

CAMBRIDGE HOUSE AND TALBOT

England & Wales · Charity number 265103

Details

Other names	CAMBRIDGE HOUSE
Status	Registered
Legal form	Charitable company
Company number	01050006
Registered	1973-02-20
Register	View on the Charity Commission register

Contact

Address	Cambridge House Unit F Ground Floor The Print Works 22 Amelia Street London
Phone	02073587000
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Website	www.ch1889.org

Activities

Objects: TO PROVIDE, PROMOTE, ASSIST AND ENCOURAGE WORK FOR THE ADVANCEMENT OF EDUCATION OR OF RELIGION, THE RELIEF OF NEED AND OTHER CHARITABLE SOCIAL WORK BENEFICIAL TO THE COMMUNITY, INCLUDING THE PRESERVATION AND PROTECTION OF GOOD HEALTH BY RECREATION OR OTHERWISE.

Activities: Cambridge House is a social action centre that works with vulnerable individuals, families and communities to tackle the injustice of poverty. Services include1. Education & respite 2. Youth empowerment 3. Employment & volunteering 4. Legal, advice & advocacy 5. Community enterprise facilities, offices, & meeting spaces

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, Disability, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Throughout London

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,211,011	£2,133,296	£2,501,243	52
2024-03-31	£1,832,710	£1,919,645	£2,423,529	51
2023-03-31	£1,711,092	£2,106,744	£2,510,464	53
2022-03-31	£3,448,907	£1,920,076	£2,937,344	52
2021-03-31	£2,141,243	£2,048,564	£1,118,513	52

Trustees

Name	Role	Appointed
Clarissa Anne Sara Lyons		2018-03-22
FELIX ADEREMI ADENAIKE		2023-09-14
Ivan Matthew Delany		2023-09-14
Patrick Diamond		2023-09-14
Raja Sagheer Hussain		2023-09-14
Shadi Mireskandari Brazell		2023-09-14
Simon David Latham		2017-05-18
Suzanne Karen Hall		2023-09-14
Tara Leigh Joan Trousdale		2023-09-14

CAMBRIDGE HOUSE AND TALBOT

England & Wales - Charity number 265103

Accounts

Cambridge House

Fighting poverty, social inequity and social injustice for 136 years

Annual Report and Accounts for the year ended 31 March 2025



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Trustees' Annual Report

Welcome

Responding to difficult times

Throughout 2024–25, our focus on the most severe impacts of poverty, social injustice, and social inequity on London's 'unheard and unseen' residents was made ever-more demanding by economic uncertainty and the often frightening social divisions that now exist in the UK.

The wellbeing of many of our service users and team was threatened by the impact of discrimination and violence; persistent cost-of-living pressures; insecure or inadequate housing; pressures on the country's public and NHS services; and climate disasters and wars in the countries of families and friends.

We're enormously proud that our team rose to the challenges posed by these difficult times – working innovatively, with great commitment, and together with service users and partners to drive positive and progressive change in people's lives and communities.

Our trustees, management, staff and volunteers are exceptionally and beautifully diverse in terms of lived experience and 'protected characteristics' – and compared to charity sector norms: the experiential and authentic insights they bring help us engage with, and provide safety for people feeling oppressed and negatively judged by society.

The year's achievements highlight our expertise in creating the strengths and trust-based, non-stigmatising, and resilience-building relationships with service users needed to achieve optimal outcomes for them, their families and their communities.

Given the rising level and complexity of need in our communities, we're pleased to report that our financial sustainability continued to improve and weather the increasing competition for charitable grants and the 'squeeze' on public finances.

2024–25 highlights

- Total service users increased by 116%, with frontline services seeing a 7% increase across 29 London Boroughs, and the reach of our influencing activities increasing by 360% across 46 local authorities in England and Wales – an improvement underpinned by our investment in a new Public Affairs and Communications role.
- We ended the year with a financial surplus compared to the deficits returned in the previous two years.
- Our Law Centre was awarded new local authority and

Legal Aid Agency contracts, secured £391K in legal compensation and welfare or disability benefits for clients, and managed an amazing £4.9M of priority debt for its service users.

- Our RISE Youth Empowerment service continued to build a community of care and possibility by establishing a Youth Board; enhancing its expertise in, for example, self-harm, destructive behaviour, suicide prevention, radicalisation and violence reduction; and increasing participation by 67%.
- Safer Renting casework provided the evidence-led data needed to lead our influencing activity across England and Wales – engaging the House of Commons, the House of Lords, civil and public sector servants, and the media in debates on the legislative and enforcement improvements needed to 'fight' criminality in the private rented housing sector.
- Camberwell Incredibles continued to use the arts to dismantle disability stigmas through non-traditional partnerships, and public events in our local community and across London.
- Our Independent Advocacy service increased its 'protection of rights' training and knowledge exchange activities for community and statutory service providers, and extended the reach of its services from 10 to 23 local authorities.

Thanks

Our special thanks go to:

- Stephanie Tidball, a trustee since 2018, who retired in September 2024 having made significant contributions to our governance and change management processes.
- Amy Fraser, a trustee since 2020, who retired in February 2025 having served as the Board's Safeguarding Lead and a member of its Governance, Risk and Inclusion Subcommittee.
- Ian Banner, a donor and former Cambridge House resident, who has contributed an article looking back at fifty years of our organisation's services for disabled people.
- Camberwell Incredibles and RISE Arts who have provided the wonderful images for this report.

We also say a heartfelt thank you to our many committed supporters, partners, funders, staff, volunteers, trustees, and last, but certainly not least, our service users – their experiences, tenacity, thoughts and ideas shape everything we do.

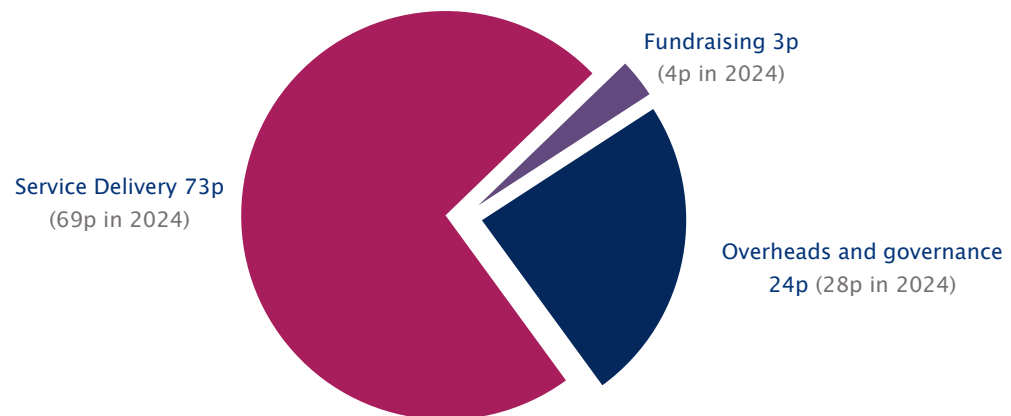
Simon Latham, Chair

Karin Woodley CBE, Chief Executive

The year at a glance



73p in every £1 spent on service delivery (69p in 2024)



Our aims, objectives and activities

We are an equity-based multiservice charity dedicated to improving the quality of lives and wellbeing of people affected by poverty, social inequity, and social injustice.

Vision

We have a vision of a just and equitable society without poverty.

Values

We are pioneering, collaborative, reflective and courageous.

Aims and objectives

Transforming lives

Multiservice delivery of personalised, integrated, and place-based frontline access-to-justice and resilience-building services in London for families and people living in areas of high deprivation who are:

- Dealing with crises
- Denied their rights to justice
- Affected by poverty, social inequity, and social injustice.

Transforming society

Creating the evidence and undertaking the influencing and thought-leadership activities needed to improve social policy and practice and dismantle the structural barriers that exclude people or trap them in cycles of poverty and despair.

Our outline theory of change



History

We were founded in 1889 to support people living in London's 'slum' neighbourhoods. As one of the earliest members of the university settlement movement, our innovative work led the Victorian anti-poverty movement, paved the way for the modern welfare state, and responded to problems of inequality and social injustice.

The complex issues driving our service users into deep poverty, crisis and despair

Four or more of the following issues:



Four or more simultaneous and mutually reinforcing social inequities based on their:



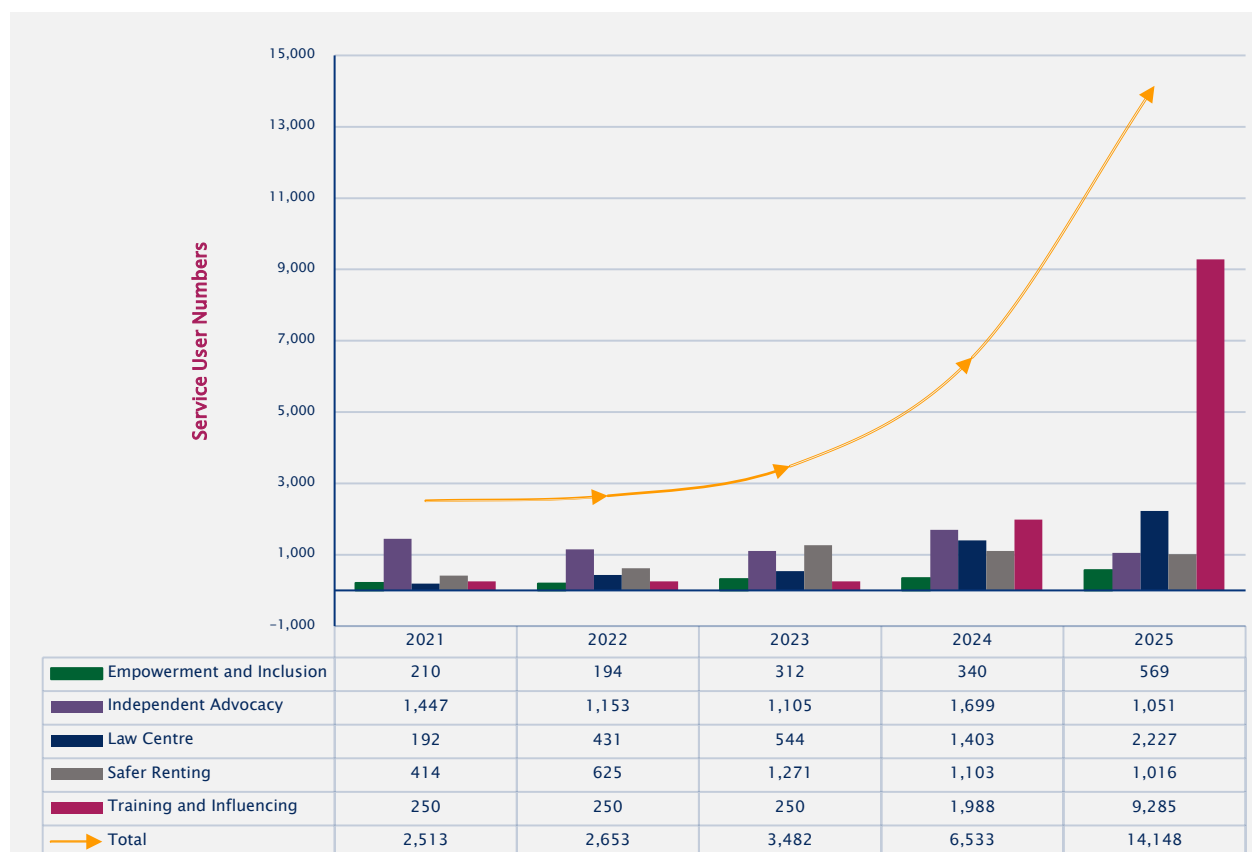
Achievements and performance

Overview

14,148 service users (6,533 in 2024)

The number of people accessing services increased by 116% compared to the previous year:

- **Transforming Lives:** Frontline service users increased by 7% to 4,863 (4,545 in 2024)
- **Transforming Society:** Training, knowledge exchange and influencing activity increased by 360% to 9,285 (1,988 in 2024)



The Diversity of our Service Users

Women	53%
Transgender/Non-Binary	1%
Black, Asian and global majority communities	64%
Disabled, neurodiverse and/or living with a mental or physical health condition	94%
LGBTQIA+/Queer community	4%
16–24 years	9%
25–34 years	14%
35–44 years	18%
45–54 years	17%
55–64 years	17%
65–74 years	9%
75–84 years	8%
85+ years	9%

We delivered activities in 46 local authorities (32 in 2024)

29 London Boroughs	Independent Advocacy 23 (10 in 2024)	Empowerment and Inclusion 8 (4 in 2024)	Safer Renting 19 (12 in 2024)	Law Centre 28 (25 in 2024)
17 English and Welsh county councils, unitary authorities or metropolitan borough councils				
Barking & Dagenham	✓			
Barnet		✓		
Bromley	✓			✓
Cambridgeshire County Council			✓	✓
Camden			✓	✓
Croydon	✓	✓		✓
Derby City Council			✓	
Ealing			✓	✓
Enfield		✓	✓	✓
Essex County Council	✓			
Greater Manchester Combined Authority			✓	
Greenwich		✓		✓
Hackney				✓
Hammersmith & Fulham				✓
Hampshire County Council	✓			
Haringey	✓		✓	✓
Harrow				✓
Havering	✓		✓	✓
Hounslow	✓			
Islington				✓
Kensington & Chelsea				✓
Kent County Council	✓			✓
Kingston upon Thames	✓			
Lambeth		✓	✓	✓
Lewisham		✓		✓
Medway Council				✓
Merton	✓			✓
Newham		✓		✓
Norfolk County Council	✓			
Powys County Council			✓	
Redbridge	✓		✓	✓
Richmond upon Thames	✓		✓	✓
Royal Borough of Windsor and Maidenhead	✓			
Sheffield City Council	✓		✓	
Somerset County Council	✓			
Southwark		✓	✓	✓
Stoke City Council			✓	
Suffolk County Council			✓	✓
Surrey County Council	✓			
Sutton	✓			
Thurrock Council	✓			
Tower Hamlets				✓
Waltham Forest	✓		✓	✓
Wandsworth	✓		✓	✓
Westminster			✓	✓
West Berkshire Council	✓			

Research, influencing and thought leadership

Transforming Society

Tackling criminality and slum conditions in the private rented housing sector

Our Safer Renting team significantly expanded the reach and impact of its work to improve private rented sector policy, legal frameworks, and criminal practices affecting private renters – 3,878 participants across England and Wales (140 in 2024). Activities included:

- Being awarded the best report of 2024 by housing research library, Thinkhouse – this is the second time they've received this award
- Delivering 22 multi-sector training and knowledge exchange events across England for c. 1,725 attendees
- Presentations on, for example, tackling illegal evictions – police duties, enforcement and the new PRS Landlord Ombudsman; amendments to the Renters Rights Bill; Rent Repayment Orders; and criminality in the private rented sector to:
 - 8 housing conferences and forums
 - 4 central government departments and their ministers (including the Ministry of Housing, Communities and Local Government), and cross-party MPs
 - Economic and Social Research Council's housing advisory group
 - National Trading Standards Forum
 - Chartered Institute of Environmental Health
 - Pan London Housing Network
 - Legal networks and firms
 - Statutory authorities/council across England, e.g., Suffolk, Greater Manchester, Greater London
 - Third Sectors organisations, e.g., Acorn Renters' Union, Shelter, No Second Night Out, Operation Jigsaw
- Worked in partnership with members of the House of Lords and the Renters Reform Coalition to influence the Renters Rights Bill's passing through the House of Lords
- Submitted evidence to the Commons Committee for the Renters Rights Bill relating to Ground 6A, a proposed mandatory ground for eviction that would see renters removed from their homes with no defence to the claim
- Attracted coverage in national media including the BBC and the Daily Mirror
- Initiating two research projects for publication in 2026 exploring:
 - New ways to engage communities experiencing poor housing conditions, and how they impact health and housing experiences and outcomes, and the contribution that Lettings Agents play in the London 'shadow private rented sector'
 - How the regulatory framework and enforcement activity of Property Agents impact private renters' exposure to abuse of their tenancy rights; and what changes are needed in public policy, practice and resourcing

Tackling failures in youth services

Our RISE Youth Empowerment team worked 'hand-in-hand' with young people to tackle the negative impact of siloed, single-issue, and disjointed services on the needs of young people experiencing multiple, complex and intersectional needs.

Influencing activities reached 661 participants (1,550 in 2024) and focused on delivering training and convening cross-sector meetings that centred on 'youth voice' and advocated for improvements to case management; cross service communications; safeguarding; assessment; and prevention protocols with the following partners:

- NHS teams, e.g., Child and Adolescent Mental Health (CAMHS) and Social Prescribing services, South London and Maudsley NHS Foundation Trust (SLaM), NHS Talking Therapies, and Southwark Team for Early Psychosis
- Social Service teams, e.g., Family Early Help Team, Adult Social Care, and Southwark Safeguarding Partnership

- Housing providers, e.g., Southwark Housing Support, Depaul UK, Oasis Community Housing, and the Salvation Army
- Third sector organisations, e.g., Change Grow Live
- Criminal justice agencies, e.g., Police Criminal Exploitation, Community Safety, and Prevent Teams
- Education providers, e.g., Ark Walworth Academy, Treasure House (London) CIC, and Lewisham Southwark College

Tackling the exclusion of citizens voice from conversations about social reform

We continued to advocate nationally for radical listening to be used to reconnect with communities, address complex challenges, tackle unconscious bias, promote equity-based practice, and transform systems through conversational leadership and practice. Our Chief Executive participated in debates across the UK reaching 1,205 people (163 in 2024) including:

- Contributing to the development of a Future Governance Forum paper on the ‘State of the Nation on Race Equity: Towards Inclusive Government’
- Speaking on the importance of applying a race equity lens to climate action and offering guidance on how charities of all kinds can help to tackle the climate and biodiversity crisis at the Civil Society ‘Trustee Exchange’ Conference 2024
- Contributing as a panel member to the Future Governance Forum’s Labour Party fringe event ‘Governing in partnership: How can Labour collaborate with business and civil society to create lasting change?’
- Chairing the opening and closing panels of the 3-day UK National Parks Conference 2024, ‘Why do National Parks Matter to Us?’ and ‘What Should the Future Look Like?’
- Leading radical listening discussions and/or training for the Better Way Network of UK-wide charity and local government leaders and the City Bridge Foundation
- Chairing a panel entitled ‘Black Corporeal (Breathing by Numbers)’ a ‘Friday Late: Pulse of the Planet’ event for the Science Gallery and Kings College London ‘Vital Signs’ exhibition

Tackling lack of access to justice

- Our Independent Advocacy service delivered seminars and training reaching 1,806 people (125 in 2024) to improve knowledge and understanding of the statutory rights of people living with mental health and/or ‘mental capacity’ conditions for the:
 - Care Quality Commission
 - Leaders in Advocacy Task and Finish Group
 - Leaders in Advocacy Network
 - Royal Borough of Kingston upon Thames’ Healthwatch, Autism and ADHD Partnership Board and Safeguarding Adults Board
 - London Borough of Barking and Dagenham’s All-Age Learning Disability Partnership Board, Social Value team, Dementia Care Home Forum, and Me2you Advocacy
 - 39 Essex Chambers
 - South West London and St George’s Mental Health NHS Trust, Tolworth Hospital Acute Care Forum
- Our Law Centre delivered training on ‘Working in a Law Centre as a Foreign Lawyer’ for the Law Centre’s Network, participated in knowledge exchange events, and advocated through sector meetings for increased access to community legal services, and reaching 1,735 participants (10 in 2024)

Independent Advocacy services

Protecting the voices, choices, and rights of adults and children

B's Story

Found asleep outside on the doorstep to his home, and with concerns about his diabetes and emerging dementia, B was admitted to hospital. Following a statutory 'best interest meeting' decision to discharge B, he was found on his doorstep again.

After realising B's water and heating were disconnected and he had no food in the house, a social worker decided to move him to a local care home.

When our Advocate met with B, it was clear he was traumatised by the move, had been offered little-to-no choice in the care arrangements, was frightened by his new surroundings, and was covered in bed bug bites. We immediately instructed a solicitor to challenge the need for B to be deprived of his liberty, and comforted B by letting him know that Cambridge House's Advocate would support him to have his voice, choices and rights protected.

A route back to independence and recovery was found through the legal process instigated by our Advocate. The Court determined it was in B's best interests to return him home, and ordered essential repairs to be completed first.

Concerned that B would become isolated again while his home was brought up to proper living standards, our Advocate arranged for Kingston Advocacy Group, one of our local partners, to provide interim personal care and support until B returned home and had his personal freedom reinstated.



Our Independent Advocates supported and protected the legal rights of people experiencing substantial difficulty engaging with and contributing to decisions about their health and social care.

