changes in Government policy. This risk is managed by monitoring government strategy and any legal and regulatory changes, membership of service provider bodies representing the sector and engaging with policy makers and commissioners.
- The impact of rising inflation and seeing significant increases in the cost of utilities, services and consumables together with the requirement to invest in employees to maintain retention rates. These risks are mitigated by engaging in annual negotiations with our major suppliers to ensure value for money, regularly reviewing our energy contracts and rewarding our staff with competitive salaries.

Trustee's Indemnity Insurance

Cranstoun provides insurance to its Trustees against liability in respect of action brought by third parties, subject to the conditions set out in the Companies Act 2006. Such qualifying third party indemnity insurance remains in force at the date of approving the Trustees' annual report.

Future Plans

We continue to make good progress through our five-year strategy and during the year we have made considerable progress against our goals around increasing our voice, through media and public policy work and developing our data systems and increasing the number of people we reach. As we approach 2026 when this strategy will come to a close we will begin to develop a new strategy for Cranstoun.

Cranstoun will continue seeking out new opportunities to grow and provide life-changing support to people in communities across the country. We are optimistic that our services will continue to expand over the coming year. This will include continuing to contribute to delivering the government's missions around 'Safer Streets': with a particular focus on Violence Against Women and Girls, early intervention in the criminal justice system and creating opportunities to give young people the best start in life.

We will continue to invest and innovate and are excited to be launching Drugbot early in 2025/26 as per the detail mentioned earlier in this report.

We will continue to run campaigns to promote important health messages, and continue to speak up and campaign on issues relating to synthetic drugs, in particular the threats posed by nitazenes.

We will continue to engage on work internationally, attending and presenting our work to conferences across the globe, with plans underway to present in the USA and in Europe in 2025/26.

During 2025/26 we are also keen to ramp up our fundraising opportunities with plans in the works already for a number of challenge events, including a 'Swimathon' already being planned by one of our staff teams.

In approving this Trustees' Report, the Board are also approving the Strategic Report included herein in their capacity as company directors.

ON BEHALF OF THE BOARD



Lesleigh Bounds, Chair



Winston North, Treasurer



Administrative Details

Company number: 3306337

Charity number: 1061582

Principal/Registered office: Thames Mews, Portsmouth Road, Esher, Surrey KT10 9AD

Telephone: 020 8335 1830

Board of Trustees:

Lesleigh Bounds (Chair)

Laura Mayes (appointed 6/11/24)

Winston North (appointed 6/11/24)

David Alcock

Alastair Graham

Gary Ritchie (appointed 24/4/24)

Chirag Patel (appointed 6/11/24)

Emma Dearnaley (appointed 6/11/24)

Gail Gilchrist

Anne Campbell

Andy Furlong

Strategic Leadership Team:

Carmen White, Interim CEO

Kim Coles, Director of People & Culture

Rajiv Padhiar, Commercial & Finance Director

Megan Jones, Director of New Business & Services

Jason Warriner, Director of Care, Quality & Governance

Bankers:

National Westminster Bank PO Box 2BA

69 Baker Street London W1A 2BA

Independent Auditor:

Moore Kingston Smith, 9 Appold St, London, EC2A 2AP

Investment Managers:

Cazenove Capital Management, 12 Moorgate

London, EC2R 6DA

Solicitors:

Blake Morgan LLP, New Kings Court Chandler's Ford

Eastleigh SO53 3LG

Edell Jones & Lessers, First Floor, 54-56 Barking Road

East Ham, London, E6 3BP

Independent Auditor's Report

Opinion

We have audited the financial statements of Cranstoun (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the Group Statement of Financial Activities, the Group Summary Income and Expenditure Account, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

Give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended; have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and have been prepared in accordance with the requirements of the Companies Act 2006.

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 group's and parent charitable company'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 in 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 there is 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 have 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 parent charitable company and their 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 where the Companies Act 2006 requires us to report to you if, in our opinion:

The parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or the parent charitable company's 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 set out on pages 4 and 5, 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 group and parent 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 group or parent 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council]
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 which 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP.