In compliance with the requirements of the Mental Health Act 1983, Mental Capacity Act 2005, Care Act 2014 and Deprivation of Liberty Safeguards and Community Treatment Orders; we facilitated our service users' active involvement in decision-making so that they:

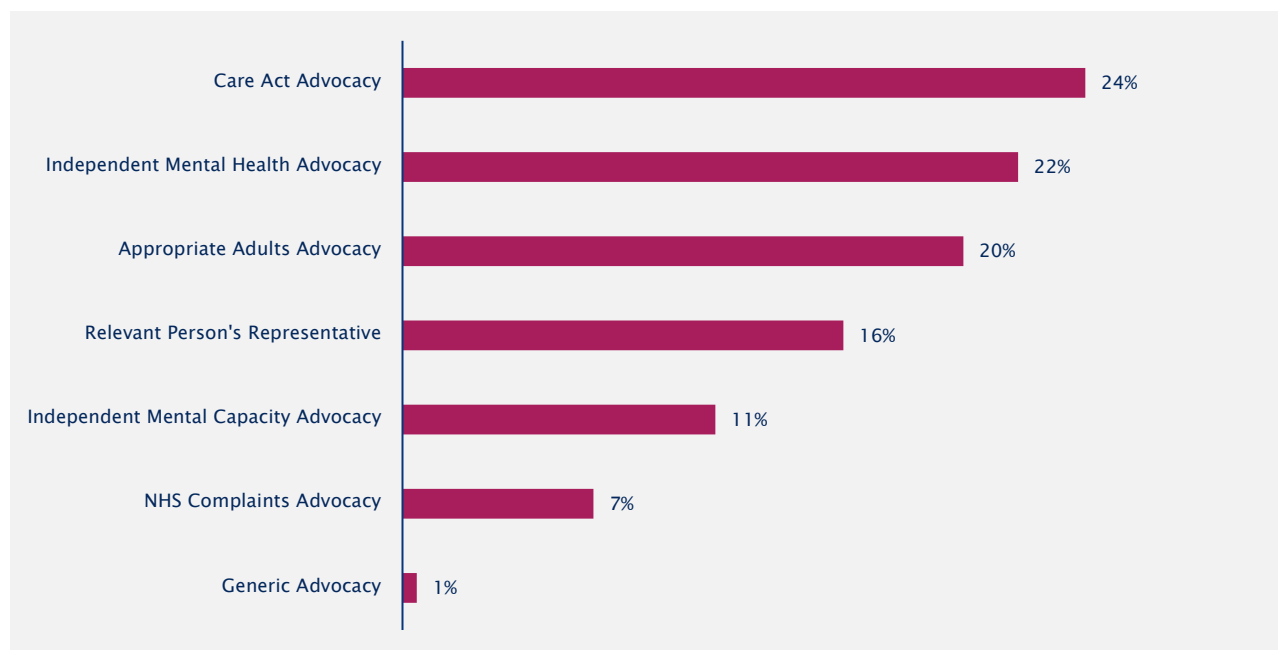
- Understood information relating to decisions about their lives
- Could weigh up their options
- Were able to communicate their views, wishes and feelings
- Received the treatment, care and support they needed, and without disproportionate restrictions to their freedom of choice and liberty
- Had access to legal protection and advice

During the year we:

- Provided services under contract in Kingston upon Thames and Barking and Dagenham and through spot-purchasing in 21 additional local authorities (8 in 2024)
- Delivered 10,144 hours of statutory and non-statutory advocacy (9,870 in 2024)
- Worked with 1,269 service users (1,699 in 2024)
- Pursued successful Section 21A application challenges in the Court of Protection to ensure the Deprivation of Liberty authorisations and/or arrangements for 20 service users were reviewed and changes implemented (24 in 2024)
- Successfully resolved 98% of issues through the following eight advocacy specialisms:

Appropriate Adults	Independent Advocacy under the Care Act
Generic advocacy, Learning Disability and Mental Health	Independent Mental Health Advocacy
Generic advocacy, Mental Health	NHS Complaints Advocacy
Independent Mental Capacity Advocacy	Relevant Person's Representative

- Delivered service specialisms as a percentage of the total number of cases as follows:



Law Centre

Protecting people's housing, jobs, finances, social welfare and legal rights

F's Story

The use of alcohol and cocaine by senior management at work events had become frequent at F's work, so she made a whistleblowing report to the Chief Executive Officer. 11 days later, F was dismissed from her job.

At first, F's hours were reduced, she was given a poor performance review, and her line manager accused F of resigning. At the dismissal meeting, F was told the business was restructuring and her role was not needed anymore. To F's dismay, the role was readvertised the next day.

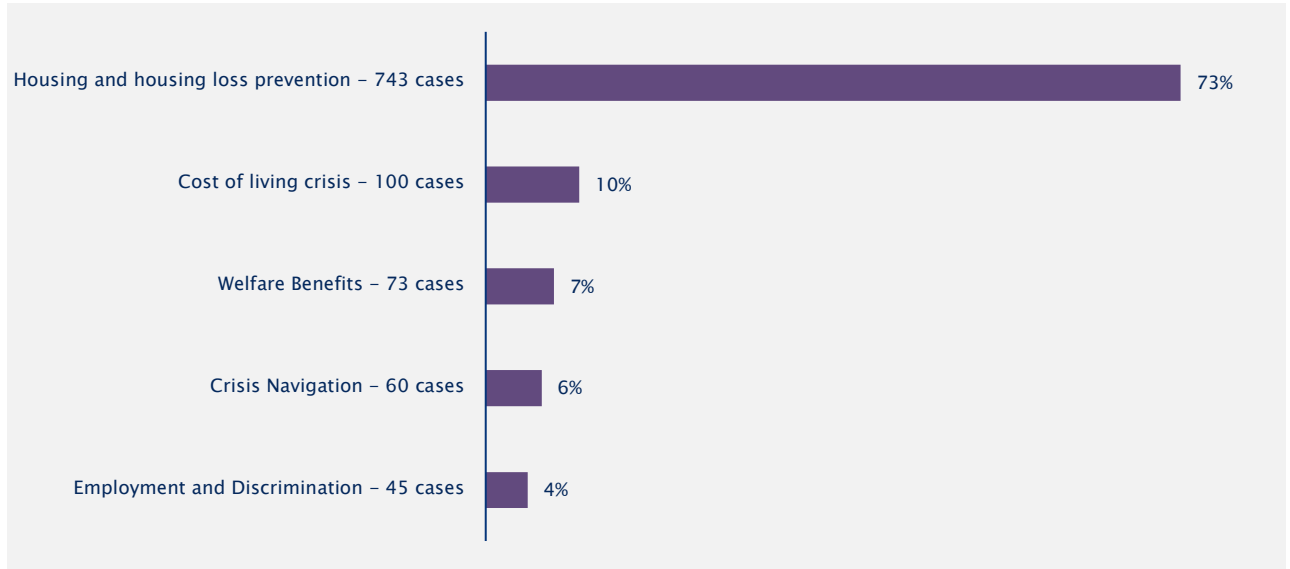
F contacted our Law Centre and we advised her that she had a claim for automatic unfair dismissal/detriment for making a protected 'whistleblowing' disclosure. The matter was listed for a preliminary hearing, F was extensively advised and supported by the Law Centre, and the former employer sought to settle the matter.

The Law Centre negotiated a settlement of £65,000 of which £25,000 was for injury to feelings. This was one of the highest settlements the Law Centre negotiated, and F was ecstatic.

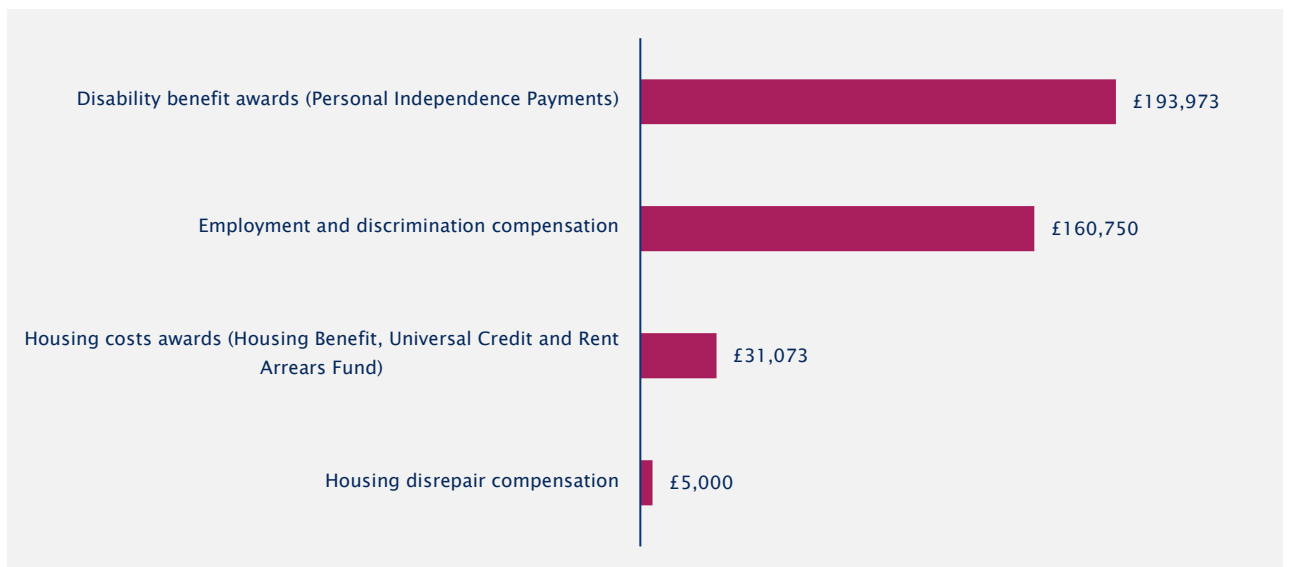


As a Legal Aid Agency accredited provider, member of the Law Centres Network, and a London Legal Support Trust ‘Centre of Excellence’; our Law Centre provided free, independent and expert legal and crisis navigation services in housing, employment and discrimination, and welfare benefits law. During the year we:

- Maintained outreach surgeries in Southwark and Lambeth including online advice and casework clinics in employment law for Brixton Advice Centre
- Delivered casework, advocacy and legal representation for 1,671 service users (1,055 in 2024) supporting 556 dependents (348 in 2024)
- Addressed the following legal issues as percentages of our overall activity:



- Provided legal advice to a further 704 service users (547 in 2024)
- Reached service users living across 28 local authorities (25 in 2024)
- Managed priority debt of £4.9M – including rent and mortgage arrears (£258K in 2024)
- Secured £390,795 in legal compensation and welfare or disability benefits for service users (£232,096 in 2024) as follows:



Safer Renting services

Making private renting safe for all

AB's Story

AB was under considerable stress before being referred to Safer Renting. Unstable employment, a personal bereavement, and the landlord illegally 'hiking-up' rent were all threatening their wellbeing.

AB was further traumatised and frightened by the build-up of rent arrears that they were unable to clear and landlord harassment in the form of incessant texts demanding they leave, and an associate of the landlord turning up at the property with tools.

Safer Renting believed there was a real threat that the landlord would illegally change the locks, so our caseworker contacted the landlord, warning them against pursuing an illegal eviction. The landlord agreed to desist and contacted their own solicitor who served AB with a notice to leave.

Safer Renting responded, stating we would pursue a rent repayment order and a deposit protection penalty if the landlord continued with the unlawful eviction proceedings. Our intervention persuaded the landlord to abandon the eviction and AB expressed immense gratitude for Safer Renting's support.

AB eventually managed to find a council property via Homefinders, which was a huge relief, but they didn't know how they would manage to pay the first month's rent.

Safer Renting reached out to AB's existing landlord's solicitor to propose a buyout which was accepted: AB would agree to leave the property if the landlord settled the rent repayment order and deposit protection penalty, and agreed to waive arrears.

The final sum paid to AB was £1,800 and £4,000 of rent arrears was waived. This enabled them to leave on their own terms, with the resources needed to enter a new tenancy, and without fear of further harassment and being chased for a high amount of debt.

Our Safer Renting service is commissioned by local authorities to prevent homelessness by intervening in illegal evictions, supporting private renters to negotiate better conditions in their homes, and enabling private renters to leave a criminal landlord on their own terms.

The service operates in an environment where challenges related to poor housing quality, high rents, insecure tenancies, and landlord/letting agency criminality are compounded by the:

- Lack of supply
- Predominance of low-income households
- Disproportionate impact of poor and insecure housing on the households of Black, Asian, global majority, migrant and refugee, ageing, and disabled people

During the year we:

- Provided advice and support to 368 households (388 in 2024) caring for 648 dependents (715 in 2024)
- Delivered casework in 12 London Boroughs (12 in 2024)
- Secured £17,850 in legal compensation or out-of-court settlements for service users (£49,000 in 2024)

- Received positive confidential feedback from our service users:
 - 93% said we understood their needs well or very well; explained their rights and how to protect them well or very well; and they were satisfied with the outcome of their case
 - 73% said they felt safer in their home after working with us

Safer Renting's casework is particularly complex because:

- Landlord criminality includes several interrelated behaviours and techniques
- In London, there has been a reduction in legal aid advice services and a tightening of the budgets in services that remain

The range of crisis issues that frequently arise in each Safer Renting case lead to extended case management timelines, often require multiagency working, and include several of the following elements:



Disabled People's services – a look back at our last fifty years

Ian Banner, former Cambridge House resident

In the spring of 1975, as I was finishing my third year at Churchill College, Cambridge, and preparing to move to London for an MSc at the Institute of Psychiatry at the Maudsley Hospital in Camberwell, I noticed a small announcement on the college noticeboard. It advertised a room to rent at Cambridge House and Talbot in Camberwell, with the expectation that residents would volunteer in the local community to support the settlement's work.

I had already been involved in voluntary work in Cambridge, most recently at the Ida Darwin Hospital for children with learning disabilities in Fulbourn. Moving into Cambridge House in August or September 1975 fitted perfectly with the start of my course that autumn.

Cambridge House was a dynamic environment, full of highly motivated people working with local residents to improve community life. There were about twelve of us living there— young adults either studying or working nearby. Talbot House had just been sold, and the proceeds were earmarked for building improvements at Cambridge House, including the installation of central heating.

The buildings included Scott Hall, an adjacent air-raid shelter, and a garden that provided a safe and secure place for children to play.

In the early 1970s, new legislation established special schools with an educational focus. Southwark had two: Cherry Gardens in the north of the borough and Tuke School in Peckham. Parents, carers, and professionals all identified a lack of leisure activities for disabled children.

The idea of a Saturday Club for school-age children quickly gained support. Without Cambridge House – its building, experienced staff, volunteers, and accommodation – setting up such a project would have been far more difficult, but everything came together in the autumn of 1975.

I had experience working with children with complex physical needs and challenging behaviour, which helped reassure parents. Children were referred by the schools and by the Southwark Society. Cambridge House's location near Burgess Park, with no roads to cross, was another advantage. We received donations of toys and play equipment, and the staff helped with fundraising.

In keeping with Cambridge House's Community Works ethos, parents were involved in the management of the weekend clubs from the outset. It was truly a win-win: the children enjoyed the activities, and it was rewarding to see parents gain confidence and skills through committee work and fundraising.

One practical challenge was connecting Scott Hall to the toilets in the adjacent air-raid shelter in the Cambridge House garden. I remember hiring huge hammer drills – almost too heavy to lift – to break through the concrete. Parents and volunteers took turns, but the walls were a foot thick, and after hours of effort we had barely made a dent. I think professionals were eventually brought in, and the doorway was finally completed.

The Cambridge House and Talbot annual report for 1975–76 describes the construction of the soft play area at the end of Scott Hall, which became a great success. As the number of weekend clubs grew, the idea of a summer playscheme developed. In 1976 the Inner London Education Authority still existed and was able to provide transport and meals, while Cambridge House provided space, including the large hall in Addington Square. For the first time a paid worker was employed to support and manage the volunteers. It was chaotic at first, but the children loved it.

By 1975, most adults with learning disabilities lived either with ageing parents or in large hospital institutions. Darenth Park in Dartford, with around 1,500 patients, was where adults from Southwark were typically sent.

By the late 1970s and early 1980s, plans to close these long-stay hospitals were being developed, sparking debate over what should replace them. The King's Fund Centre published *An Ordinary Life*, advocating community-based housing and support rather than new institutional models. Cambridge House became a leading champion of this approach, and the Southwark Consortium was formed to develop it further.

In 1986, Colin Rochester wrote a paper for the King's Fund describing the remarkable scale and ambition of the community-based supported housing and care that emerged from this work. The Southwark Consortium blossomed into a major national care provider, Choice Support, with 1,400 service users and 2,000 staff.

In the early 1980s, advocacy services began to emerge, along with support for parents of children with challenging behaviour. It was rewarding to see families gaining the confidence to secure the services they needed—early steps toward integration and empowering people with learning disabilities to be heard and to take control of their own lives. Exciting times indeed.

Autumn 1975 marks the beginning of 50 years of Cambridge House and Talbot's work with families of children and adults with learning disabilities. Long may it continue.

Disabled People's Empowerment services – 'Camberwell Incredibles'

Enabling disabled people to take control of their lives and futures

B's Story

'B' is a 26-year-old woman with a mild learning disability and significant health challenges, including a brain tumour, reduced mobility, and seizures. She uses a wheelchair with assistance.

B has a very close bond with her mother, whose stress around B's uncertain health recently led to a breakdown. Just before Christmas, B went into temporary care for six weeks.

Remarkably, she handled the separation with maturity and composure, calmly explaining her mum's situation to professionals and in doing so, helping us to coordinate her care and support. Despite disruptions – first moving to respite care, then to a retirement home due to funding issues – B adapted with resilience and optimism.

She even found ways to thrive, selling handmade jewellery and bonding with the community. Over Christmas in the care home, she engaged in physiotherapy, grew stronger, and gained independence from her mum.

Thanks to persistent advocacy from Camberwell Incredibles staff, B was granted funding for an extra day with the service. Attending three days a week now gives both her and her mother essential breathing space.

B has flourished with the group: making close friendships, joining activities, and developing new interests such as food preparation. Ever conscientious, she's also become our self-appointed health and safety officer – always ensuring risks are minimal. P still has outbursts of tears at times too, but she is always surrounded by other group members who all come to hug and comfort her. She soon emerges smiling and the cloud passes quickly. She knows that she is amongst good friends.

Camberwell Incredibles Arts Club members are adults aged 19 to 64 years who live with profound learning disabilities and complex need. It is delivered at the Trinity College Centre in Camberwell and combines social, creative, independent living, and personal development sessions with a diversity of trips and community events. The Club offers a unique model of collaboration and creativity that challenges the social stigma and exclusion experienced by people with learning disabilities, and provides an essential, safe and joyous space for its members to:

- Pursue their creativity, take risks with ideas, and develop their arts practice across a range of media and activities
- Reduce their isolation by socialising with peers and building social and community networks
- Develop practical and life skills
- Improve their wellbeing by increasing their confidence, agency and independence; aspiration, self-esteem and self-worth; and their sense of value to their community

During the year the Club:

- Had 17 members (20 in 2024) and supported 34 family members and carers (23 in 2024) who reported:
 - 100% improvement in relationships and social connections
 - 100% increase in access to wellbeing activities
 - 100% increase in access to art and cultural activities
 - 100% increase in community involvement – through community events, shows, performances
 - 100% increase in access to advocacy support
 - 94% increase in confidence, agency and sense of pride
 - 94% increase in communication, practical, and creative skills

- Held the following annual community events, each attended by over 100 local people:
 - Their July 2024 Summer fete, 'World Country Fair', exploring customs and food from countries around the world that hold particular significance for the group
 - Their December 2024 Christmas production, 'The Incredible Circus', for which members created props, decorations, and performed together to make a brilliant and hilarious spectacle
- Continued their collaboration with Duckie, a queer artists collective which focuses on working class entertainment. On the last Tuesday of every month, and attended by c. 150 people each time, our Club members co-host Duckie's 'Posh Club for over 60s' and provide decor, entertainment and contribute to the wonderful uplifting atmosphere that makes the Posh Club so successful
- Collaborated with:
 - Thick and Tight dance theatre company who delivered five workshops with the group in March 2024, producing photo portraits, video footage, and a beautiful poem, which contributed to their show 'Natural Behaviour' – 'a queer look at what it means to be natural or unnatural, highlighting the essential role of diversity in life'. This was performed to a sold-out audience across five days at the Battersea Arts Centre in June 2025
 - Act Up! Newham, an inclusive theatre company, to create a show about what disabled people want from their care and support
- Hosted a 10-week Artist in Residence, Sonja Verma, who worked with members to create costumes for their community events and performances



Youth Empowerment services – ‘RISE’

Specialising in long-term support for society’s most excluded young people

K and N’s Story

K (20) and N (18) are brothers who separately fled torture and persecution, arriving in the UK as children, alone. Briefly reunited, the care system then separated them – placing them under different authorities, social workers, and solicitors who didn’t communicate, deepening their isolation. Both faced discrimination from social workers and, despite K suffering from severe diagnosed PTSD and cognitive impairment, were denied essential mental health care, while significant translation errors in legal documents jeopardised their asylum claims.

RISE advocated for K and N. We raised safeguarding concerns, formally challenged harmful practices by social services, organised multi-agency meetings, and liaised with solicitors to correct legal errors. We provided consistent, trauma-informed support, holding K and N across fragmented systems, ensuring their safety, connection, and voices remained central.



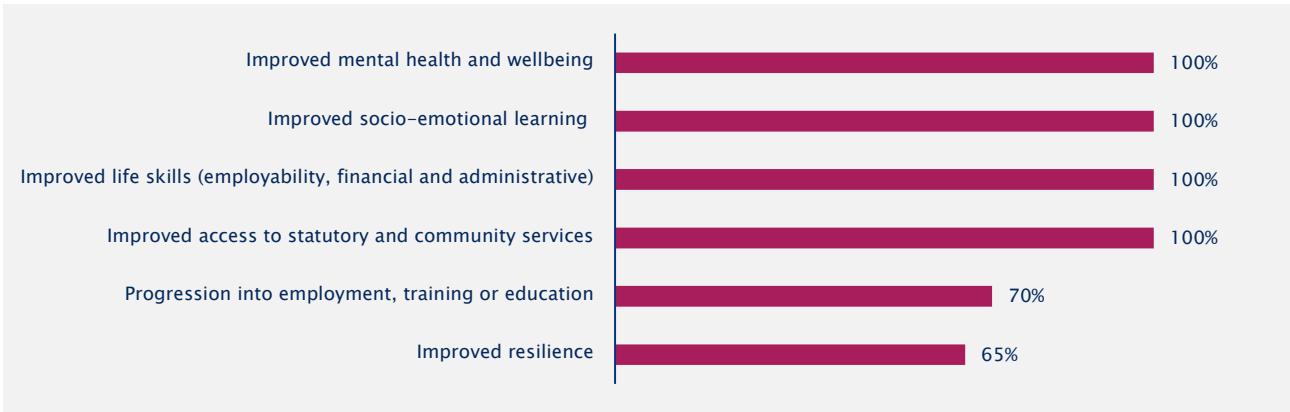
Our Youth Empowerment service, RISE, is a highly specialised, youth-led, and long-term programme that invests in 16 to 25 year-olds, typically for at least 2-years, who have experienced multiple negative experiences and appalling events across their life course.

RISE's trauma-informed mentoring, advocacy, collective support, and shared learning components are designed by young people to create and strengthen the 'safety net' for isolated young people in crisis and despair who feel they have no community and no one to turn to.

On average, 43% of RISE participants presented with undiagnosed 'special educational needs' and/or were neurodiverse, and 83% presented with undiagnosed or untreated mental health conditions.

During the year, the number of young people participating increased by 67% to 134 (80 in 2024) and RISE:

- Established:
 - A Youth Board (comprising RISE alumni) to drive service design, evaluation, and development; research priorities; outreach and engagement strategies; and work with our trustees and leadership on strategic planning
 - 'RISE Arts', a multisensory art project designed by young people to provide a space for their peers living with disabilities or other sensory and language needs to express themselves creatively and communicate 'non-traditionally'
- Provided advice and guidance to 134 parents and carers (120 in 2024)
- Achieved Mentoring Quality Framework accreditation
- Participants':
 - Received six Jack Petchey Achievement Awards to celebrate their successes and support their activities
 - Contributed to London Youth's 2024 'Networking and Youth-work Week' celebration
 - Hosted an event for the Deputy Mayor of London
 - Reported the following using the accredited 'Outcomes Star' to track progress towards their personal development goals:



- 100% of RISE's young people:
 - Living with special educational needs and disabilities received additional mentoring time and adapted access to services
 - At risk of homelessness or living in insecure or unsuitable housing received additional support from Cambridge House's Law Centre and Crisis Navigation staff and guided (accompanied)-referrals to specialist external agencies
 - Who are members of the LGBTQIA+/Queer community received additional mentoring time and guided (accompanied)-referrals to specialist external support networks

Events after the year end

There are no significant events after the year end to report.

Operational aims and objectives

To implement our 2022 – 2027 Strategic Plan.

Achieving our priorities in 2024–2025

Transforming Lives		
To expand our Youth and Disabled People's Empowerment services	Achieved	- Number of weekly Camberwell Incredibles sessions increased from 3 to 4 - RISE service user numbers increased from 80 to 134
To expand our delivery of legal advice services in Lambeth	Achieved	New contract secured to deliver legal services in Lambeth from 01 04 2025
Transforming Society		
To undertake research into the contribution that Lettings Agents play in the London 'shadow private rented sector'	Progressed	- External research partner engaged - Research activities initiated
To undertake research into the impact of poor private rented sector housing on the health of marginalised communities in Lambeth	Progressed	- External research partner engaged - Research activities initiated
Governance		
To agree a 'Transforming Society' action plan to support the delivery of the 2022–2027 Corporate Strategy	Completed	- Safer Renting public affairs development enhanced with the creation of a new corporate Public Affairs and Communications post - Research into the system failures experienced by young people with severe, multiple, and complex needs initiated by RISE
To enhance IT and cyber security capabilities and processes	Completed	- IT contracts reviewed and upgraded - Specialist insurances procured - All staff training completed - Cyber Essentials accreditation renewed
To undertake a review of our articles of association to ensure that they continue to enable us to operate effectively	Completed	Updated and modernised articles of association approved by company members in January 2025

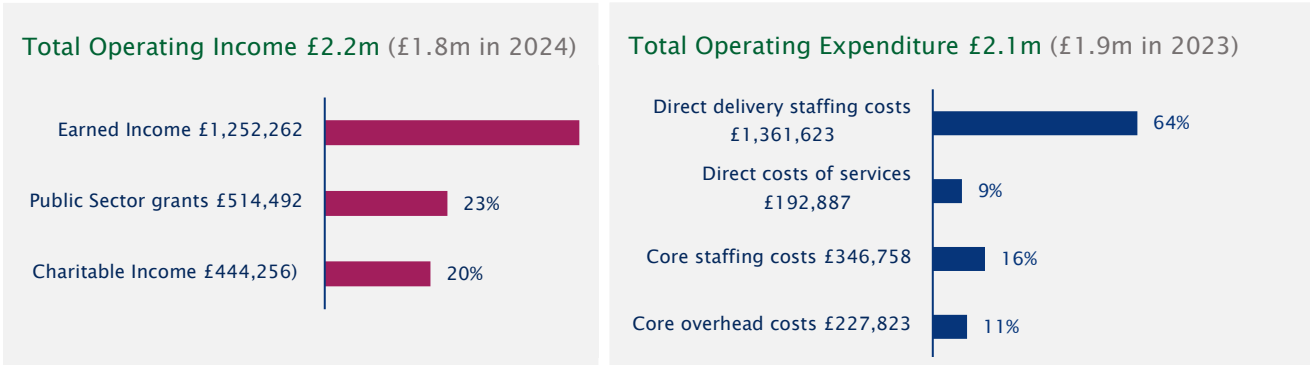
Our priorities for 2025–26

Transforming Lives
Expand the reach and impact of our Law Centre, Safer Renting, and RISE services
Transforming Society
Review data capture and analysis processes to enhance our evidence- based research
Complete field work for two Safer Renting research projects
Increase public affairs reach and impact
Governance
Review and update trustees' Governance Manual
Complete trustee succession plan

Financial review

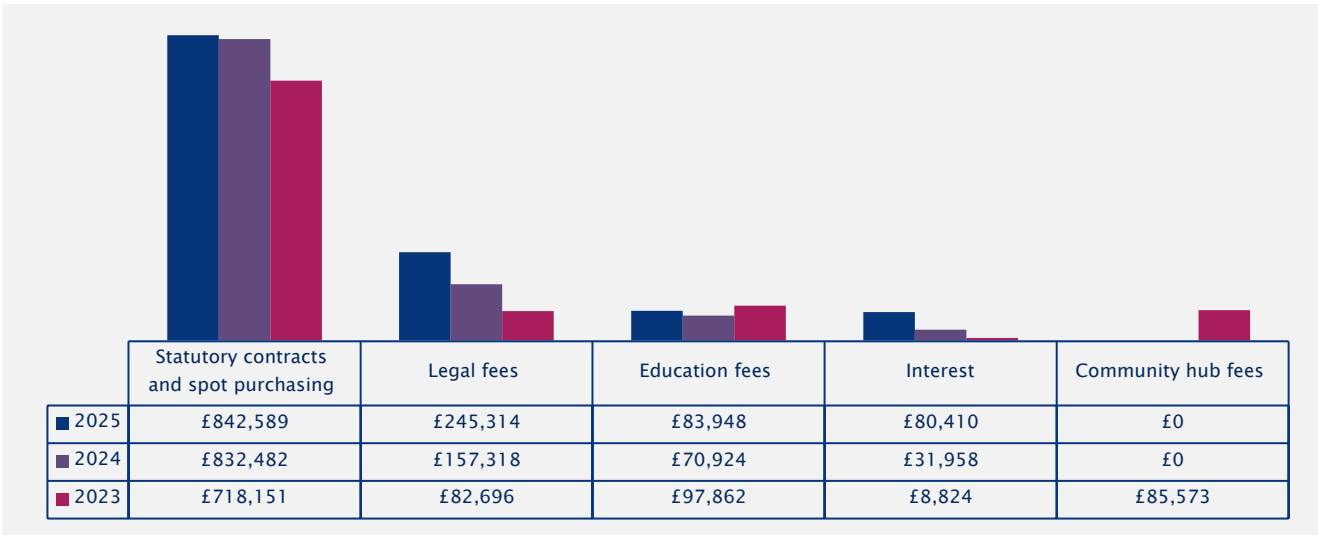
Overview

We're delighted to report that our post-pandemic business turnaround plan (which aimed to return earned income levels to pre-pandemic levels, address increased need in our communities, and weather the impact of the UK's cost-of-living crisis on our costs) has continued to improve our financial position and we returned two-years' deficits to surplus:

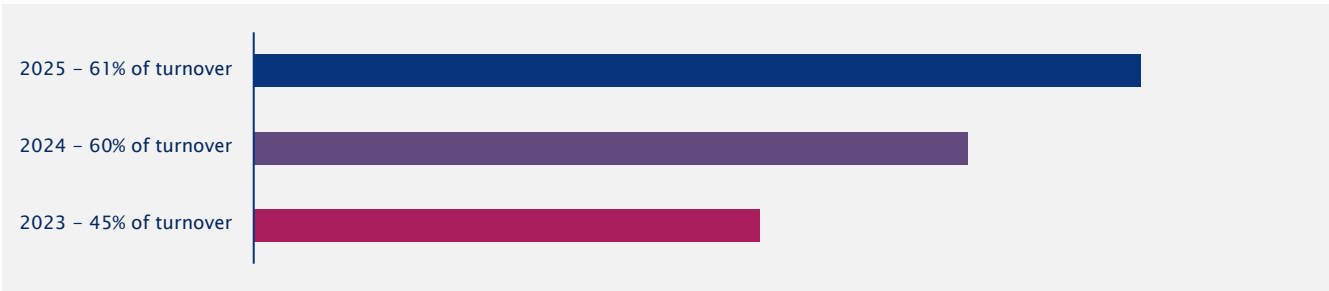


- Operating income increased by 21% to £2,211,010 (£1,832,710 in 2024)
- Operating expenditure (i.e., excluding depreciation of £4,205) increased by 11% to £2,129,092 (£1,913,621 in 2024)
- We turned the previous year's overall deficit to a surplus of £77,714 (£86,935 deficit in 2024)
- Charitable income was £444,256 (£478,185 in 2024), public sector grants were £514,492 (£260,483 in 2024), statutory contracts and spot purchasing generated earned income of £842,589 (£832,482 in 2024), earned income from legal and education fees was £329,263 (£228,242 in 2024), and earned interest was £80,410 (£31,958 in 2024):

Earned income distribution 2023 to 2025



Public Sector Income from grants, contracts, and spot purchasing fees

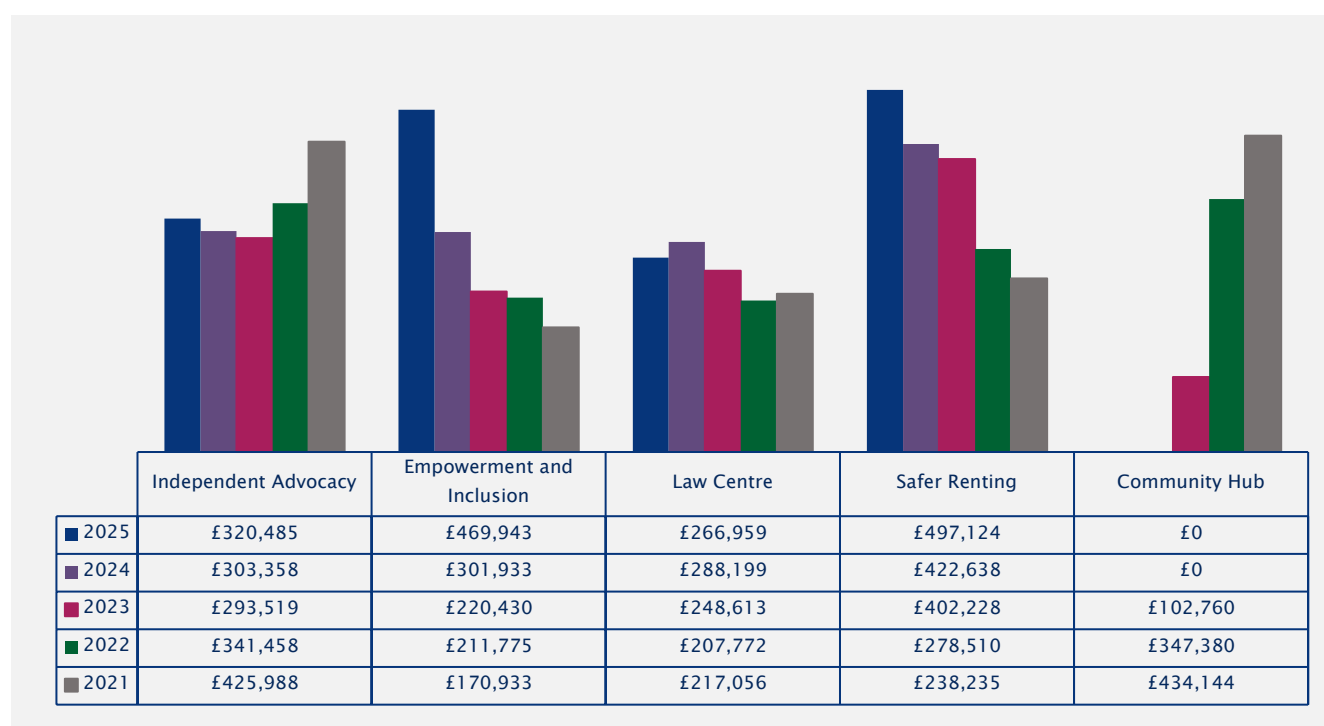


Expenditure

Our total expenditure for the year increased by 11% to £2,133,296 (£1,919,645 in 2024):

- Staffing remained our largest cost at £1,708,382 (£1,545,670 in 2024) i.e., 80% of operating expenditure (81% in 2024)
- 80% of our total staffing costs were related to the direct delivery of services (77% in 2024), this reflects the people-intensive nature of our frontline services and their reliance on high service user to staff ratios.

Direct service expenditure 2021 to 2025



Trustees' responsibilities

As trustees, we are also the directors of Cambridge House for company law purposes. We are responsible for preparing this Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires us to prepare annual financial statements which give a true and fair view of the state of Cambridge House's affairs, including our incoming resources and their application, and net income or expenditure. In preparing our financial statements, we are required to:

- Select suitable accounting policies, and apply them consistently
- Observe the methods and principles in the charities' statement of recommended practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable 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 is inappropriate to presume that the charitable company will continue in operation

Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy the financial position of Cambridge House, and enable them to ensure that the financial statements comply with the Companies Act 2006. We are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which our auditor is unaware
- Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Trustees are also responsible for the maintenance and integrity of the corporate and financial information included on our website.

We note that, legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislations in other jurisdictions.

Going concern statement

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern and we remain focussed on the longer-term sustainability of unrestricted funds.

Reserves policy

We review the target level of reserves on an annual basis alongside the operating budget. The assessment takes account of income and expenditure risks within the budget and the need for sufficient liquidity to manage the day-to-day fluctuations in our receipts and payments. Our free reserves and designated reserves are considered in the round when factoring in our target.

Trustees completed a risk-based review of our reserves policy during the year to ensure that we establish the following reserve targets which we have achieved:

Free (cash) reserves of £893K

To provide unrestricted funds that are freely available to spend in the event of business continuity and disaster recovery needs, including:

- Unforeseen emergencies
- Unforeseen operational costs
- Loss of grant or contract income
- Working capital and cashflow requirements
- The need to fund short-term deficits

A designated 'Building' reserve of £1.6M

- To provide the funds needed to purchase new office premises and associated capital assets in the future; and/or
- To provide funds for asset management and risks associated with accommodation.

At the end of the year, we held the following funds in line with our Reserves Policy:

- General reserves of £901,243 comprising
 - Free (cash) reserves of £892,814
 - Fixed assets of £8,429
- Designated 'Building' reserves of £1,600,000

Budgeting and financial decision-making

We prepare annual budgets for all activities and carefully monitor performance against these to ensure that any activity operating at a deficit and/or behind budget is carefully supervised, and opportunities are taken to mitigate risks and increase unrestricted funds. We use a cloud-based accountancy package that connects to our bank accounts and facilitates real-time scrutiny by trustee bank signatories and staff with profit and loss accountabilities.

Trustees have a Business Continuity and Disaster Recovery Plan and a Financial Emergency Response Plan to protect the interests of our service users, employees, trustees, creditors and stakeholders by outlining the steps that can be taken to avoid and/or manage crises.

A meeting schedule detailing priorities and regulatory deadlines for our Board of Trustees is published at least 12-months in advance and ensures trustees consider, monitor and/or approve our:

- 3 or 5-year corporate strategy and financial forecasts
- Annual budget and associated cashflow projections, income analyses, risk register and reserves policy
- Actual income and expenditure results compared to budget and reforecast income and expenditure projections as the year progresses
- Quarterly progress and financial management reports that:
 - Update high level risk assessments and risk mitigation actions
 - Detail performance against contractual and grant funding conditions and key performance indicators, so that trustees can ensure we meet our obligations and any restricted income requirements
 - Detail quarterly financial information including management accounts, balance sheets, cashflow projections, income analyses (received and projected income and restrictions where appropriate)

Our Board's Finance Subcommittee considers monthly financial reports to ensure:

- Trustees regularly receive and consider robust and up-to-date financial management information
- Sources of income are analysed and reviewed so that any dependency on one source of funding (which could leave us vulnerable to increased financial risk) is assessed, and our diversification of income sources is monitored to protect against this
- Planned and proposed expenditure is regularly reviewed and opportunities for cost efficiencies or the need to divest are identified and realised
- Actual results against budget are monitored within 3-weeks of each month-end

Governance and management

Cambridge House and Talbot Limited is a registered charity (registration number 265103) and is constituted as a company registered in England and Wales and limited by guarantee (registration number 1050006):

- Our organisation's objects and powers are set out in the Articles of Association
- In compliance with Charity Commission best practice guidance, our Articles of Association were reviewed and modernised during the year to reflect current company and charity requirements. In January 2025 our company members approved the following amendments to our Articles Association and these were subsequently approved by the Charity Commission and Companies House in February 2025:
 - i) Company membership was amended so that the only company members are the Board of Trustees (formerly called the Council of Management)
 - ii) A new provision enabling the Board to establish an Advisory Board of people considered to have relevant expertise to advise the trustees on specific matters affecting the organisation. This Advisory Board is not able to exercise the rights or powers of the Trustees, and its only power is to advise the Board on matters which have been referred to it by the Board
- The company does not have share capital and is limited by the guarantee of the members to a maximum of £1 each.
- Following the amendments to our Articles of Association outlined above; the total number of such guarantees (i.e., our company members) at the year-end was 9 (23 in 2024)

Trustees

Cambridge House is governed by the charity's trustees, who are also the company's directors and are collectively called the Board of Trustees (the Board). The members of our Board are appointed through external recruitment when vacancies arise. Our Board meets a minimum of four times, but more usually six times per year to manage the business of the organisation. It has appointed subcommittees to operate with delegated responsibilities:

- **Finance Subcommittee**
Raja S Hussain (Treasurer), Simon Latham (Chair, ex officio), Tara Trousdale, and Felix Adenaike
- **Governance, Risk and Inclusion Subcommittee**
Clarissa Lyons, Simon Latham (Chair, ex officio and Safeguarding Lead), and Ivan Delany (Digital Lead)

Our Board's governance structure is set out in our Governance Manual, which explains how the organisation is run with reference to our legal obligations, the 'Charity Governance Code' for larger organisations, and the 'Seven Principles of Public Life', and includes a clear distinction between the role of trustees and the Chief Executive.