4 December 2025

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London, EC2A 2AP

Consolidated Statement of Financial Activities (incorporating an Income and Expenditure Account) for the year ended 31 March 2025

		Unrestricted	Restricted	2025	Unrestricted	Restricted	2024
	Note	Funds £'000	Funds £'000	Total Funds £'000	Funds £'000	Funds £'000	Total Funds £'000
Income from:							
Donations and legacies		70	-	70	42	-	42
Charitable activities:							
Residential services		861	521	1,382	708	507	1,215
Community services		24,793	3,297	28,090	22,096	2,373	24,469
	2	25,654	3,818	29,472	22,804	2,880	25,684
Investments		290	-	290	250	-	250
Total income		26,014	3,818	29,832	23,096	2,880	25,976
Expenditure on:							
Charitable activities:							
Residential services		1,156	521	1,677	663	507	1,170
Community services		24,829	3,297	28,126	21,709	2,373	24,082
Total Expenditure	3	25,985	3,818	29,803	22,372	2,880	25,252
Net gains/(loss on investments)		45	-	45	122	-	122
Net Income/(expenditure) and net movement in funds		74	-	74	846	-	846
Reconciliation of funds							
Total funds brought forward		9,394	-	9,394	8,548	-	8,548
Total funds carried forward	15	9,468	-	9,468	9,394	-	9,394

The organisation has no recognised gains or losses other than those dealt with above.

All the group's activities derived from continuing operations during the above two financial periods.

Group and Parent Charitable Company Balance Sheet as at 31 March 2025. Company No: 3306337

		Group	Group	Charity	Charity
		2025	2024	2025	2024
	Note	£'000	£'000	£'000	£'000
Fixed assets					
Tangible fixed assets	9	197	246	197	246
Investments	11	6,473	6,194	6,473	6,194
		<u>6,670</u>	<u>6,440</u>	<u>6,670</u>	<u>6,440</u>
Current assets					
Debtors	12	5,090	4,394	3,958	5,382
Cash at bank and in hand		2,821	3,389	2,693	1,337
		<u>7,911</u>	<u>7,783</u>	<u>6,651</u>	<u>6,719</u>
Current liabilities					
Creditors falling due within one year	13	(4,731)	(4,459)	(3,527)	(3,434)
Net current assets		<u>3,180</u>	<u>3,324</u>	<u>3,124</u>	<u>3,285</u>
Total assets less current liabilities		<u>9,850</u>	<u>9,764</u>	<u>9,794</u>	<u>9,725</u>
Creditors falling due after more than one year	13	(382)	(370)	(382)	(370)
Net assets		<u><u>9,468</u></u>	<u><u>9,394</u></u>	<u><u>9,412</u></u>	<u><u>9,355</u></u>
Represented by:					
Unrestricted funds					
Designated funds	15	2,891	3,510	2,891	3,510
General funds	15	6,577	5,884	6,521	5,845
Total unrestricted funds		<u>9,468</u>	<u>9,394</u>	<u>9,412</u>	<u>9,355</u>
Restricted funds	15	-	-	-	-
Total funds		<u><u>9,468</u></u>	<u><u>9,394</u></u>	<u><u>9,412</u></u>	<u><u>9,355</u></u>

As permitted by section 408 of the Companies Act 2006, the charity has taken exemption from preparing a separate Statement of Financial Activities (incorporating an Income and Expenditure Account). The charity's result for the year was a surplus of £57k (2024: £823k surplus).

The financial statements were approved and authorised for issue by the Board of Trustees on 05 November 2025 and signed on their behalf by:



Winston North

Consolidated and Parent Charitable Company Statement of Cash Flows for the year ended 31 March 2025

	Note	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Net cash provided by/(used in) operating activities	21	(609)	258	1,339	(839)
Cash flows from investing activities					
Investment income and interest receivable		290	250	266	233
Purchase of property, plant and equipment		(15)	(33)	(15)	(33)
Purchase of fixed assets investments			(4,788)	-	(4,788)
Other cash movement on investments		(234)	-	(234)	-
Net cash provided by/(used in) by investing activities		41	(4,571)	17	(4,588)
Change in cash and cash equivalents in the year		(568)	(4,313)	1,356	(5,427)
Cash and cash equivalents at the beginning of the year		3,389	7,702	1,337	6,764
Cash and cash equivalents at the end of the year		2,821	3,389	2,693	1,337

No analysis of changes in net debt is presented as the charity has no borrowings.