Trustees concentrate on strategic matters, setting overall direction, ensuring clear organisational objectives and holding the Chief Executive to account. This is affected through reporting, both on performance and strategic matters, and formal appraisal of the Chief Executive's performance. The delegated responsibilities and accountabilities of the Chief Executive are set out in our Governance Manual and in their job description.

Trustees have reserved certain powers, which only they can exercise. These include those statutory powers that cannot be delegated, such as policies on risk and reserves, and decisions linked to major policy or programme initiatives, strategic planning, and changes to organisational structure.

Trustee recruitment, induction and training

Our Board completes skills audits to assess the skills of the existing trustees, identify 'skills gaps' and assess any skills being lost by the retirement of a trustee. New trustees are recruited through external advertising and direct approaches to professional bodies and other voluntary organisations.

The induction process for new trustees is detailed in the Governance Manual and is designed to acquaint them with our purposes, financial position, work programmes, structure, staff and current issues.

To ensure continued development, trustees are offered the opportunity to attend training on key areas, such as charity finance and reporting; safeguarding; and equality, diversity and inclusion.

Trustee performance review

A review of trustees' individual and collective performance is conducted annually to ensure the effectiveness and inclusiveness of our governance processes. The outcomes of the review process are considered by our Governance, Risk and Inclusion subcommittee alongside the results of regular skills audits so that governance improvement measures can be agreed by our Board.

Trustee terms of appointment

- Trustees may serve for three terms of three years, i.e., nine years in total, with possibility of extension to a fourth term of three years subject to a rigorous review of Cambridge House's need:
 - For progressive refreshing of our Board of Trustees
 - For governance continuity during periods of change management
 - To retain diversity in accordance with the organisation's Equality, Diversity and Inclusion policy and strategy
 - To retain business critical skills and experience
- At 31 March 2025, the trustees had served for the following terms, and no trustee terms of office have been extended to a fourth term:

Role	Name	Length of service in current role
Chair (Deputy Safeguarding Lead)	Simon Latham	5 years, 3 months
Trustee	Clarissa Lyons	6 years, 3 months
Treasurer	Raja S Hussain	18 months
Trustee	Felix Adenaike	18 months
Trustee	Shadi Brazell	18 months
Trustee (Digital Lead)	Ivan Delany	18 months
Trustee	Patrick Diamond	18 months
Trustee	Susanne Hall	18 months
Trustee	Tara Trousdale	18 months

Equality, diversity and inclusion

The diversity and inclusiveness of our team, including trustees, leadership and management, underpins our equity-based approach, and demonstrates the fact that equality, diversity and inclusion are our core values and essential characteristics of a just and democratic society.

We recognise that our society is beautifully diverse, but sadly unequal and believe that, over and above the minimum standards required by law, it is our ethical and moral duty to:

- Champion equality, diversity, inclusion and people's rights
- Challenge discrimination, prejudice and intolerance
- Tackle barriers to social inclusion and equity

To this end, we establish credibility and legitimacy, and build our experiential knowledge by working to ensure our service users 'see themselves' reflected throughout our organisation.

Our Equality, Diversity and Inclusion Policy includes an Action Plan with specific inclusion targets that are monitored annually by our Board. The plan also sets out:

- The requirement that trustees and staff team attend equality, diversity and inclusion training
- How we will implement targeted recruitment campaigns and connect with specialist organisations in order to engage with under-represented groups
- The standards of behaviour we require so that our workplace is an environment where people are respected and safe from prejudice, stereotyping, bullying, harassment and discrimination

The wonderful diversity of our team at all 'hierarchical levels' brings high levels of cultural competence – including 16 different languages and 6 faith groups, experiential insights, and continues to set us apart from charity sector 'norms':

The diversity of our team	Trustees	All Staff	Leadership	Management	Volunteers	Trustees, Staff and Volunteers Combined
Experts by experience	67%	77%	100%	71%	100%	78%
Women	44%	54%	100%	29%	78%	55%
Transgender/Non-Binary	0%	5%	0%	0%	0%	4%
Black, Asian and global majority communities	33%	46%	67%	29%	67%	47%
Disabled, neurodiverse and/or living with a mental or physical health condition	44%	29%	100%	43%	22%	30%
LGBTQIA+ /Queer community	0%	32%	0%	29%	11%	26%
Faith communities	33%	29%	0%	14%	78%	30%
Socially mobile since childhood	33%	30%	67%	29%	11%	39%
35 years and less	11%	46%	0%	43%	11%	46%
36 to 55 years	78%	36%	67%	43%	33%	38%
56 + years	11%	18%	33%	14%	100%	39%

Quality and impact

We strive to find solutions to identifiable problems in the communities with which we work. Actual and potential service user needs, as well as gaps in service provision, are identified through:

- Analysis of research and demographic reports and data
- Consultation with actual and potential service users, delivery partners and stakeholders
- Competitor analyses
- Policy and practice reviews
- Participation in professional and knowledge exchange networks

In addition to confirming that all activities contribute to the delivery of our vision, we secure impact by ensuring that we have:

- Good governance, financial stewardship, risk management, and operational and quality assurance capabilities and capacity
- Been cost-effective and can secure enough financial and partnership resources
- Not duplicated the work of other providers unnecessarily
- Clear impact evaluation criteria and associated measurable outcomes
- Independent verification of our quality assurance processes

Evidencing quality and impact

Our theory of change identifies the causal links between what we do and what we are trying to achieve. It also provides the theoretical framework to help us assess whether what we do is working as planned and how it can be improved. Quantitative and qualitative methods of collecting outcomes and outputs, including feedback from and consultation with service users and stakeholders, enable us to evidence impact. Accredited quality assurance and impact measurement schemes ensure our impact is externally audited and verified.

Giving voice to our service users through radical listening-based consultation

Most of our service users experience crises in multiple aspects of their lives and this means they are energy and resource poor, often ashamed of their situation and therefore reluctant to fully share their experiences in group situations – many experience additional pressures associated with caring responsibilities, vicarious employment, and deteriorating mental health. Our consultation methods are therefore non-traditional and person-centred so that we can seek service user views, experiences and insights on support needs, barriers to service access, and gaps in service provision without putting them under additional pressure to participate in consultation activities they deem secondary to their immediate and urgent needs.

We use radical listening techniques to integrate consultation into casework delivery processes; this enables us to consult systematically about our own services and the statutory and non-statutory services provided by others. The information and data captured is then systematically analysed to enable us to develop our own practices and priorities, develop new interventions, and identify weaknesses in social policy and practice.

Legal services

Our Law Centre has been awarded Centre of Excellence status by the London Legal Support Trust and is accredited by Lexcel, the Law Society's annually audited legal practice quality mark for excellence in legal practice management and excellence in client care.

Independent Advocacy services

Our Independent Advocacy services deliver according to Advocacy Quality Performance Mark (QPM) requirements which work in conjunction with the Advocacy Code of Practice to enable providers to demonstrate how they are meeting the different standards set out in the code.

Safer Renting services

Our work supporting the private tenants of 'criminal landlords' is accredited by the Advice Quality Standard the Advice Service Alliance's independently audited quality mark.

Youth Empowerment and Disabled People's Empowerment services

The evaluation and impact measures for our Empowerment and Inclusion activities are aligned with the Violence Reduction Unit Outcomes Framework, and we use validated outcomes tools including the Triangle Outcomes Star, Warwick–Edinburgh Mental Wellbeing Scale, and the 8 Pillars of Wellness framework to monitor service users' progress towards their personal development goals. Our Youth Empowerment provision is also aligned with the Mentoring Quality Framework to ensure we deliver consistent, high quality, reflective mentoring practices for young people.

Governance

We are organisational members of the Chartered Institute of Fundraising and have Positive about Disability, Mindful Employer, London Living Wage Employer and Cyber Essentials quality marks.

Fundraising

We rely on fundraising to support all our work and it is important to us that everyone who engages with us has a positive experience. We work diligently to comply with the Fundraising Regulator's Fundraising Code of Practice, and to ensure that we fundraise in a respectful and compelling way that is consistent with our values.

Fundraising activity is carried out in accordance with our Ethical Fundraising and Data Protection Policies to ensure legal and regulatory compliance. The policies are reviewed regularly to ensure they also reflect best practice.

We are an organisational member of the Chartered Institute of Fundraising and have a published fundraising pledge to donors. Our Ethical Fundraising Policy governs our interactions with third parties, including, but not limited to, corporate and individual donors, local and national governments, other charities and public-sector agencies.

Our fundraising activities and compliance with regulations and best practice are scrutinised by our Board of Trustees and its Finance Subcommittee. No fundraising complaints have been received.

The Chief Executive, Fundraising and Development Coordinator and Fundraising and Development Officer are our primary fundraisers. They are required to demonstrate an understanding of the Fundraising Regulator's Fundraising Code of Practice and make a commitment to uphold its values when they join Cambridge House. We do not engage any third-party fundraisers.

Our relationship with supporters

- We respect the rights of our supporters to receive clear, truthful information on our work and:
 - Openly report how we spend donated and statutory monies
 - Are transparent and honest
 - Do what we say we are going to do
 - Answer all reasonable questions about our fundraising activities and costs
 - Abide by the conditions attached to the donations and grants we receive
 - Respect the privacy and contact preferences of all donors
 - Respond promptly to requests to cease contact
- We respond promptly to complaints and act as best we can to address their causes
- We never accept a donation from someone we believe are not in an informed position to decide about their donation
- We never sell donor information to third parties and do our best to keep contact details up-to-date and accurate
- We do not use techniques such as telemarketing or door-to-door collections
- Paid fundraisers, whether staff or consultants, are compensated by a salary or fee. We do not pay finders' fees, commissions or other payments based on either the number of gifts received, or the value of funds raised

Serious incident reporting

We have procedures for the reporting of serious incidents to the Charity Commission in accordance with the statutory requirement under section 169 of the Charities Act 2011. Trustees confirm that there were no serious incidents or other matters relating to Cambridge House and Talbot Limited during the year that should have been brought to the attention of the Charity Commission.

Safeguarding

Trustees recognise that being safe and free of abuse is central to ensuring the continued promotion of a person's wellbeing. In this spirit, as outlined in the 'making safeguarding personal' initiative and the Care Act 2014, we have policies and procedures in place to enable us to respond to all concerns of abuse appropriately, operating in line with the Pan London Multi-Agency Safeguarding Policy.

We maintain an effective safeguarding culture by ensuring our:

- Policies and procedures for the safeguarding of children, young people and adults, digital safeguarding and safe recruitment are reviewed and updated annually supported by external and independent reviews
- Trustees, staff and volunteers receive regularly updated training and enhanced Disclosure and Barring Service checks
- Our Board of Trustees receives quarterly reports on safeguarding matters and alerts
 - **Internal alerts concerning the conduct of members of the Cambridge House team**
Trustees confirm that there were no allegations made against a trustee, an employee, an intern, or a volunteer during 2025 (0 alerts in 2024, 2023, 2022 and 2021)
 - **Internal alerts concerning the conduct of service users**
Many of our Empowerment and Inclusion service users have profound and multiple learning disabilities and/or live with mental health conditions. This can sometimes lead to behavioural issues while they participate in Cambridge House activities. We raised no such alerts during the year (0 in 2024, 1 in 2023, 2 in 2022 and 2 in 2021)
 - **External alerts concerning the treatment of Cambridge House service users by third parties**
Our service users sometimes report or demonstrate to us that their welfare has been put at risk by third parties. As a result, we raised 26 safeguarding alerts during the financial year (14 2024, 13 in 2023, 17 in 2022 and 19 in 2021). This increase is mainly due to the increase in RISE youth empowerment participant numbers and the level of extreme and complex needs they presented with

Our trustee safeguarding lead is Simon Latham and our executive leads are the Chief Executive and the Heads of Services for Independent Advocacy and Empowerment and Inclusion.

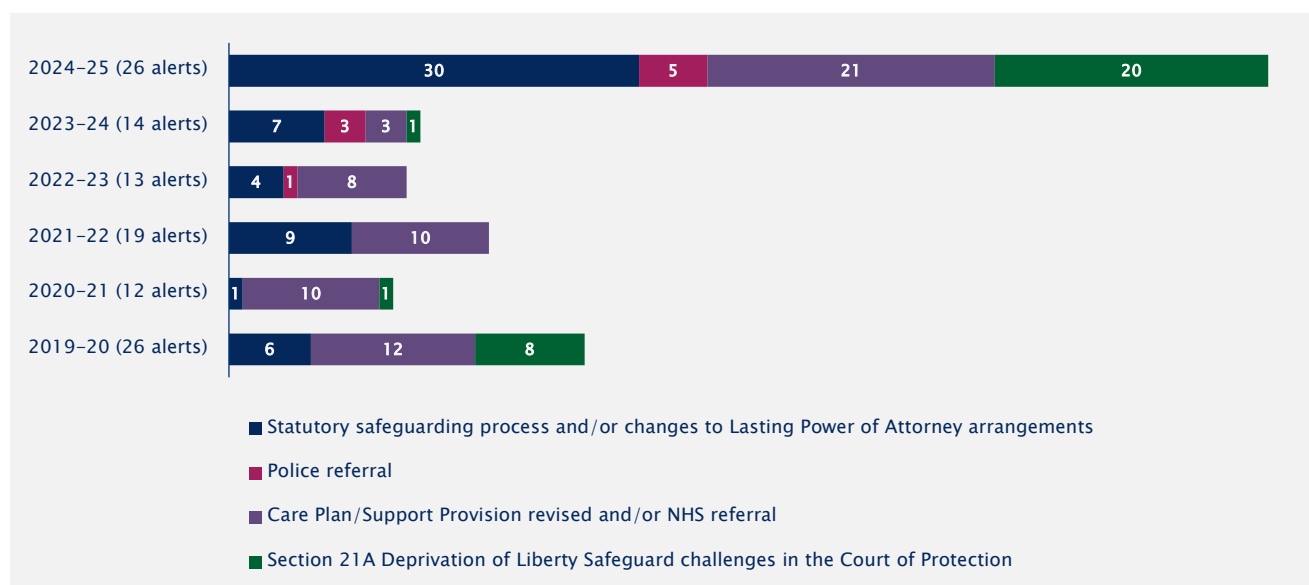
Beyond reporting

Creating a positive safeguarding culture in an environment where people seek our support with increasingly complex and devastating life experiences, means we have adapted our safeguarding model to include preventative processes that enable us to engage in 'safeguarding-focused casework' where statutory safeguarding reporting or formal alert thresholds are not yet met.

This equity, trauma informed, and rights-based approach is underpinned by allocating 'additional' and specialist safeguarding roles to staff that, supported by training, address:

- The intersection between experience of abuse and self-destructive behaviour including, for example, rapidly deteriorating mental and physical health; self-harm; radicalisation; and suicidal and violent ideation
- Staff support needs in relation to managing vicarious trauma and complex cases
- The need for us to advocate for changes to the practice of and case management by other agencies where lack of resources, poor communication, conflicting service eligibility thresholds, stigmatising cultural assumptions, and/or lack of understanding of, for example, the potential impact of autism on risk assessment have a detrimental impact on the wellbeing and safety of adults and young people in our communities

Six-year overview of external safeguarding alerts and the outcomes of our intervention



Networks and partnerships

We are firmly ‘outward looking’ and work collaboratively with a diversity of voluntary, community, academic, private and public-sector partners to deliver services, establish reciprocal referral pathways, and exchange knowledge and information.

During the year, we remained members of:

Community Southwark, the umbrella body for the voluntary and community sector, volunteers and social action in Southwark.

Healthwatch Southwark, a consumer network established because of the health and social care reforms of 2012 to champion the views of local people who use health and social care services in Southwark.

The Chartered Institute of Fundraising, the professional membership body for UK fundraising.

London Youth, a network of diverse community youth organisations serving young people across London.

Locality, whose stated objective is to develop a network of ambitious and enterprising community-led organisations with a strong, collective voice and to inspire community action so that every neighbourhood thrives.

The National Council for Voluntary Organisations (NCVO), who champion the voluntary sector by connecting, representing and supporting voluntary organisations.

Southwark Legal Advice Network (SLAN), which aims to improve access to quality assured advice services and self-help information in Southwark for people in greatest need.

The Better Way Network, a national network of leaders who want to improve services and build strong communities. Our Chief Executive is a ‘Core Group’ member and the network’s thought leader on radical listening.

Our Chief Executive, Karin Woodley, holds roles as:

- Chair of the Race Equality Foundation from May 2022
- Trustee of the Felix Project from December 2021
- A non-executive director the National Lottery Community Fund (NLCF) England Committee from May 2023. Cambridge House was in receipt of NLCF funding before Karin was appointed to its Committee and she will recuse herself if matters are raised in respect of any future funding of Cambridge House
- A coopted member of the City Bridge Foundation Funding Panel since June 2024. Cambridge House was in receipt of City Bridge Foundation funding before Karin was appointed to its Panel and she will recuse herself if matters are raised in respect of any future funding of Cambridge House
- A non-executive director of the Office of the Public Guardian and a member of its Audit and Risk Committee from October 2018 to September 2024

Our Chair, Simon Latham, was appointed Chief Operating Officer of Bridge House Estates (now City Bridge Foundation) in February 2022 and has been Acting Managing Director since June 2024. Cambridge House is currently in receipt of a grant from the City Bridge Foundation (CBF). Simon will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board and has notified his employer of his trusteeship of Cambridge House.

We are also very grateful for the support we receive from Macfarlanes LLP, a London-based law firm, who has been our corporate partner for over 30 years.

Public benefit

Trustees have considered the Charity Commission's general guidance on public benefit and taken it into account when reviewing our aims and objectives and planning future activities.

Cambridge House provides public benefit by:

- Delivering specialist, personalised and integrated frontline services that help people experiencing poverty, social injustice and/or social inequity and supporting them to build the resilience they need, both to make recurrence of crisis less likely and to improve the quality of their lives
- Generating and collating evidence of what delivery strategies are most effective at tackling poverty, social inequity, and social injustice at a local and regional level, and establishing opportunities for evidence sharing and knowledge exchange throughout the UK

We are satisfied that the aims of Cambridge House are carried out wholly in pursuit of the public benefit.

Staffing and remuneration

Cambridge House is accredited by Mindful Employer, Positive about Disabled People, and the London Living Wage Foundation. These standards help to ensure our human resources policies:

- Are underpinned by a rigorous assessment methodology and a framework which reflects best workplace practice
- Promote increased awareness of mental health and disability at work, and provide ongoing support for the organisation in the recruitment and retention of staff
- Promote equality, diversity and inclusion and ensure that our workforce reflects the communities we serve

Performance management

We have a performance management, staff training and development, and appraisal policy that:

- Promotes a consistent approach to workforce supervision and development throughout Cambridge House
- Ensures that supervision and staff training is geared to developing the capabilities and progression of staff and achieving the organisation's objectives
- Enhances the quality of workforce performance
- Addresses the personal impact of work on our staff, volunteers and paid interns

Staff remuneration

We recognise the importance of being transparent and accountable in all aspects of our work, including how we reward and recognise our staff, which is set out in a Staff Remuneration Policy. We are an accredited Living Wage Employer, meaning every employee and intern in our organisation earns at least the London Living Wage as set independently by the Living Wage Foundation.

Trustees are committed to ensuring that we pay our staff fairly and in a way which ensures we achieve the greatest impact in delivering our charitable objectives. In deciding on levels of pay the following factors are considered:

- The mission, aims, objectives and values of Cambridge House
- The need to recruit, retain, motivate and, where relevant, promote suitably qualified people to exercise their different responsibilities and meet the organisation's needs
- How any decision might impact on the overall pay policy for all staff
- A significant increase in responsibilities or major change in job description

- Our current Strategic Plan and how this might affect future needs
- Our ability to pay
- Appropriate available information on pay levels in other charities relative to size, budgets, responsibilities, etc.
- Our track record in recruiting and retaining high-performing staff
- The likely impact of any decision on our public reputation

Salaries

At the end of March 2025, we had a staff team of 53 (47 in 2024 and 51 in 2023) comprising 39 full-time staff (36 in 2024 and 34 in 2023) and 14 part-time staff (11 in 2024 and 17 in 2023) and representing a fulltime equivalent of 44.3 staff (39.8 in 2024 and 44.2 in 2023).