**Notes to the Financial Statements
for the Year Ended 31 March 2025**

1. ACCOUNTING POLICIES

a) General Information

Cranstoun is a charitable company limited by guarantee incorporated in England and Wales (Company no. 3306337) and a registered charity (charity registration no.1061582). The charity's registered office address is Thames Mews, Portsmouth Road, Esher, Surrey KT10 9AD.

b) Accounting Convention and Basis of Preparation

The financial statements are prepared under the historical cost convention as modified to include the revaluation of investments to market value. They are prepared in accordance with Statement of Recommended Practice for Charities (SORP FRS 102, Second edition), applicable accounting standards (FRS 102) and the Companies Act 2006. Cranstoun is a public benefit entity as set out in section 3 of FRS 102.

c) Basis of Consolidation

The consolidated financial statements present the results of the charity and its subsidiary as if they form a single entity (the "Group"). Intercompany transactions between group companies are therefore eliminated in full. The results of acquired operations are included in the consolidated financial statements from the date that control passed to the charity.

d) Going concern

The strong performance of the Group for the year ended 31 March 2024 has provided Cranstoun with a strong foundation for the forthcoming year. Cashflows have been prepared and a range of scenarios have being considered. The Trustees are satisfied that, due to the level of cash and reserves held, even under the worst-case scenario considered there are sufficient funds to continue operating and meet liabilities as they fall due for the foreseeable future. As a result the Trustees are satisfied that it is appropriate to prepare the accounts on a going concern basis.

e) Income

Income is recognised in the period in which the charitable company has entitlement to the funds and it is probable that the income will be received and the amount can be measured reliably. Income is deferred when the charity has to fulfil conditions before becoming entitled or where the donor or contracting party has specified the income be expended in a future period.

Grants from government and other agencies amounting to a contract for services are included as income as the charity earns the right to the consideration by its delivery of those services.

f) Expenditure

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

The cost of charitable activities comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs relate to the cost of central functions and include governance costs. These are allocated to the charitable expenditure categories on a per capita basis which is designed to reflect the use of the resource.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

g) Tangible Fixed Assets And Depreciation

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses.

Assets costing more than £5,000 and leasehold improvements costing more than £20,000 are capitalised. The cost of tangible fixed assets is written off by equal annual instalments over their useful lives as follows:

Freehold Property	100 years
Leasehold improvements	The shorter of the remaining length of the lease or the remaining duration of the associated service contract.
Fixtures & fittings, equipment & motor vehicles	4 years
Refurbishment	10 years

The value of property is regularly reviewed in order to identify any permanent diminution in value which, if applicable, would be charged to the SOFA.

h) Fixed Asset Investments

Fixed asset investments are included at market value at the balance sheet date. Any gain or loss on revaluation and/or sale is taken to the SOFA.

i) Financial instruments - assets and liabilities

Debtors

Debtors are recognised at the settlement amount due.

Cash and cash equivalents

Cash at bank and cash in hand includes cash held in 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.

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.

j) Fund Accounting

Unrestricted general funds are held by the charity to be used in accordance with the charitable objects at the discretion of the Trustees.

Designated funds are unrestricted funds earmarked by the Trustees for particular purposes.

Restricted funds are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or contracting party or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is given in the notes to the accounts.

k) Leasing And Hire Purchase

Assets held under finance leases and hire purchase contracts are capitalised in the balance sheet and depreciated over their estimated economic lives. The interest element of leasing payments represents a constant proportion of the capital balance outstanding and is charged to the SOFA over the period of the lease. All other leases are regarded as operating leases and the payments made under them are charged to the SOFA on a straight line basis over the lease term.

l) Employee benefits

The charity provides a range of benefits to employees including paid holiday arrangements and retirement benefits through a defined contribution pension scheme.

Short-term benefits

Short-term benefits, including holidays and other similar non-monetary benefits are recognised as an expense in the period in which the service is received.

Termination benefits

Termination payments are payable when employment is terminated by the group before the normal retirement date or end of employment contract. Termination costs are recognised at the earlier of when the group can no longer withdraw the offer of the benefits or when the group recognises any related restructuring costs.

Defined contribution pension schemes

The group operates defined contribution pension schemes. The assets of the schemes are held separately from those of the group in independently administered funds. The pension cost charged represents the contributions payable under the scheme by the group to the fund. The group has no liability under the scheme other than for the payment of those contributions.

Multi-employer defined benefit pension schemes

Cranstoun has direction body status, enabling former NHS employees to remain members of the NHS Pension Scheme. The scheme is an unfunded, defined benefit scheme that covers NHS employers, General Practices and other bodies, allowed under the direction of the Secretary of State, in England and Wales. The scheme is not designed to be run in a way that would enable employers to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme. The cost to the group of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

J) CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATES

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the Cranstoun's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Key areas subject to judgement and estimation are as follows:

Provisions for dilapidation works to leased properties

Management review, and provide for, potential dilapidations in respect of properties where the lease includes an obligation to restore the premises to the condition they were in when the lease was entered into. Management review such provisions on an annual basis and update them in accordance with historical experience and events that might materially impact on the potential costs to the charity. At the balance sheet date the total amount included in creditors was £369,879 (2023: £256,811).

2. INCOME FROM CHARITABLE ACTIVITIES

	General Funds £'000	Restricted Funds £'000	Total 2025 £'000
Residential services			
Board and lodging charges	861	521	1,382
Other income	-	-	-
	<u>861</u>	<u>521</u>	<u>1,382</u>
Community services			
Local authorities	20,182	-	20,182
Charitable Trusts	-	3,297	3,297
Other income	4,611	-	4,611
	<u>24,793</u>	<u>3,297</u>	<u>28,090</u>
	<u><u>25,654</u></u>	<u><u>3,818</u></u>	<u><u>29,472</u></u>

Other income under Community services relates to contracts with police crime commissioners and miscellaneous income

INCOME FROM CHARITABLE ACTIVITIES PREVIOUS YEAR

	General Funds £'000	Restricted Funds £'000	Total 2024 £'000
Residential services			
Board and lodging charges	708	507	1,215
Other income	-	-	-
	<u>708</u>	<u>507</u>	<u>1,215</u>
Community services			
Local authorities	18,229	-	18,229
Charitable Trusts	-	2,373	2,373
Other income	3,867	-	3,867
	<u>22,096</u>	<u>2,373</u>	<u>24,469</u>
	<u><u>22,804</u></u>	<u><u>2,880</u></u>	<u><u>25,684</u></u>

Other income under Community services relates to contracts with police crime commissioners and miscellaneous income

3. TOTAL EXPENDITURE

	Direct Staff Related Costs £'000	Other Direct Costs £'000	Support Costs (Note 4) £'000	Total 2025 £'000
Cost of charitable activities				
Residential services	531	993	153	1,677
Community services	16,383	6,426	5,317	28,126
	<u>16,914</u>	<u>7,419</u>	<u>5,470</u>	<u>29,803</u>

TOTAL EXPENDITURE PREVIOUS YEAR

	Direct Staff Related Costs £'000	Other Direct Costs £'000	Support Costs (Note 4) £'000	Total 2024 £'000
Cost of charitable activities				
Residential services	625	458	87	1,170
Community services	15,358	4,524	4,200	24,082
	<u>15,983</u>	<u>4,982</u>	<u>4,287</u>	<u>25,252</u>

4. ANALYSIS OF SUPPORT COSTS

	Finance £'000	Central Office Costs £'000	HR Quality & Training £'000	Governance Costs £'000	Total 2025 £'000
Cost of charitable activities					
Residential services	23	76	51	3	153
Community services	833	2,626	1,761	97	5,317
	<u>856</u>	<u>2,702</u>	<u>1,812</u>	<u>100</u>	<u>5,470</u>

ANALYSIS OF SUPPORT COSTS PREVIOUS YEAR

	Finance £'000	Central Office Costs £'000	HR Quality & Training £'000	Governance Costs £'000	Total 2024 £'000
Cost of charitable activities					
Residential services	15	42	28	2	87
Community services	735	2,020	1,360	85	4,200
	<u>750</u>	<u>2,062</u>	<u>1,388</u>	<u>87</u>	<u>4,287</u>

Support costs restated to better reflect actual costs

5. TRUSTEES

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year for acting as a trustee.