For Cambridge House to operate successfully, a range of specialist skills and disciplines are required. We therefore need to pay staff appropriately to ensure that we recruit people with the right experience. It is also important that we develop and retain our staff so that our services benefit from the team's growing knowledge. Many of our team develop expertise that is unique to them in the organisation and could not be quickly replaced and our staff pay scales are set with this in mind.

The salary of the Chief Executive is approved by our Board based on recommendations from our Finance Subcommittee. The Chief Executive requires a breadth and depth of expertise which requires drawing from the best senior level talent in a competitive market. They need to be able to command the respect of their peers, our stakeholders and our service users locally, nationally and internationally, through their experience and their credibility.

The Chief Executive's salary is reviewed to benchmark it against other charities in London relative to size, budgets, responsibilities and the competitiveness of the employment market. At the same time, we seek to keep salary costs under control. The Chief Executive's salary was last benchmarked in 2022–23.

Chief Executive's pay

Name	Title	2024–25	2023–24
Karin Woodley	Chief Executive	£92,700	£90,000

In compliance with our Staff Remuneration Policy, all other staff salaries are set by our Chief Executive and the management team using benchmarking comparisons with charities of our size in London, and considering factors including inflation, Cambridge House's financial position, and the other factors mentioned above. Salaries are openly stated in job adverts, and we don't offer performance-related pay or a bonus scheme.

Pay awards

Staff on the London Living Wage received a cost-of living award of 5% and all other staff received a cost-of living award of 3%

Pay ratio

The remuneration ratio for Cambridge House is considered alongside external market conditions for the specific roles and we aspire to a pay ratio that is less than 3.5:1.

The ratio of our highest salary (£92,700) to our median salary (£29,081) was 3.18:1 (2.94:1 in 2024 and 2.99:1 in 2023), which compares very favourably to the charity sector average of 5:1.

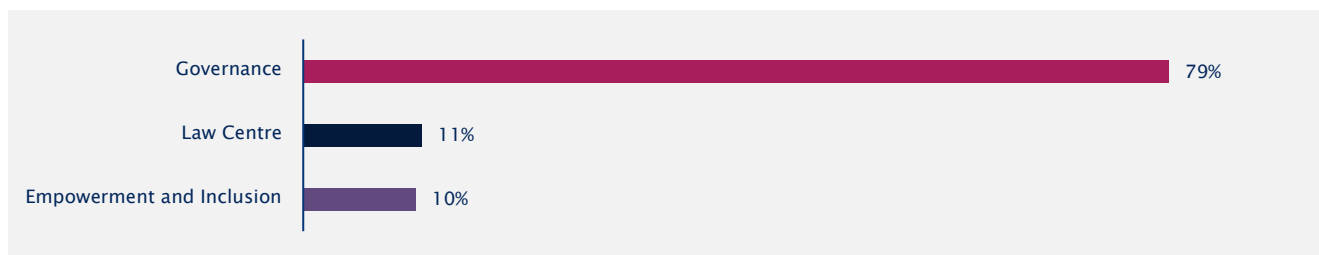
Volunteering and employability

Volunteers make a vital contribution to our work by bringing their time, energy and enthusiasm to a range of our activities. We strive to provide them with opportunities to acquire skills and experiences that will help them improve their quality of life, develop their professional knowledge, or progress into further education, employment and training.

Most of our volunteers find out about us through online recruitment, personal recommendation, and business ‘Corporate Social Responsibility’ schemes. Our volunteers are not paid for their time, but they are reimbursed for out-of-pocket expenses such as travel. All our volunteers are provided with volunteer agreements which define their goals, our needs, and the level of support or training they will receive.

The number of volunteers was 19 during the year (20 in 2024 and 13 in 2023) and the number of voluntary hours contributed was 3,103 (3,054 in 2024 and 3,318 in 2023). The financial value of the hours contributed by volunteers, based on the London Living Wage, was £42,977 (£40,160 in 2024 and £43,625 in 2023).

The percentage of volunteer time contributed to specific activities during the year:



Traineeships

We have paid traineeship programmes that have been running since 2013 and offer opportunities for people to develop the skills and experience they need to develop a career. Our trainees are externally recruited and receive the London Living Wage as a minimum. Five team members progressed into permanent roles during the year (5 in 2024 and 2 in 2023): three Safer Renting trainee caseworkers, one RISE trainee Youth Empowerment facilitator, and one Fundraising and Development trainee.

Risk management

Trustees regularly review and assess the risks faced by Cambridge House in all areas of our work and plan for the management of those risks. Our Risk Register and Risk Appetite Statement is reviewed annually by our Board to ensure that the material risks to which we are exposed are properly evaluated and managed. The Governance, Risk and Inclusion Subcommittee is responsible for:

- Overseeing risk appetite and risk tolerance appropriate to each service area
- Considering the risk policy and strategy
- Ensuring that there are adequate Cambridge House wide processes and systems for identifying and reporting risks and deficiencies, including emerging risks
- Overseeing compliance with the stated risk appetite and policies and procedures related to risk management governance and the risk controls framework
- Monitoring the alignment of the risk framework to Cambridge House’s corporate strategy, supporting a culture of risk taking within sound risk governance

Financial risks are supervised and monitored monthly by our Board’s Finance Subcommittee and reported to quarterly Board meetings.

Our leadership and management teams ensure that all plans and decisions consider the possibility of negative outcomes, and appropriate mitigating actions are implemented to address residual risks to a level trustees consider acceptable.

We recognise that, to achieve our objectives, the nature of some of our work requires acceptance of some risks which are outside of our control. These are risks which cannot be eliminated, so we ensure they are proactively and clearly monitored.

Trustees consider there to be appropriate systems and controls in place to monitor, manage and mitigate Cambridge House's exposure to risks. These include, among other control mechanisms, maintaining staff awareness of risks by embedding suitable approaches in the budgeting process, a strategy to maintain reserves that support business continuity and disaster recovery, and reviews of key systems and processes by our Governance, Risk and Inclusion Subcommittee.

Our risk assessment and mitigation approach is proactive and:

- Involves the whole organisation in the identification of risks
- Increases our capability to respond to unforeseen events by integrating risk management with business continuity management
- Provides a register of prioritised risks, ranked for likelihood and impact with details of the strategic steps we take to mitigate the risks
- Provides a framework for operational risk management and quarterly reporting by service teams
- Integrates disaster recovery and crisis management into the deliberations of trustees
- Reviews, and updates where required, our risk assessment methodology

Principal Risks and Uncertainties

Our highest risk areas, ranked for likelihood and impact, have been identified as:

Risks	Mitigation Actions
Failure to generate sufficient income and to manage budget and liquidity effectively	▪ Monthly Finance Subcommittee and quarterly Board scrutiny of financial performance and our real-time cash position ▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place. ▪ Ensure 'full cost recovery' contract pricing and grant applications ▪ Maintain diversified income base and high levels of unrestricted income to prevent reliance on single sources
Major unforeseen costs, which create a significant overspend or necessitate significant and unplanned increases in expenditure	▪ Monthly Finance Subcommittee and quarterly Board scrutiny of financial performance and our real-time cash position ▪ Robust cloud-based accounting system in place ▪ Prepare 'keep, divest and/or novate' plans as appropriate to reduce impact of loss making and/or unfunded services ▪ Ongoing monitoring, assessment and evaluation of any emergent factors which have the potential to risk business activities at project and operational levels ▪ Maintain a risk-based free reserve target
Partial or total loss of resources such as staff, equipment, management systems, information or premises, which could reduce service quality and impact, or disrupt our continuity of service	▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place ▪ Career objectives and development objectives discussed as part of the performance management process with a view to supporting succession planning and maintaining a corporate focus on learning and training ▪ Regularly review Staff Remuneration (including benefits) Policy ▪ Regularly review staff wellbeing support processes with particular regard to dealing with vicarious trauma
Competition from other providers resulting in the organisation being unable to sustain its current services	▪ Regularly update pricing reviews, market comparisons and competitor analyses ▪ Build strong relationships with commissioners and funders and build cross sector partnerships ▪ Maintain participation in policy forums and think tanks to support future planning and proofing of services ▪ Continue to focus on opportunities to innovate and respond to new and emerging needs in our communities ▪ Continue to monitor and publish our social impact and maintain externally accredited quality assurance processes

Auditors

Sayer Vincent LLP has indicated its willingness to continue in office and, in accordance with the provisions of the Companies Act 2006, it is proposed that it be re-appointed auditors for 2025–26. A resolution proposing its re-appointment will be submitted to a meeting of the Board of Trustees.

This Trustees' Annual Report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime, and is approved by trustees in their capacity as company directors and charity trustees.

Signed on behalf of the trustees/directors

Simon Latham, Chair

4 December 2025



Acknowledgements

Cambridge House fundraises for all its work. We rely on relationships with many partners throughout the country and internationally.

Our trustees sincerely thank all our supporters and donors who make our work possible:

City Bridge Foundation
Elizabeth and Prince Zaiger Trust
Greater London Authority – Propel Fund
Impact on Urban Health
Jack Petchey Foundation
Legal Aid Agency
Legal Education Foundation
London Borough of Barking and Dagenham
London Borough of Camden
London Borough of Croydon
London Borough of Ealing
London Borough of Enfield
London Borough of Greenwich
London Borough of Hackney
London Borough of Havering
London Borough of Islington
London Borough of Kingston upon Thames
London Borough of Lambeth
London Borough of Lewisham
London Borough of Richmond upon Thames
London Borough of Southwark
London Borough of Tower Hamlets
London Borough of Waltham Forest
London Borough of Wandsworth
London Legal Support Trust
Oak Foundation
Suffolk County Council
Sussex County Council
The Access to Justice Foundation
The Community Justice Fund
The Law Centres Network
Trust for London
West Berkshire Council
Westminster City Council

Our trustees also thank the many organisations who have worked in partnership with Cambridge House – our success relies on collaboration

Acorn Union
Ann Bernadt Children's Centre
Bede House
Blue Elephant Theatre
Britain Has Class
British Red Cross
Brixton Advice Centre
Centre for London
Change Grow Live, Southwark
Chartered Institute for Housing
Chartered Institute of Legal Executives
Child and Adolescent Mental Health Services (Southwark)
City Law School
City University
Coral
Corner Café, New Cross
Crawford Children's centre
Crisis
Department for Levelling Up, Housing and Communities
Dr Jill Stewart
Dr Julie Rugg

Duckie
Dulwich Wood Children's Centre
Esprima
Generation Rent
Global Social Economy Forum
Hackney Law Centre
Health Watch Southwark
Herne Hill Velodrome
Housing Law Practitioners Association
HYP Southwark
InSpire
International Federation of Settlements
James Murray MP
Karen Buck MP
Kathryn Oliver & Iain Carroll
Kingston Advocacy Group
Landlord Law Conference
Leap Confronting Conflict
Legal Aid Practitioners Group
London Borough of Waltham Forest Landlord Forum
London Legal Support Trust
London Live
London Renters Union
London School of Economics and Political Science
London Youth
LSE Housing and Communities
Macfarlanes LLP
McCarthy's Costs
Mencap
Metropolitan Police Service
MyBnk
National Landlord's Association
National Practitioners Support Service
Nell Gwynn Children's centre
NHS Talking Therapies
Peckham Pulse
Professor Matt Egan
Resilient Youth
Shelter
Spear Programme
South London and Maudsley NHS Foundation Trust
Southwark Family Early Help
Southwark Foodbank
Southwark Law Centre
Southwark Team for Early Psychosis
St Giles Church, Camberwell
St Giles Trust
The Baytree Centre
The Better Way Network
The Centre for Housing Policy, University of York
The Chartered Institute of Environmental Health
The Greater London Authority
The Grove Children's Centre
The Mayor's Private Rented Sector Team
The Metropolitan Police Service
The National Residential Landlords Association
The Renters' Reform Coalition
The Law Centres Network
Thick and Tight
TMC Legal Services Ltd
Tom Copley, Deputy Mayor for Housing
Treasure House (London) CIC
Trinity College Centre, Camberwell
UK Onward
UKIM Masjid Ibrahim & Islamic Centre, Newham
University College London
University of the Arts London

Charity reference and administrative information

President

HRH The Duke of Gloucester

Patrons

David Coleman

Dr Rowan Williams

Charles Arthur

Trustees and directors

Simon Latham – Chair

Raja S Hussain – Treasurer

Felix Adenaike

Shadi Brazell

Ivan Delany

Patrick Diamond

Amy Fraser (Retired February 2025)

Suzanne Hall

Clarissa Lyons

Stephanie Tidball (Retired September 2024)

Tara Trousdale

Executive team

Leadership

Karin Woodley, CBE – Chief Executive and Company Secretary

Karen Bayne – Finance Director and Deputy Chief Executive

Katie Evans – Administration and Corporate Services Director

Heads of Services

Gurminder Birdi – Law Centre

Max Puzey – Independent Advocacy

Roz Spencer – Safer Renting

Harry Williams – Public Affairs and Communications

Rachel Zipfel – Empowerment and Inclusion

Financial adviser

Neal Howard Ltd

HR adviser

Stephen Poland

Auditors

Sayer Vincent, 110 Golden Lane, London EC1Y 0TG

Bankers

Royal Bank of Scotland, London City Office 63 Threadneedle Street, London EC2R 8LA

Registered office

Cambridge House, Unit F, Ground Floor, The Printworks, 22 Amelia Street, London SE17 3PY

Reference and administrative details

Charity number: England and Wales: 265103

Company number: 1050006

VAT Registration Number: 802 6719 39

Independent auditor's report to the members of Cambridge House and Talbot Ltd

Opinion

We have audited the financial statements of Cambridge House and Talbot (the 'charitable company') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cambridge House and Talbot's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Joanna Pittman (Senior statutory auditor)

9 December 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Income from:							
Donations							
Donations and grants	2	11,173	–	11,173	12,807	10,847	23,654
Gifts in Kind – Pro bono services	2	–	–	–	1,360	–	1,360
Charitable activities							
Advocacy	3	379,520	–	379,520	346,024	–	346,024
Education and Inclusion Services	3	83,948	516,292	600,241	70,924	335,883	406,807
Law Centre	3	457,305	110,648	567,953	294,618	111,995	406,613
Safer Renting	3	251,078	320,636	571,714	289,158	326,636	615,794
Investments		80,410	–	80,410	31,958	–	31,958
Other		–	–	–	500	–	500
Total income		1,263,435	947,576	2,211,011	1,047,349	785,361	1,832,710
Expenditure on:							
Raising funds	4	85,669	–	85,669	(10,847)	10,847	–
Charitable activities							
Advocacy	4	422,149	–	422,149	442,465	–	442,465
Education and Inclusion Services	4	102,724	516,292	619,016	104,502	335,883	440,385
Law Centre	4	240,995	110,648	351,643	308,359	111,995	420,354
Safer Renting	4	334,183	320,636	654,819	289,805	326,636	616,441
Total expenditure		1,185,721	947,576	2,133,296	1,134,283	785,361	1,919,645
Net movement in funds		77,714	–	77,714	(86,935)	–	(86,935)
Reconciliation of funds:							
Total funds brought forward		2,423,529	–	2,423,529	2,510,464	–	2,510,464
Total funds carried forward	16	2,501,243	–	2,501,243	2,423,529	–	2,423,529

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 16a to the financial statements.

Balance sheet

Company no. 1050006

As at 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	10		<u>8,429</u>		<u>9,935</u>
			8,429		9,935
Current assets:					
Debtors	11	524,720		642,089	
Short term deposits		1,959,352		1,950,000	
Cash at bank and in hand		<u>288,668</u>		<u>201,391</u>	
		2,772,740		2,793,480	
Liabilities:					
Creditors: amounts falling due within one year	12	<u>(279,926)</u>		<u>(379,886)</u>	
Net current assets / (liabilities)			<u>2,492,814</u>		<u>2,413,594</u>
Total assets less current liabilities			<u>2,501,243</u>		<u>2,423,529</u>
Total net assets			<u><u>2,501,243</u></u>		<u><u>2,423,529</u></u>
The funds of the charity:	16a				
Restricted income funds			–		–
Unrestricted income funds:					
Designated funds		1,600,000		1,600,000	
General funds		<u>901,243</u>		<u>823,529</u>	
Total unrestricted funds			<u>2,501,243</u>		<u>2,423,529</u>
Total charity funds			<u><u>2,501,243</u></u>		<u><u>2,423,529</u></u>

Approved by the trustees on 4 December 2025 and signed on their behalf by

Simon Latham
Chair

Statement of cash flows

For the year ended 31 March 2025

	2025		2024	
	£	£	£	£
Cash flows from operating activities				
Net income / (expenditure) for the reporting period (as per the statement of financial activities)	77,714		(86,935)	
Depreciation charges	4,205		6,024	
Dividends, interest and rent from investments	(80,410)		(31,958)	
Decrease/(Increase) in debtors	117,369		(170,460)	
(Decrease)/Increase in creditors	(99,960)		166,071	
Net cash provided by/ (used in) operating activities	18,918		(117,258)	
Cash flows from investing activities:				
Dividends, interest and rents from investments	80,410		31,958	
Proceeds from the sale of fixed assets	–		9,884	
Purchase of fixed assets	(2,699)		(5,880)	
Net cash provided by investing activities	77,711		35,962	
Change in cash and cash equivalents in the year	96,629		(81,296)	
Cash and cash equivalents at the beginning of the year	<u>2,151,391</u>		<u>2,232,687</u>	
Cash and cash equivalents at the end of the year	<u>2,248,020</u>		<u>2,151,391</u>	

1 Accounting policies

a) Statutory information

Cambridge House and Talbot is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address and principle place of business is Unit F, Ground Floor The Print Works, 22 Amelia Street, London, SE17 3PY.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102 second edition 2019), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Critical accounting estimates

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

e) Going concern

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

f) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

Notes to the financial statements

For the year ended 31 March 2025

1 Accounting policies (continued)

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

h) Interest receivable

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

i) Fund accounting

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

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

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

j) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

k) Allocation of support costs

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

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area occupied by each activity.

▪ Raising Funds	4%
▪ Advocacy	20%
▪ Education and Inclusion Services	29%
▪ Law Centre	16%
▪ Safer Renting	31%

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

1 Accounting policies (continued)

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

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

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

▪ Computer and office equipment	4 years

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Debtors

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

o) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

p) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

q) 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.

r) Financial instruments

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

s) Pensions

The charity participates in two sections of The Pensions Trust, a multi-employer pension scheme. One section effectively provides benefits based on final pensionable pay, “The Growth Plan”. The assets of this section are held separately from those of the charity. It is not possible to separately identify the assets and liabilities of participating employers on a consistent and reasonable basis and therefore the charity accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

The other section, The Unitised Ethical Plan, is a segregated defined contribution pension scheme. The assets of this section are also held separately from those of the charity. The amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

Notes to the financial statements

For the year ended 31 March 2025

2 Income from charitable donations

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Donations and grants:						
Gifts	3,061	–	3,061	2,782	–	2,782
Legacies	8,112	–	8,112	–	–	–
Grants	–	–	–	10,025	10,847	20,872
	<u>11,173</u>	<u>–</u>	<u>11,173</u>	<u>12,807</u>	<u>10,847</u>	<u>23,654</u>
Gifts in Kind – Pro bono services	–	–	–	1,360	–	1,360
	<u>11,173</u>	<u>–</u>	<u>11,173</u>	<u>14,167</u>	<u>10,847</u>	<u>25,014</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
London Borough of Barking & Dagenham	168,256	–	168,256	128,788	–	128,788
London Borough of Kingston upon Thames	146,255	–	146,255	133,960	–	133,960
Other services	65,009	–	65,009	83,276	–	83,276
Sub-total for Advocacy	<u>379,520</u>	<u>–</u>	<u>379,520</u>	<u>346,024</u>	<u>–</u>	<u>346,024</u>
London Borough of Southwark	68,589	–	68,589	70,924	4,587	75,511
Grant making trusts	–	1,800	1,800	–	2,800	2,800
The Henry Smith Charity	–	–	–	–	20,100	20,100
The Michael Tippett Musical Foundation	–	–	–	–	52,500	52,500
Propel	–	514,492	514,492	–	255,896	255,896
Other Services	15,359	–	15,359	–	–	–
Sub-total for Education and Inclusion Services	<u>83,948</u>	<u>516,292</u>	<u>600,241</u>	<u>70,924</u>	<u>335,883</u>	<u>406,807</u>

Notes to the financial statements

For the year ended 31 March 2025

3 Income from charitable activities (continued)

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Access to Justice Foundation	–	–	–	–	29,417	29,417
City Bridge Trust	–	47,348	47,348	–	24,695	24,695
Legal Aid Agency	180,134	–	180,134	137,540	–	137,540
London Borough of Southwark	141,991	–	141,991	137,300	–	137,300
London Borough of Lambeth	70,000	–	70,000	–	–	–
Other services	65,181	–	65,181	19,778	–	19,778
Grant making trusts	–	63,300	63,300	–	57,883	57,883
Sub-total for Law Centre	457,305	110,648	567,953	294,618	111,995	406,613
London Borough of Waltham Forest	55,519	–	55,519	29,168	–	29,168
London Borough of Lambeth	13,792	–	13,792	–	–	–
London Borough of Ealing	3,636	–	3,636	27,500	–	27,500
London Borough of Enfield	7,272	–	7,272	–	–	–
London Borough of Havering	9,528	–	9,528	6,900	–	6,900
London Borough of Richmond and Wandsworth	56,947	–	56,947	46,895	–	46,895
London Borough of Camden	26,664	–	26,664	–	–	–
East Suffolk Council	8,484	–	8,484	–	–	–
Trust for London	–	54,000	54,000	–	–	–
Oak Foundation	–	160,000	160,000	–	160,000	160,000
Urban Impact	–	106,636	106,636	–	106,636	106,636
The Greater London Authority	–	–	–	–	60,000	60,000
Other services	69,236	–	69,236	178,695	–	178,695
Sub-total for Safer Renting	251,078	320,636	571,714	289,158	326,636	615,794
Total income from charitable activities	1,171,852	947,576	2,119,428	1,000,724	774,514	1,775,238

Notes to the financial statements

For the year ended 31 March 2025

4a Analysis of expenditure (current year)

	Charitable activities							2025	2024
	Raising funds	Advocacy	Education and Inclusion Services	Law Centre	Safer Renting	Governance costs	Support costs	Total	Total
	£	£	£	£	£	£	£	£	£
Staff costs (note 6)	65,038	280,902	406,912	249,600	424,210	–	281,720	1,708,382	1,545,670
Other staff costs (note 6)	–	11,564	8,045	3,589	12,819	–	9,720	45,737	39,826
Activity cost	–	28,019	54,985	13,770	60,095	–	–	156,869	97,122
Premises cost	–	–	–	–	–	–	120,482	120,482	109,120
Office cost	–	–	–	–	–	10,688	34,115	44,803	60,606
Depreciation	–	–	–	–	–	–	4,205	4,205	6,024
Audit & accountancy	–	–	–	–	–	12,900	6,237	19,137	24,400
Legal & professional	–	–	–	–	–	–	6,424	6,424	6,441
Irrecoverable VAT	–	–	–	–	–	–	27,257	27,257	30,378
Bad debts written off	–	–	–	–	–	–	–	–	58
	65,038	320,485	469,943	266,959	497,124	23,588	490,160	2,133,296	1,919,645
Support costs	19,684	96,996	142,229	80,796	150,456	–	(490,160)	–	
Governance costs	947	4,668	6,844	3,888	7,240	(23,588)	–	–	
Total expenditure 2025	85,669	422,149	619,016	351,643	654,819	–	–	2,133,296	
Total expenditure 2024	–	442,465	440,385	420,354	616,441	–	–		1,919,645

4b Analysis of expenditure (previous year)

	Charitable activities						
	Advocacy	Education and Inclusion Services	Law Centre	Safer Renting	Governance costs	Support costs	2024 Total
	£	£	£	£	£	£	£
Staff costs (note 6)	266,344	269,997	271,238	378,736	–	359,355	1,545,670
Other staff costs (note 6)	12,543	4,782	2,690	13,165	–	6,647	39,826
Activity cost	24,472	27,153	14,272	30,737	–	487	97,122
Premises cost	–	–	–	–	–	109,120	109,120
Office cost	–	–	–	–	9,968	50,638	60,606
Depreciation	–	–	–	–	–	6,024	6,024
Audit & accountancy	–	–	–	–	12,275	12,125	24,400
Legal & professional	–	–	–	–	–	6,441	6,441
Irrecoverable VAT	–	–	–	–	–	30,378	30,378
Bad debts written off	–	–	–	–	–	58	58
	303,358	301,933	288,199	422,638	22,243	581,273	1,919,645
Support costs	133,979	133,350	127,284	186,660	–	(581,273)	–
Governance costs	5,127	5,103	4,871	7,143	(22,243)	–	–
Total expenditure 2024	442,465	440,385	420,353	616,441	–	–	1,919,645

Notes to the financial statements

For the year ended 31 March 2025

5 Net income for the year

This is stated after charging / (crediting):

	2025 £	2024 £
Depreciation	4,205	6,024
Auditor's remuneration (excluding VAT):		
Audit	12,900	12,275
Other services	4,150	3,950
	<u>17,155</u>	<u>22,249</u>

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

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	1,521,300	1,349,276
Redundancy and termination costs	–	31,877
Social security costs	144,819	127,363
Employer's contribution to defined contribution pension schemes	42,262	37,154
	<u>1,708,382</u>	<u>1,545,670</u>
Training, expenses and recruitment	45,737	39,826
	<u>1,754,119</u>	<u>1,585,496</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2025 No.	2024 No.
£60,000 – £69,999	2	–
£90,000 – £99,999	1	1
	<u>3</u>	<u>1</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel, which are the leadership team, were £295,057 (2024: £229,897).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

One trustee was reimbursed expenses in the year of £98 (2024: £135 for one trustee) for meetings.

Notes to the financial statements

For the year ended 31 March 2025

7 Staff numbers

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

	2025 No.	2024 No.
Advocacy	9	8
Education & Inclusion Services	17	15
Law Centre	5	6
Safer Renting	13	12
Support	8	10
	52	51

8 Related party transactions

Stephanie Tidball (a trustee to September 2024) is an employee of Macfarlanes LLP. During the year Cambridge House and Talbot received pro bono advice and legal services from Macfarlanes LLP worth an estimated NIL (£1,360 in 2024). This has been included in the statement of financial activities under donations.

□ Simon Latham, Chair of trustees, is an employee of the City of London Corporation and Acting Managing Director of City Bridge Foundation. Cambridge House is currently in receipt of a grant from City Bridge Foundation. Simon Latham has notified City of London Corporation of his trusteeship of Cambridge House, holds no decision-making responsibilities in respect of the City Bridge Foundation grant to Cambridge House, and will recuse himself if matters are raised in respect of Cambridge House’s grant at any relevant management board.

□ Simon Latham, Chair of trustees, is a common trustee of London Funders who deliver the London Propel grant programme. Cambridge House is currently in receipt of a grant from London Propel. Simon Latham has notified London Funders of his trusteeship of Cambridge House, holds no decision-making responsibilities in respect of the London Propel grant to Cambridge House, and will recuse himself if matters are raised in respect of Cambridge House’s grant at any relevant management board.

□ Karin Woodley, Cambridge House’s Chief Executive and Company Secretary, is a co-opted member of City Bridge Foundation’s Funding Panel. Cambridge House is currently in receipt of a grant from City Bridge Foundation. Karin Woodley has notified City Bridge Foundation of her employment at Cambridge House, holds no decision-making responsibilities in respect of City Bridge Foundation’s grant to Cambridge House, and will recuse herself if matters are raised in respect of Cambridge House’s grant at any relevant management board.

□ Karin Woodley, Cambridge House’s Chief Executive and Company Secretary, is a member of the National Lottery Community Fund England Committee. Cambridge House is currently in receipt of a grant from London Propel which is administered by the National Lottery Community Fund. Karin Woodley has notified the National Lottery Community Fund of her employment at Cambridge House, holds no decision-making responsibilities in respect of the London Propel grant to Cambridge House, and will recuse herself if matters are raised in respect of Cambridge House’s grant at any relevant management board. There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

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

Notes to the financial statements

For the year ended 31 March 2025

10 Tangible fixed assets

	Computer equipment £	Total £
Cost or valuation		
At the start of the year	374,054	374,054
Additions in year	2,699	2,699
At the end of the year	376,753	376,753
Depreciation		
At the start of the year	364,119	364,119
Charge for the year	4,205	4,205
At the end of the year	368,324	368,324
Net book value		
At the end of the year	8,429	8,429
At the start of the year	9,935	9,935

All of the above assets are used for charitable purposes.

11 Debtors

	2025 £	2024 £
Trade debtors	189,538	275,917
Prepayments	26,033	13,750
Accrued income	269,276	310,202
VAT	13,699	16,044
Other debtors	26,174	26,176
	524,720	642,089

12 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	82,151	24,176
Taxation and social security	36,427	29,164
Other creditors	12,168	9,106
Accruals	19,875	17,927
Deferred income (note 13)	129,305	299,513
	279,926	379,886

13 Deferred income

Deferred income comprises of grant income received in the year for projects to take place in the next financial year.

	2025 £	2024 £
Balance at the beginning of the year	299,513	80,000
Amount released to income in the year	(299,513)	(80,000)
Amount deferred in the year	129,305	299,513
Balance at the end of the year	129,305	299,513

14 Pension scheme

The company participates in the scheme, a multi-employer scheme which provides benefits to some 521 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2023. This valuation showed assets of £514.9m, liabilities of £531.0m and a deficit of £16.1m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2025 to 31 March 2028:	£2,100,000 per annum (payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 March 2028 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum (payable monthly)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Notes to the financial statements

For the year ended 31 March 2025

14 Pension scheme (continued)

	31 March 2025 £	31 March 2024 £	31 March 2023 £
Present value of provision	2,929	739	1,583
Reconciliation of opening and closing provisions	31 March 2025 £	31 March 2024 £	
Provision at start of period	739	1,583	
Unwinding of the discount factor (interest expense)	19	60	
Deficit contribution paid	(754)	(905)	
Remeasurements – impact of any change in assumptions	19	1	
Remeasurements – amendments to the contribution schedule	2,906	–	
Provision at end of period	2,929	739	
Income and expenditure impact	31 March 2025 £	31 March 2024 £	
Interest expense	19	60	
Remeasurements – impact of any change in assumptions	19	1	
Remeasurements – amendments to the contribution schedule	2,906	–	
Contributions paid in respect of future service*	*	*	
Costs recognised in income and expenditure account	*	*	

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company.

Assumptions	2025 %	2024 %	2023 %
Rate of discount	4.84	5.31	5.52

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Notes to the financial statements

For the year ended 31 March 2025

15a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	8,429	–	–	8,429
Net current assets	892,813	1,600,000	–	2,492,813
Net assets at 31 March 2025	901,243	1,600,000	–	2,501,243

15b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	9,935	–	–	9,935
Net current assets	813,594	1,600,000	–	2,413,594
Net assets at 31 March 2024	823,529	1,600,000	–	2,423,529

16a Movements in funds (current year)

	At 1 April 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2025 £
Restricted funds:					
<i>Education and Inclusion Services</i>					
Jack Petchey Foundation	–	1,800	(1,800)	–	–
Propel	–	514,492	(514,492)	–	–
<i>Law Centre</i>					
London Legal Support Trust	–	63,300	(63,300)	–	–
City Bridge Trust	–	47,348	(47,348)	–	–
<i>Safer Renting</i>					
Oak Foundation	–	160,000	(160,000)	–	–
Trust for London	–	54,000	(54,000)	–	–
Urban Impact	–	106,636	(106,636)	–	–
Total restricted funds	–	947,576	(947,576)	–	–
Unrestricted funds:					
Designated funds:					
Future Purchase of Premises fund	1,600,000	–	–	–	1,600,000
Total designated funds	1,600,000	–	–	–	1,600,000
General funds	823,529	1,263,435	(1,185,721)	–	901,243
Total unrestricted funds	2,423,529	1,263,435	(1,185,721)	–	2,501,243
Total funds	2,423,529	2,211,011	(2,133,296)	–	2,501,243

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2025

16b Movements in funds (prior year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
<i>Restricted donations:</i>					
Kingston University	–	10,847	(10,847)	–	–
<i>Education and Inclusion Services</i>					
Jack Petchey Foundation	–	1,800	(1,800)	–	–
Newcomen Collett Foundation	–	1,000	(1,000)	–	–
The Mayor's Young Londoners Fund	–	–	–	–	–
The Henry Smith Charity	–	20,100	(20,100)	–	–
The Michael Tippett Musical Foundation	–	52,500	(52,500)	–	–
Propel	–	255,896	(255,896)	–	–
London Borough of Southwark	–	4,587	(4,587)	–	–
<i>Law Centre</i>					
Access to Justice Fund	–	29,417	(29,417)	–	–
London Legal Support Trust	–	57,883	(57,883)	–	–
City Bridge Trust	–	24,695	(24,695)	–	–
<i>Safer Renting</i>					
Oak Foundation	–	160,000	(160,000)	–	–
The Greater London Authority	–	60,000	(60,000)	–	–
Urban Impact	–	106,636	(106,636)	–	–
Total restricted funds	–	785,361	(785,361)	–	–
Unrestricted funds:					
Designated funds:					
Continuity Planning fund	890,000	–	–	(890,000)	–
Future Purchase of Premises fund	1,600,000	–	–	–	1,600,000
Total designated funds	2,490,000	–	–	(890,000)	1,600,000
General funds	20,464	1,047,349	(1,134,284)	890,000	823,529
Total unrestricted funds	2,510,464	1,047,349	(1,134,284)	–	2,423,529
Total funds	2,510,464	1,832,710	(1,919,645)	–	2,423,529

Notes to the financial statements

For the year ended 31 March 2025

16c Purposes of restricted funds

Restricted donations

Core

These funds are to overhead and cross service activities in accordance with restrictions agreed with the funder.

Education and Inclusion Services

These funds are to deliver specific youth and disabled people's empowerment services in accordance with restrictions agreed with the funder.

Law Centre

These funds are to deliver specific legal services in accordance with restrictions agreed with the funder.

Safer Renting

These funds are to deliver specific private rented sector tenants services in accordance with restrictions agreed with the funder.

Purposes of designated funds

Continuity Planning fund

These funds have be designated to protect the continuity of the organisation's services for service users in the event of a large variation of income, to bridge cashflow problems, provide a buffer to allow contingency actions to be effected and address spending commitments and potential liabilities in the event of a winding-up.

Future Purchase of Premises fund

These funds have be designated to provide the funds needed to purchase new office premises capital assets and to provide funds for asset management and risks associated with emergency building repairs.

17 Operating lease commitments payable as a lessee

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

	Property 2025 £	2024 £
Less than one year	60,000	60,000
One to five years	17,491	60,000
	<u>77,491</u>	<u>120,000</u>

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Accounts

Cambridge House

Fighting poverty, social inequity and social injustice for 135 years

Annual Report and Accounts for the year ended 31 March 2024



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Trustees' Annual Report

Welcome

Addressing the needs highlighted by our communities

During 2023–24 we continued to address the severe impacts of poverty, social injustice, and social inequity in London by providing a relational, person-centred, and multiservice safety-net for some of the most excluded and 'unheard' people in the city.

Increasing levels of deep and persistent poverty and hardship driven by the cost-of-living crisis, escalating housing costs, low-paid and insecure employment, social isolation, and structural social inequity means the majority of our service users struggle to meet their most basic needs. The devastating impact on their physical and mental wellbeing, and their inability to escape the poverty-debt trap continues to drive our strategy and theory of change.

Our team of trustees, management, staff and volunteers is very diverse in terms of lived experience and 'protected characteristics' – in this regard, we proudly 'buck' third sector trends. The insights brought by our team mean we are particularly successful at designing equity-based approaches and methods that help us to reach people who feel oppressed, ignored and pushed to the margins of society. The year's achievements highlight our ability to create the safe, non-stigmatising, and trust-based relationships with service users needed to achieve optimal outcomes for them and their families.

We're delighted to report that in 2023–24, we expanded the work of our Law Centre and our Safer Renting and RISE Youth Empowerment services. Crucially, we can also report that this trend continues into 2024–25.

Our financial footing is sound, and through good governance, service innovation and the strength of collaborations, we have navigated a difficult operating environment – one that is characterised by increasing competition for charitable grants and the 'squeeze' on public finances. We continue to respond flexibly to the increased needs of our service users.

2023–2024 highlights

- We externally recruited seven new trustees who bring a diversity of knowledge, skills and lived experience to our team
- Our services supported an 87% increase in service users across 32 local authorities
- Our Law Centre's service users increased by 390%, geographic reach increased by 45%, and the financial redress secured for service users increased by 18%

- Our RISE Youth Empowerment service increased its service user numbers by 186%, received London Youth's 2023 'Being There' Award. In addition, three participants received Jack Petchey Awards, and two previous participants progressed into employment as trainee RISE Youth Empowerment Workers
- Safer Renting published two important and well received research reports and continued to develop its cross-sector collaborations
- Addressing the negative impact of NHS and statutory social and care service resource pressures on people living with mental health and capacity conditions, our Independent Advocacy service significantly expanded its 'protection of rights' training and knowledge exchange activities for community and statutory service providers.

Thanks

Our special thanks go to:

- David Goode, our Treasurer from March 2019, who retired in April 2024 having served as a trustee for seven years. David's sound advice and expertise in charity finance and accounting helped guide our financial and risk management strategy during periods of significant instability. The strength of our current financial situation is due, in no short measure, to David's hard work and dedication to our mission.
- Stephanie Tidball, a trustee since 2018, who retired in September 2024 having made significant contributions to our governance and change management processes. Stephanie's insightful challenges and commitment to the building of a resilient and sustainable organisation able to meet the needs of our service users has helped us to successfully navigate the many challenges of the past six years.
- Our Camberwell Incredibles club who have provided the wonderful images for this report.

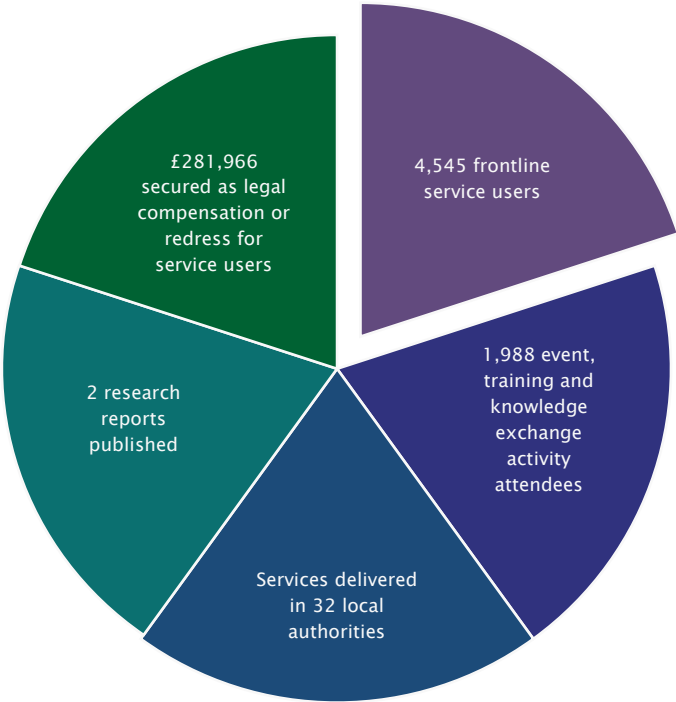
We also thank our many committed supporters, partners, funders, staff, volunteers and trustees. Our success is a consequence of their dedication and hard work.

Last, but certainly not least, we say a heartfelt thank you to our service users – their experiences, tenacity, thoughts and ideas shape everything we do.

Simon Latham, Chair

Karin Woodley CBE, Chief Executive

The year at a glance



69p in every £1 spent on service delivery (72p in 2023)

Inflation and the cost-of-living crisis significantly increased our overhead, salaries, and fundraising costs during the year



Our aims, objectives and activities

Vision

We have a vision of a just and equitable society without poverty.

Values

We are pioneering, collaborative, reflective and courageous.

Aims and objectives

Transforming lives

Delivery of personalised frontline ‘access to justice’ and resilience–building services in London for families and people living in areas of high deprivation who are:

- Dealing with crises
- Denied their rights to justice
- Affected by poverty, social inequity, and social injustice

Transforming society

Creating the evidence and undertaking the influencing and thought–leadership activities needed to improve social policy and practice and dismantle the structural barriers that exclude people or trap them in cycles of poverty and despair.