During the year £5,621 (2024: £3,674) was reimbursed to eight (2024: five) Trustees for travel expenses incurred in the course of charity business.

6. NET INCOME FOR THE YEAR

This is stated after charging:

	2025 £'000	2024 £'000
Auditor's remuneration	47	37
Depreciation	34	43
Operating lease rentals	<u>498</u>	<u>503</u>

7. EMPLOYEES

	2025 £'000	2024 £'000
Wages and salaries	17,119	14,563
Social security	1,648	1,375
Pension costs	745	657
Redundancy and termination payments	<u>207</u>	<u>15</u>
	<u>19,719</u>	<u>16,610</u>

The monthly average head count was 553 staff (2024: 502 staff).

The numbers of staff earning in excess of £60,000 excluding employer pension contributions but including non salary benefits are as follows:

	2025 Number	2024 Number
£60,000 to £70,000	7	-
£70,000 to £80,000	3	3
£80,000 to £90,000	3	3
£90,000 to £100,000	1	
£100,000 to £110,000	1	1
£110,000 to £120,000	1	
£140,000 to £150,000		1
£170,000 to £180,000	<u>1</u>	<u>-</u>

The total employee benefits of the senior management team (key management personnel) were £1,199,118 (2024: £963,832).

8. TAXATION

The Charity's activities are exempt from corporation tax.

9. TANGIBLE FIXED ASSETS

Group

	Furniture & Equipment £'000	Motor Vehicle £'000	Freehold Property £'000	Leasehold Improvements £'000	Total £'000
Cost					
At 1 April 2024	378	48	165	46	637
Additions	-	15	-	-	15
Disposals	(158)	(32)	-	-	(190)
At 31 March 2025	220	31	165	46	462
Accumulated depreciation					
At 1 April 2024	313	10	22	46	391
Charge for the year	25	7	2	-	34
Disposals	(158)	(2)	-	-	(160)
At 31 March 2025	180	15	24	46	265
Net book value at 31 March 2025	40	16	141	-	197
Net book value at 1 April 2024	65	38	143	-	246

Charity

	Furniture & Equipment £'000	Motor Vehicle £'000	Freehold Property £'000	Leasehold Improvements £'000	Total £'000
Cost					
At 1 April 2024	378	48	165	46	637
Additions	-	15	-	-	15
Disposals	(158)	(32)	-	-	(190)
At 31 March 2025	220	31	165	46	462
Accumulated depreciation					
At 1 April 2024	313	10	22	46	391
Charge for the year	25	7	2	-	34
Disposals	(158)	(2)	-	-	(160)
At 31 March 2025	180	15	24	46	265
Net book value at 31 March 2025	40	16	141	-	197
Net book value at 1 April 2024	65	38	143	-	246

10. SUBSIDIARY UNDERTAKINGS

Cranstoun Services Limited (company no 12313944) which is incorporated in England and Wales is a trading subsidiary in which Cranstoun holds 100% of the ordinary share capital. Cranstoun Services was incorporated on the 13th November 2019 and commenced trading on 1 January 2020. A summary of the results for the 12 months ended 31 March 2025 and a summary balance sheet at the end of the year are shown below:

Summary of results

	2025	2024
	£'000	£'000
Total income	14,185	10,660
Total Expenditure	(14,168)	(10,637)
Net expenditure and movement in funds	17	23

Summary balance sheet

	2025	2024
	£'000	£'000
Debtors	2,795	4,103
Creditors	(2,741)	(4,066)
Net assets & funds	54	37

11. GROUP AND CHARITY INVESTMENTS

	2025	2024
	£'000	£'000
Investment portfolio		
Market value at 1 April 2024	1,406	1,284
Net gain/ (loss) on revaluation Cash	45	122
Portfolio	5,022	4,788
Market value at 31 March 2025	6,473	6,194

12. DEBTORS

	Group	Restated Group	Charity	Charity
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade debtors	3,260	2,290	1,298	926
Prepayments and accrued income	1,683	1,980	1,387	1,705
Amounts owed by subsidiary undertakings	-	-	1,126	2,627
Other debtors	147	124	147	124
	<u>5,090</u>	<u>4,394</u>	<u>3,958</u>	<u>5,382</u>