Our Theory of Change



History

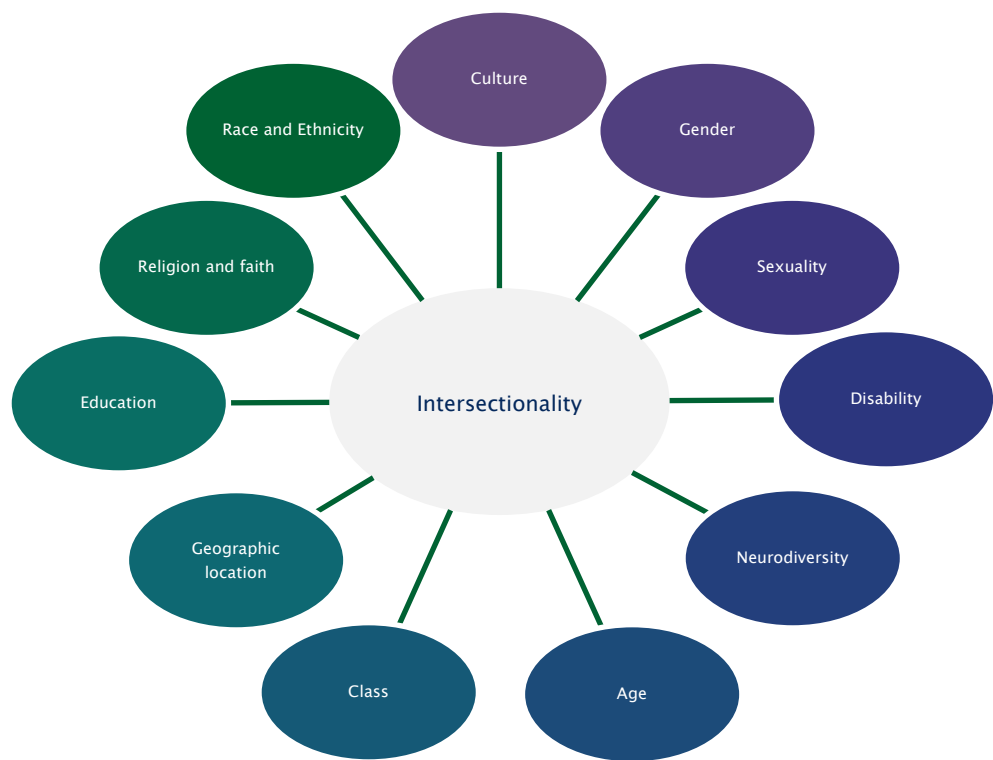
We were founded in 1889 to support people living in London’s ‘slum’ neighbourhoods. As one of the earliest members of the university settlement movement, our innovative work led the Victorian anti–poverty movement, paved the way for the modern welfare state, and responded to problems of inequality and social injustice.

The complex issues driving our service users into deep poverty, crisis and despair

Four or more of the following issues:



Four or more simultaneous and mutually reinforcing social inequities based on their:



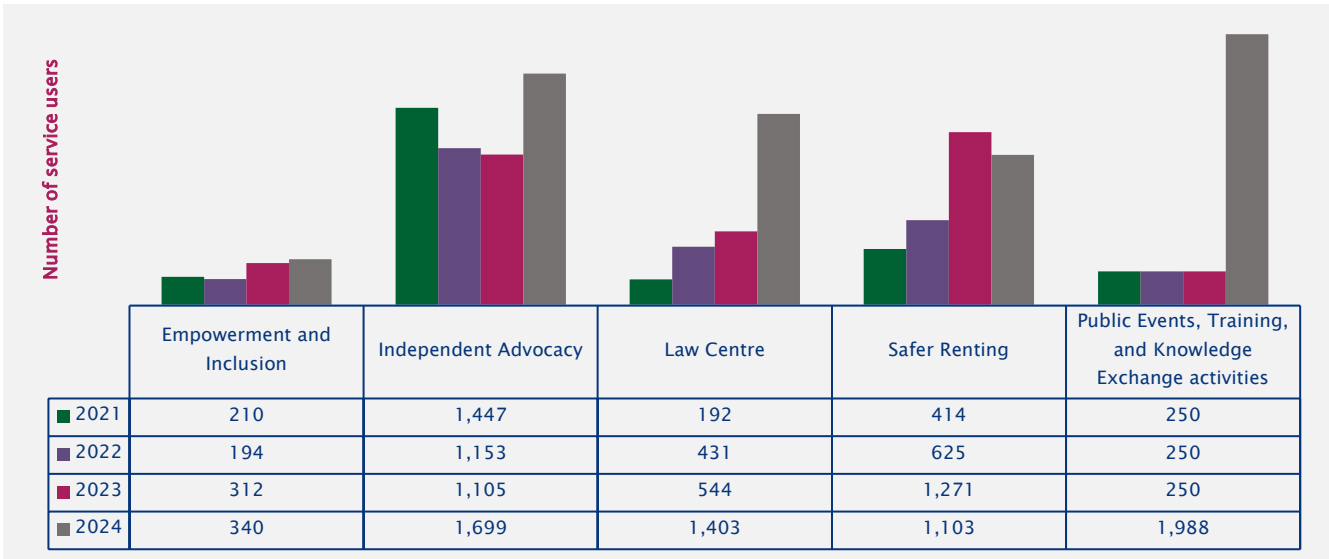
Achievements and performance

Overview

6,533 service users (3,482 in 2023, 2,653 in 2022 and 2,513 in 2021)

The number of people accessing services increased by 87% compared to the previous year:

- Frontline service users increased by 40% to 4,545
- More detailed capture and analysis of events, training and knowledge exchange activity shows an increase in attendees of 695% to 1,988



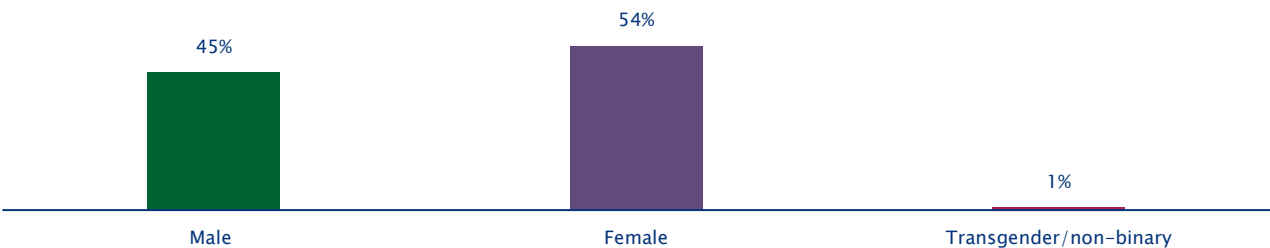
56% of our service users were from Black, Asian and global majority communities (45% in 2023)

During 2024 the number of service users from Black, Asian and global majority communities increased by 11%, having seen a noticeable increase in service users in low paid employment from white communities during 2023 and 2022.

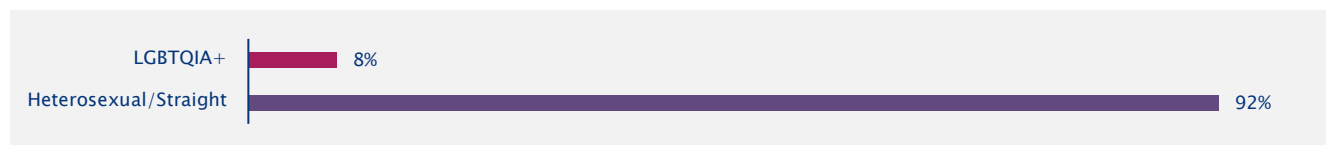


90% of our service users were disabled, neurodiverse and/or lived with a mental, behavioural or physical health condition (remained consistent 2023)

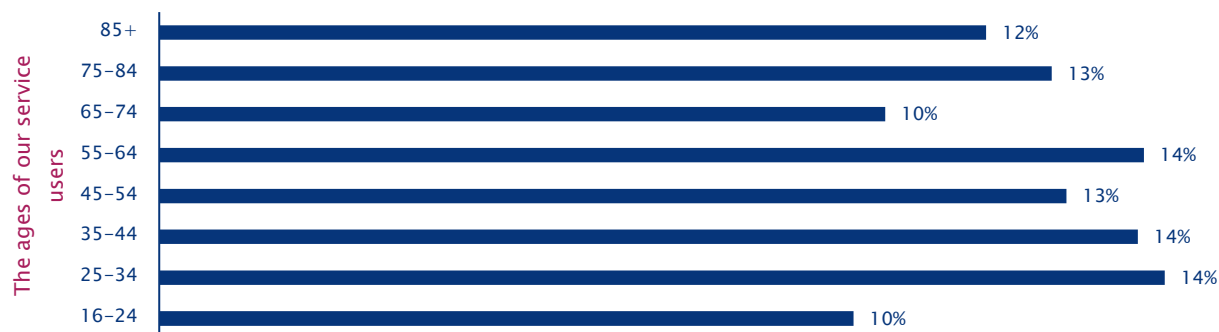
The genders of our service users (remained consistent with 2023)



The sexuality of our service users (remained consistent with 2023)



The ages of our service users (remained consistent with 2023)



Our frontline service users lived in 32 different local authorities (30 in 2023, 18 in 2022 and 15 in 2021)

	Independent Advocacy, 10	Empowerment and Inclusion, 4	Safer Renting, 12	Law Centre, 25
Barking & Dagenham	✓			✓
Barnet				✓
Bexley				✓
Brent				✓
Bromley				✓
Camden				✓
Croydon				✓
Ealing			✓	
Enfield			✓	✓
Greenwich				✓
Hammersmith & Fulham				✓
Hackney				✓
Haringey			✓	✓
Havering			✓	
Hounslow				✓
Islington				✓
Kensington & Chelsea				✓
Kingston	✓			
Lambeth		✓	✓	✓
Lewisham		✓		✓
Merton				✓
Newham	✓		✓	✓
Redbridge	✓		✓	
Richmond	✓	✓	✓	
Sharston				✓
Southwark	✓	✓		✓
Suffolk			✓	
Tower Hamlets	✓			✓
Waltham Forest	✓		✓	✓
Wandsworth	✓		✓	✓
Westminster			✓	✓
West Sussex	✓			

Research, influencing and thought leadership

Transforming Society

Safer Renting – Protecting tenants from criminal landlords

Our Safer Renting team continued to pursue improvements to the policy and legal framework and practices affecting private renters and:

- Published two research reports:
 - March 2024 [Licensing Private Rented Homes – Insights and experiences from five London Boroughs](#)
 - December 2023 [Illegal Evictions Count – 2022 Update](#)
- Held meetings with the then Government's Department for Levelling Up, Housing and Communities (now Ministry of Housing, Communities and Local Government) to advise on the drafting of the Renters (Reform) Bill 2023 and presented evidence relating to the 2nd reading of the Renters' Rights Bill to the Parliamentary Bill Committee
- Advised the Sentencing Council on recommendations to the Ministry of Justice regarding the establishment of new sentencing guidelines to make offences under the Protection from Eviction Act 1977 prosecutable
- Attracted coverage in national media including the Observer, the Economist, the Guardian and Byline Times
- Contributed to the following press articles
 - [Asylum seekers to be housed in 'hazardous' homes under new plans](#) (Open Democracy, April 2023)
 - [Renters Reform Bill won't work unless get-rich-quick 'rent-to-rent' schemes are tackled, campaigners warn](#) (iNews, May 2023)
- Delivered multi-sector training and knowledge exchange events across England for:
 - St Mungo's
 - Leeds City Council
 - Gloucestershire County Council
 - Suffolk County Council
 - Liverpool County Council
 - Department for Levelling Up, Housing and Communities (now Ministry of Housing, Communities and Local Government)
 - Savills
 - Powys County Council
 - Cambridge County Council
 - Waltham Forest

Radical Listening – Involving excluded citizens in conversations about social reform

We continued to advocate nationally for Radical Listening to be used to reconnect with communities, address complex challenges, tackle unconscious bias, and transform systems through conversational leadership and practice by speaking at roundtables and debates for charity and local authority leaders across the UK.

During the year activities included:

- 'Listening: Can radical listening help to bring about improvements in health and care systems?' – Better Way Network, where Karin Woodley is a core group member and network convenor on 'Radical Listening'
- The delivery of radical listening and equity workshops for the Justlife Foundation and Shelter's trustees and leadership teams
- A new collaboration with Pro Bono Economics to scope the potential to establish a 'Civil Society Evidence Organisation'
- Chairing roundtables on 'What ethnic minority communities want you to do about the environment' for New Philanthropy Capital

Law Centre and Independent Advocacy – Improving access to justice

- Our Law Centre delivered ‘Know Your Rights’ training in Southwark on welfare benefits and income maximisation
- Our Independent Advocacy service delivered seminars and training to improve knowledge and understanding of the statutory rights of people living with mental health and/or mental capacity conditions for the:
 - Acute Care Forum, Tolworth Hospital – South West London and St George’s Mental Health NHS Trust
 - Learning Disability Partnership Board – Healthwatch Kingston
 - Kingston Mencap Carers’ Forum
 - Community Locality Lead Workshop – Barking & Dagenham Collective
 - Health & Wellbeing Board and the GP Alliance – London Borough of Barking & Dagenham
 - Dilemma Café – Parliamentary and Health Service Ombudsman
 - Goodmayes Hospital Managers –North East London NHS Foundation Trust

Youth Empowerment – Improving statutory and voluntary sector service delivery

Our RISE Youth Empowerment team delivered presentations and workshops on young peoples’ mental health and self-care and statutory and voluntary service partnership working to Southwark’s:

- NHS teams and Council staff, including the Child and Adolescent Mental Health (CAMHS) and Social Prescribing services, and South London and Maudsley NHS Foundation Trust (SLaM)
- Park College, Treasure House, and Lewisham and Southwark Colleges

“Even after support from the NHS, young people need continued support to transition into the new phase of their life. But with overwhelming numbers, we fail to support young people once they’re out of risk. We’re so glad that a service like yours exists so we can extend the support to young people and save them from falling through the threshold gaps.”

Staff member, SLaM



Independent Advocacy services

Protecting the voices, choices, and rights of adults and children

B's Story

Found asleep outside the doorstep to his home, and with concerns over his diabetes and emerging dementia, B was admitted to hospital. Despite a best interest meeting and a decision to discharge, B was again found on his doorstep.

Following the realisation that B's water and heating were disconnected – preventing access to hot running water – and no food in the house, a social worker took the decision to move him to a local care home.

When our Advocate met with B however, it was clear he was traumatised. Offered little-to-no choice in care structure, frightened by his new surroundings, and sadly covered in bed bug bites, we immediately instructed a solicitor and comforted B, informing him that Cambridge House would support him and advocate on his behalf, offering much-needed relief.

A route back to independence and recovery was, moreover, found. The court determined it was in B's best interests to return home, but ordered essential repairs take place prior to his arrival. Concerned by further isolation in limbo, Kingston Advocacy Group, one of our local partners, offered continued personal care and support during his meanwhile period, before his eventual return to his newly repaired home and restated personal freedom.



Our Independent Advocates supported and protected the legal rights of people experiencing substantial difficulty engaging with and contributing to decisions about their health and social care.

In compliance with the requirements of the Mental Health Act 1983, Mental Capacity Act 2005, Care Act 2014 and Deprivation of Liberty Safeguards and Community Treatment Orders; we facilitated our service users' active involvement in decision-making so that they:

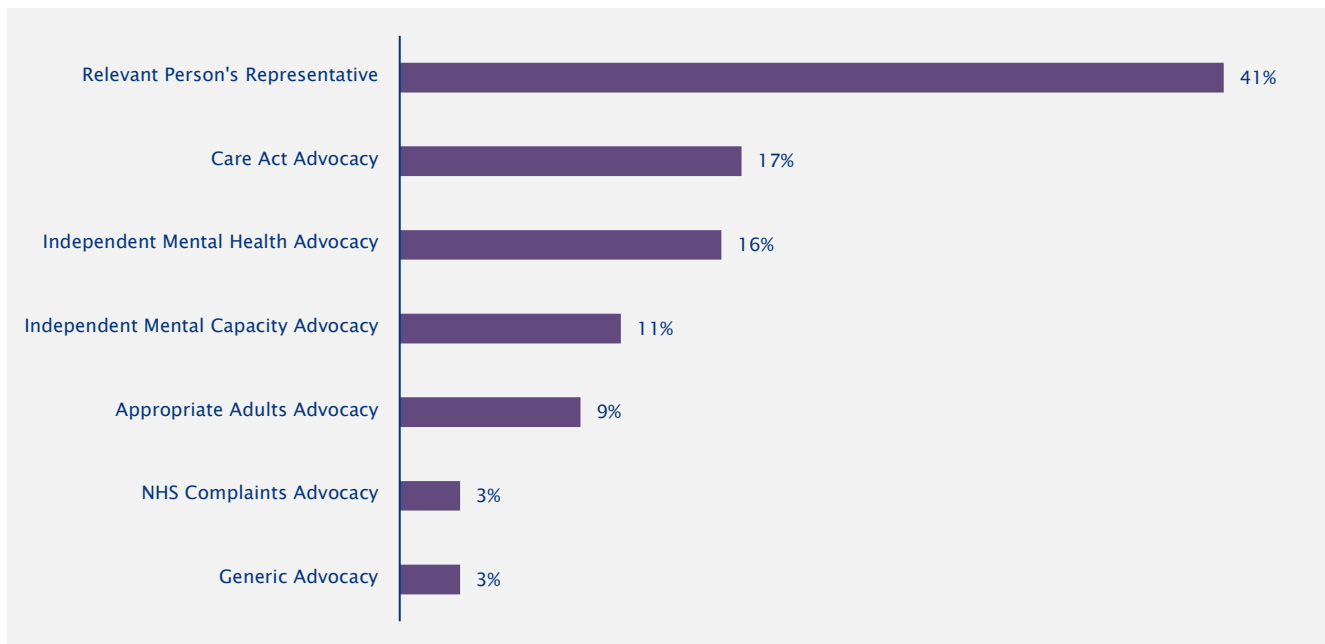
- Understood information relating to decisions about their lives
- Could weigh up their options
- Were able to communicate their views, wishes and feelings
- Received the treatment, care and support they needed, and without disproportionate restrictions to their freedom of choice and liberty
- Had access to legal protection and advice

The impact of pandemic recovery on people eligible for statutory advocacy led to a significant increase in the complexity and volume of cases nationally and our service user numbers rose. During the year we:

- Provided services under contract in Kingston upon Thames and Barking & Dagenham and through spot-purchasing in 8 additional local authorities
- Delivered 9,870 hours of statutory and non-statutory advocacy (9,232 in 2023)
- Worked with 1,699 service users (1,105 in 2023)
- Pursued successful Section 21A application challenges in the Court of Protection to ensure the Deprivation of Liberty authorisations and/or arrangements for 25 service users were reviewed and changes implemented
- Successfully resolved 98% of issues through the following eight advocacy specialisms:

Appropriate Adults	Independent Advocacy under the Care Act
Generic advocacy, Learning Disability and Mental Health	Independent Mental Health Advocacy
Generic advocacy, Mental Health	NHS Complaints Advocacy
Independent Mental Capacity Advocacy	Relevant Person's Representative

- Delivered service specialisms as a percentage of the total number of cases as follows:



Law Centre

Protecting people's housing, jobs, finances, social welfare and legal rights

V's Story

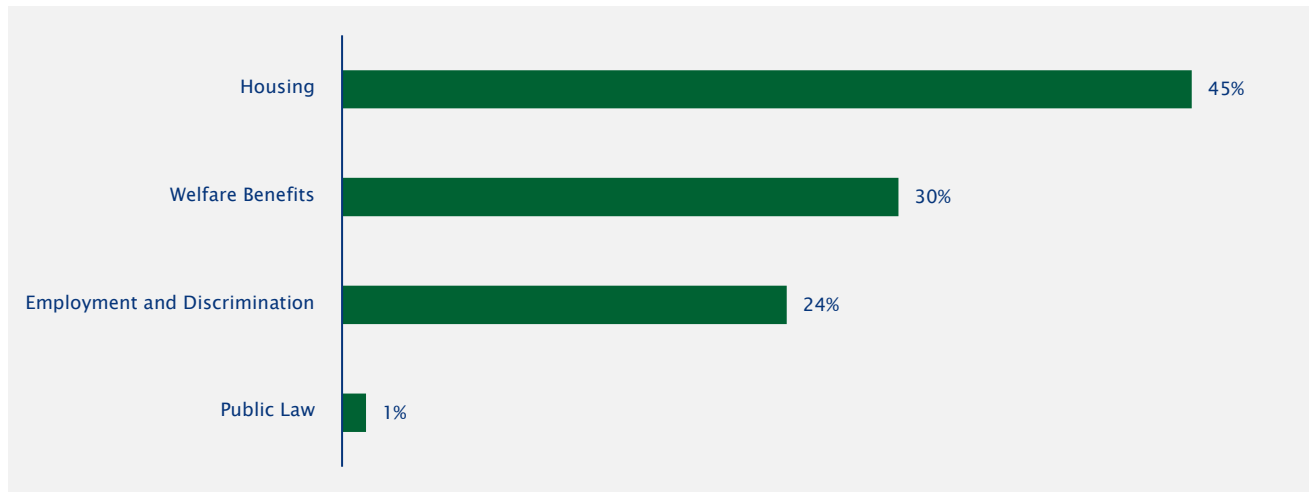
V was working part time for a leading supermarket chain. After losing her brother and returning to work from bereavement leave, V was accused of gross misconduct by her employer following a mistake by another colleague in giving her the wrong discount code for marked-down food. She also took home two bunches of expired flowers with her manager's permission. Her employer investigated V for gross misconduct, claiming that she stole the food and flowers. A disciplinary hearing was conducted in her absence and resulted in her dismissal.