13. CREDITORS

	Group	Restated Group	Charity	Charity
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Amounts Falling Due Within One Year				
Trade creditors	927	381	927	381
Accruals	1,600	1,728	1,298	1,400
Deferred income	810	968	810	968
Social Security & other taxes	394	358	394	358
Pension contributions	-	105	-	105
Other creditors	1,000	919	98	222
	<u>4,731</u>	<u>4,459</u>	<u>3,527</u>	<u>3,434</u>
Amounts Falling Due After More Than One Year				
Accruals	<u>382</u>	<u>370</u>	<u>382</u>	<u>370</u>

Deferred Income represents funding received in advance of the provision of the related service. All deferred income held at the end of the previous financial year has been recognised in the current financial year.

Accruals include a dilapidation provision of £382k in respect of leased buildings.

Deferred Income has been restated in the prior year to reflect the elimination of intergroup balances.

14. PENSION COSTS

The charity and group operates a defined contribution pension schemes. The assets of the schemes are held separately from those of the charity in an independently administered fund. The pension costs charged in the year were £745,022 (2024: £657,879).

15. STATEMENT OF FUNDS

Group

	Balance at			Investment	Transfers	Transfers	Balance at
	01-Apr-24	Income	Expenditure	Gains/Losses	In	Out	31-Mar-25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Funds							
Residential services	-	521	(521)	-	-	-	-
Community services	-	3,297	(3,297)	-	-	-	-
Total Restricted Funds	-	3,818	(3,818)	-	-	-	-
Unrestricted Funds							
<i>Designated Funds</i>							
Innovation fund	3,264	-	-	-	-	(570)	2,694
Fixed Asset Fund	246	-	-	-	-	(49)	197
Total Designated Funds	3,510	-	-	-	-	(619)	2,891
<i>General Funds</i>							
	5,884	26,014	(25,985)	45	-	619	6,577
Total Unrestricted Funds	9,394	26,014	(25,985)	45	-	-	9,468
Total Funds	9,394	29,832	(29,803)	45	-	-	9,468

Charity

	Balance at				Transfers	Transfers	Balance at
	01-Apr-24	Income	Expenditure	Gains/Losses	In	Out	31-Mar-25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Funds							
Residential services	-	521	(521)	-	-	-	-
Community services	-	3,295	(3,295)	-	-	-	-
Total Restricted Funds	-	3,816	(3,816)	-	-	-	-

Unrestricted Funds

Designated Funds

Innovation fund	3,264					(570)	2,694
Fixed Asset Fund	246	-	-	-		(49)	197
Total Designated Funds	3,510	-	-	-	-	(619)	2,891
General Funds	5,845	25,960	(25,948)	45	-	619	6,521
Total Unrestricted Funds	9,355	25,960	(25,948)	45	-	-	9,412
Total Funds	9,355	29,776	(29,764)	45	-	-	9,412

Restricted funds are for the following purposes:

Residential services: This represents partial funding for 6 residential homes which operate programmes to rehabilitate ex-drug users so that they can lead a drug-free life.

Community services: This represents grants to support various community initiatives.

Designated funds are for the following purposes:

Innovation Fund: This is used to fund strategic investment, innovation and development opportunities.

Fixed Asset Fund: This fund represents the net book value of freehold properties and other fixed assets.

STATEMENT OF FUNDS PREVIOUS YEAR

Group

	Balance at			Investment	Transfers	Transfers	Balance at
	01-Apr-23	Income	Expenditure	Gains/Losses	In	Out	31-Mar-24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Funds							
Residential services	-	507	(507)	-	-	-	-
Community services	-	2,373	(2,373)	-	-	-	-
Total Restricted Funds	-	2,880	(2,880)	-	-	-	-
Unrestricted Funds							
Designated Funds							
Innovation Fund	2,673	-	-	-	823	(232)	3,264
Fixed Asset Fund	256	-	-	-	-	(10)	246
Total Designated Funds	2,929	-	-	-	823	(242)	3,510
General Funds	5,619	23,096	(22,372)	122	(823)	242	5,884
Total Unrestricted Funds	8,548	23,096	(22,372)	122	-	-	9,394
Total Funds	8,548	25,976	(25,252)	122	-	-	9,394

Charity

	Balance at			Investment	Transfers	Transfers	Balance at
	01-Apr-23	Income	Expenditure	Gains/Losses	In	Out	31-Mar-24
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Restricted Funds							
Residential services	-	507	(507)	-	-	-	-
Community services	-	2,373	(2,373)	-	-	-	-
Total Restricted Funds	-	2,880	(2,880)	-	-	-	-
Unrestricted Funds							
Designated Funds							
Innovation Fund	2,673	-	-	-	823	(232)	3,264
Fixed Asset Fund	256	-	-	-	-	(10)	246
Total Designated Funds	2,929	-	-	-	823	(242)	3,510
General Funds	5,603	23,052	(22,351)	122	(823)	242	5,845
Total Unrestricted Funds	8,532	23,052	(22,351)	122	-	-	9,355
Total Funds	8,532	25,932	(25,231)	122	-	-	9,355

16

ANALYSIS OF NET ASSETS BETWEEN FUNDS

Group

	Tangible	Investments	Current		
	Fixed Assets		Assets	Liabilities	Total
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Innovation fund			2,959		2,959
Fixed Asset Fund	197	-	-	-	197
General funds	-	6,473	4,952	(5,113)	6,312
Total Funds	197	6,473	7,911	(5,113)	9,468

Charity

	Tangible	Investments	Current Assets	Liabilities	Total
	Fixed Assets		Assets		
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Innovation fund			2,959		2,959
Fixed Asset Fund	197	-	-	-	197
General funds	-	6,473	3,692	(3,909)	6,256
Total Funds	<u>197</u>	<u>6,473</u>	<u>6,651</u>	<u>(3,909)</u>	<u>9,412</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS PREVIOUS YEAR

Group

	Tangible	Investments	Current Assets	Liabilities	Total
	Fixed Assets		Assets		
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Innovation fund			2,959		2,959
Fixed Asset Fund	246	-	-	-	246
General funds	-	6,194	4,824	(4,829)	6,189
Total Funds	<u>246</u>	<u>6,194</u>	<u>7,783</u>	<u>(4,829)</u>	<u>9,394</u>

Charity

	Tangible	Investments	Current Assets	Liabilities	Total
	Fixed Assets		Assets		
	£'000	£'000	£'000	£'000	£'000
Designated funds					
Innovation fund			2,959		2,959
Fixed Asset Fund	246	-	-	-	246
General funds	-	6,194	3,760	(3,804)	6,150
Total Funds	<u>246</u>	<u>6,194</u>	<u>6,719</u>	<u>(3,804)</u>	<u>9,355</u>

17. STATUS

The company is limited by guarantee with no share capital and is a registered charity. In the event of the company being wound up, the Trustees' liability is limited to £1 each.

18. LEASE COMMITMENTS

At 31 March 2025, the group had the following future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2025 Land and Buildings £'000	2025 other £'000	2024 Land and Buildings £'000	2024 Other £'000
Payments due in:				
Not later than 1 year	445	37	417	21
Later than 1 year and not later than 5 years	544	33	475	28
More than 5 years	102	-	-	-
	<u>1,091</u>	<u>70</u>	<u>892</u>	<u>49</u>

19. CAPITAL COMMITMENTS

There are no capital commitments.

20. CONTINGENT LIABILITIES

There are no contingent liabilities.

21. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	Group 2025 £'000	Group 2024 £'000	Charity 2025 £'000	Charity 2024 £'000
Net Income for the year	74	846	57	723
Depreciation charges	34	43	34	43
(Gain)/Loss on investments	(45)	(122)	(45)	(122)
Dividends, interest and rents from investments	(290)	(250)	(266)	(233)
Loss on disposal on Fixed assets	30	-	30	-
(Increase)/decrease in debtors	(696)	(978)	1,425	(1,648)
Increase/(decrease) in creditors	284	719	104	398
Net Cash (used in)/ provided by operating activities	<u>(609)</u>	<u>258</u>	<u>1,339</u>	<u>(839)</u>

22. RELATED PARTY TRANSACTIONS

Cranstoun recharged costs totalling £14,137,109 (2024 £10,565,354) to Cranstoun Services Ltd its trading subsidiary. At the balance sheet date a balance of £1,126,383 (2024 £2,627,082) was outstanding to Cranstoun.