Seeking legal support to prepare for her unfair dismissal claim, V contacted us for assistance. Our employment solicitor helped V prepare a schedule of loss and helped her to negotiate a settlement of £10,000, which was nearly one year's part time wages.

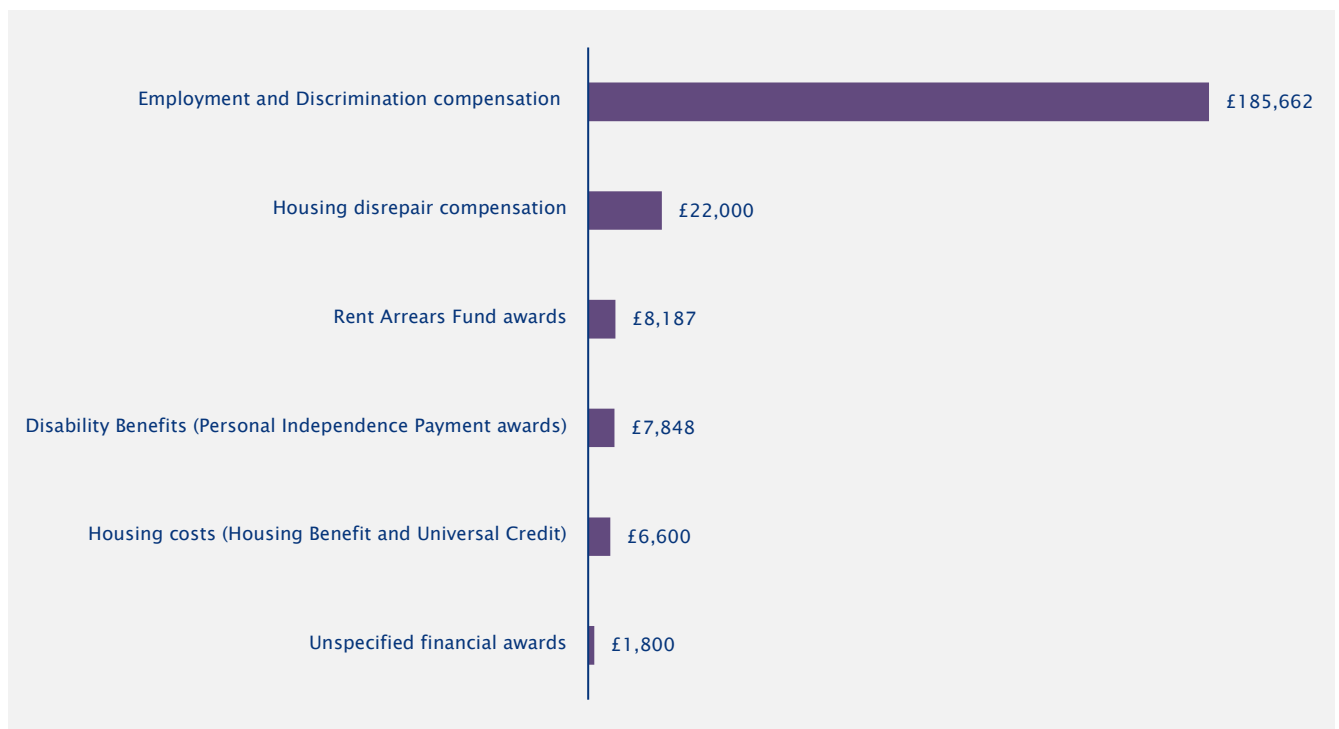


As a Legal Aid Agency accredited provider, member of the Law Centres Network, and a London Legal Support Trust 'Centre of Excellence', our Law Centre provided free, independent and expert legal and crisis navigation services in housing, employment and discrimination, and welfare benefits law. During the year we:

- Maintained outreach surgeries in Southwark and Lambeth including online advice and casework clinics in employment law for Brixton Advice Centre
- Delivered casework, advocacy and legal representation for 1,055 service users (236 in 2023) supporting 348 dependents (136 in 2023)
- Addressed the following legal issues as percentages of our overall activity:



- Provided legal advice to a further 547 service users (172 in 2023)
- Reached service users living across 25 local authorities (17 in 2023)
- Secured £232,096 in legal compensation or out-of-court settlements for service users (£196,266 in 2023). Financial redress settlements were secured for the following:



Safer Renting services

Making private renting safe for all

AB's Story

AB, her partner, and their autistic child were violently illegally evicted by a man claiming to be a court bailiff, along with family members of the landlord who had been violently harassing AB and her family. The family also had newborn kittens, which the landlord had threatened to abandon on the street, causing extreme distress.

After coming to us, the family secured short-term temporary accommodation through the council. Meanwhile, we worked with the Council enforcement team to provide evidence to put an injunction in place so that the family could return to their home under an Interim Management Order. Fortunately we negotiated the safe keeping and return of her belongings, and the kittens.

Our Safer Renting service is commissioned by local authorities to prevent homelessness by intervening in illegal evictions, supporting private renters to negotiate better conditions in their homes, and enabling private renters to leave a criminal landlord on their own terms. During the year we:

- Provided advice and support to 388 vulnerable households (448 in 2023) caring for 715 dependents (823 in 2023)
- Worked in 12 London Boroughs (10 in 2023)
- Secured £49,900 in legal compensation or out-of-court settlements for service users (£195,317 in 2023)
- Continued our community engagement project in partnership with UKIM Masjid Ibrahim & Islamic Centre in Plaistow, Newham to better connect with excluded communities affected by criminal landlords
- Received the same positive confidential feedback from our service users as in 2023 and 2022. 93% said we understood their needs well or very well; explained their rights and how to protect them well or very well; and they were satisfied with the outcome of their case



Disabled People's Empowerment services

Enabling disabled people to take control of their lives and futures

P's Story

P is a 49-year-old woman with Downs Syndrome, hearing loss and visual impairment. She lives with her mother and father.

When she first joined the group a little over a year ago, we were warned that she could be very difficult, and tended to undermine other people. She struggled with anything outside her comfort zone, refusing to do activities that might involve her hands getting dirty, like painting or using glue. She always brought in a packed lunch and was unhappy about eating anything the rest of the group had. She often cried, sobbing that she missed her boyfriend who she had split up with a few years prior. She had a reluctance to engage in new activities and insisted we speak with her parents first before asking her.

Over the year, P's life has transformed. Having the space to be herself in a warm and supportive environment has brought much of her true personality to the fore. She is cheerful, funny, engaging, has become best friends with another group member and is very well liked by everyone. Her commitment to and interaction with the sessions has been bountiful. P's previous relationship no longer holds a toll over her as her new friendships blossom. Her work is expressive and colourful as she passionately paints and makes collages: harmoniously overcoming her prior discomfort with the muckiness of art.

Food is no longer an issue either. P eats alongside her friends and enjoys the communal food rather than her own packed lunch. Her humour has shone through too, making jokes to both staff and other group members, often teasing us and leaving us in stitches. She loves to dance in a very theatrical way and she and her friend J are regular dance partners and performers at the Duckie events where everyone knows and loves them.

Camberwell Incredibles Arts Club for adults aged 19 to 55 years who live with profound learning disabilities and complex needs is delivered at Trinity College Centre in Camberwell. It combines social, creative, independent living, and personal development sessions with a diversity of trips and community events. The Club offers a unique model of collaboration and creativity that challenges the social stigma and exclusion experienced by people with learning disabilities, and provides an essential, safe and joyous space for its members to:

- Pursue their creativity, take risks with ideas, and develop their arts practice across a range of media and activities
- Reduce their isolation by socialising with peers and building social and community networks
- Develop practical and life skills
- Improve their wellbeing by increasing their confidence, agency and independence; aspiration, self-esteem and self-worth; and their sense of value to their community

During the year the Club:

- Had 20 members (19 in 2023) who all reported 100% improvements in their:
 - Relationships and social connections
 - Access to wellbeing activities
 - Access to art and cultural activities
 - Community involvement – through community events, shows, performances
 - Personal health and hygiene
- Provided essential respite for 120 parents, siblings and carers during the year (89 in 2023)
- Attracted 433 new Instagram followers
- Held a Summer Fair, attended by over 100 local people, where members sold their artwork, set up stalls and games, made award ceremonial speeches, and performed
- In December 2023 members staged a Forest Tea Party – a candlelit cabaret with dancing, an exhibition, magic tricks, presentations, tea and cakes, attended by over 100 local people
- Developed a new focus on healthy eating to address the poor food relationships, and consequential obesity and medical conditions, experienced by many people with learning disabilities, including working with:
 - The Trinity College Centre to create menus and shop and prepare the food for weekly ‘feasts’
 - A group of Masters students from the University of Arts to create a healthy recipe book
- Established a new collaboration with Duckie, a queer artists collective which focuses on working class entertainment. On the last Tuesday of every month our Club members helped to host Duckie’s ‘Posh Club for over 60s’ (for 150 attendees per event) by providing decor, entertainment and generally adding to the wonderful uplifting atmosphere that makes the Posh Club so successful
- Appointed Sonja Verma as an Artist in Residence to work with Club members to create costumes for events based on their own designs

Sadly, we had to divest SENSational Sports (for young people, aged 11 to 25 years – weekly swimming/hydrotherapy and trampolining/rebound therapy) and our SuperTeens Arts Club (for children, aged 11 to 25 years – weekly after-school arts sessions and trips) when their funding came to an end.



Youth Empowerment services

Investing in young people so they thrive as adults

X's Story

X is 16 years old and has been alienated from his immediate family by his mum's new husband and does not feel safe with his biological father. He has been diagnosed with Autistic Spectrum Disorder (ASD) and Attention Deficit Hyperactive Disorder (ADHD) which his family fail and refuse to understand.

X had to care for himself after being kicked out of his mum's house. While he moved into his grandmother's home, she lives with her mental ill health and therefore he must wash his own clothes and find the money for food, both for himself and his grandmother. And with no money, X would go weeks with no heating or electricity, forced to wait until his grandmother gets her monthly pension.

X described feeling neglected by his family for years and desperate to be put into care or with a foster family, but with little faith in social services having been through three social workers. He feels "let down" and "stranded".

However, since coming to RISE, he has been attending weekly workshops and is always happy to engage and share his thoughts and opinions with the group. He never misses a mentoring session and says that RISE has become an important part of his week. Despite his challenges, X continued to attend college and is keen to pass his exams.

His RISE mentors supported him to speak to social services, who now provide him with a weekly allowance, thus giving him the financial support he needs to afford food, travel and electricity. With help from his social worker, he recently visited a Salvation Army living area for people his age and is awaiting a new foster family. X has reported that his mood has really improved since coming to RISE, and his trust in us has grown, because we "stuck to our word".

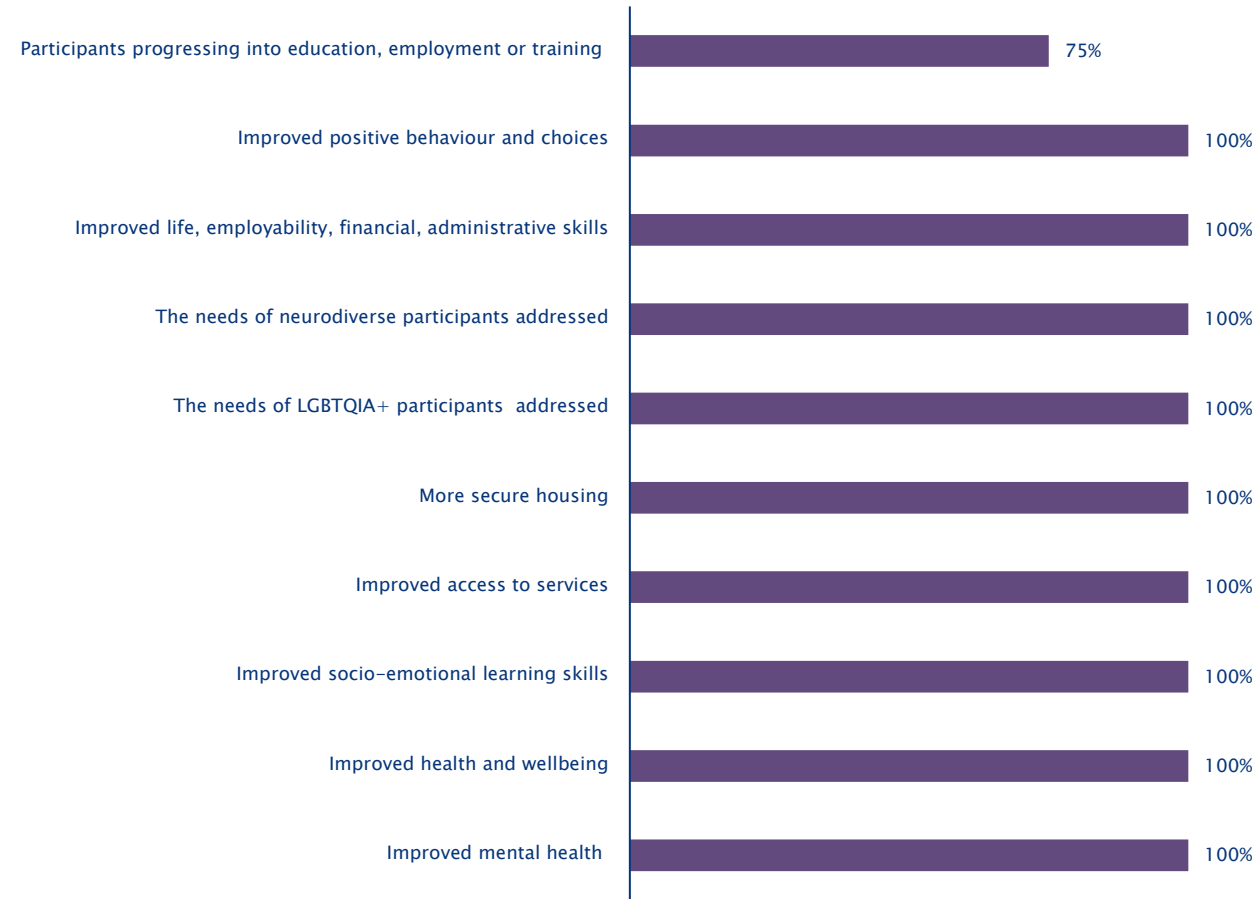
Our Youth Empowerment service, RISE, is a long-term programme that invests (for a minimum of 12-months) in the development of 16 to 24 year-olds who have experienced multiple adverse childhood experiences; feel oppressed and excluded by the education system; are victims of gangs, hate crimes and sexual and domestic violence; experience social and cultural inequity because of their protected characteristics and economic, educational/employment and housing insecurity; and/or are struggling with social isolation and mental health conditions. On average, 43% of RISE participants presented with undiagnosed 'special educational needs' and/or were neurodiverse, and 83% presented with undiagnosed or untreated mental health conditions.

RISE combines:

- One-to-one mentoring with group work personalised to the specific needs of individual participants and the shared needs of each cohort
- Drop-in mentoring for past participants to support them to address the challenges they face after completion of the 12-months programme

During 2023–24, RISE:

- Had 80 participants (28 in 2023)
- Provided advice and guidance to 120 parents and carers (28 in 2023)
- Was awarded the 2023 London Youth ‘Being There’ Award
- Piloted a 9–week multisensory creative expression and social engagement art project in response to the requests of participants
- Supported 30 participants to engage with additional specialist services (9 in 2023)
- Attracted 118 Instagram followers
- Held a series of participant–led Service Design Workshops
- Held an alumni event for 2022 participants to check–up on their wellbeing and personal progress; cement their importance to the service as it develops; connect them to old and new staff; and provide a continuing community of support
- Participants reported the following using the accredited ‘Outcomes Star’ to track progress towards their personal development goals:



Events after the year end

There are no significant events after the year end to report.

Operational aims and objectives

To implement our 2022 – 2027 Strategic Plan.

Achieving our priorities in 2023–2024

Transforming Lives		
Implement fundraising strategy to establish our resilience building project	Progressed	- Project design completed - Fundraising prospects identified
Review triage and case management processes	Completed	New staffing structure and triage process implemented
Enhance staff training in trauma informed practice and dealing with vicarious trauma	Progressed	- Externally facilitated workshops held - Cross team working group established - Staff training plan designed
Transforming Society		
Extend our research, influencing and knowledge exchange activities	Progressed	2nd annual Illegal Evictions Count published in December 2023 - Research report 'Licensing Private Rented Homes – Insights and Experiences from five London Borough's' published in March 2024
Establish trustee working group	Completed	Trustee working group established to prepare an action plan to build the Transforming Society work of the organisation in line with the aims of the 2022–2027 Corporate Strategy
Upgrade data collection and analysis software	Completed	Data and case management software updated and unified across the organisation
Governance		
Review trustee induction and training plan	Completed	Implemented September 2023
Review detailed theory of change	Completed	Agreed by trustees October 2023
Complete administration restructure	Completed	Implemented in August 2023 to improve centralised functions, 'bring in' new IT skills and expertise, and deliver £132K in consolidated salary cost savings per annum
Establish role of 'Digital Trustee'	Completed	Ivan Delany appointed in September 2023

Our priorities for 2024–25

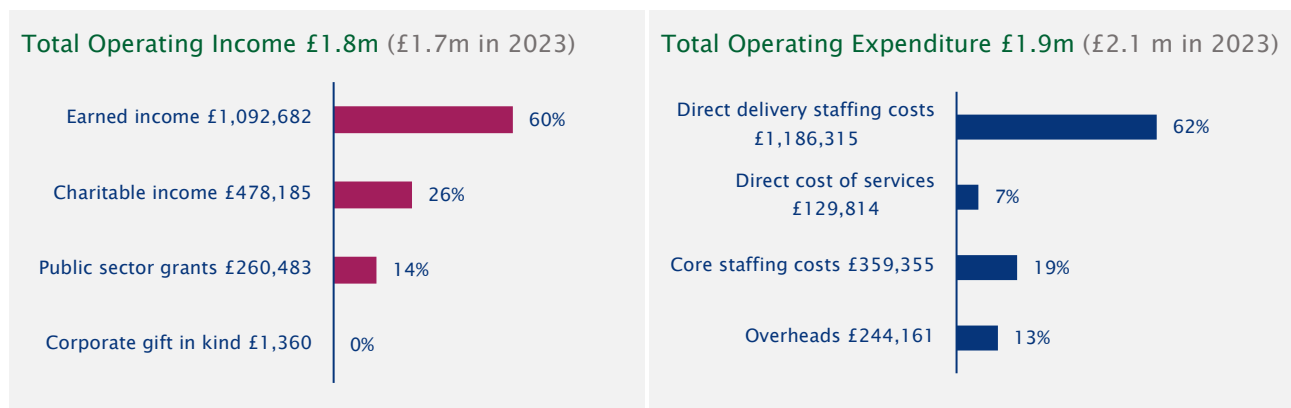
Transforming Lives	
To expand our Youth and Disabled People's Empowerment services	
To expand our delivery of legal advice services in Lambeth	
Transforming Society	
To undertake research into the contribution that Lettings Agents play in the London 'shadow private rented sector'	
To undertake research into the impact of poor private rented sector housing on the health of marginalised communities in Lambeth	
Governance	
To agree a 'Transforming Society' action plan to support the delivery of the 2022–2027 Corporate Strategy	
To enhance IT and cyber security capabilities and processes	
To undertake a review of our articles of association to ensure that they continue to enable us to operate effectively	

Financial review

Overview

We're delighted to report that our post-pandemic business turnaround plan (which aimed to return earned income levels to pre-pandemic levels, address increased need in our communities, and weather the impact of the UK's cost-of-living crisis on our costs) has improved our financial position at a faster rate than anticipated:

- Operating income increased by 7% to £1,832,710 (£1,711,092 in 2023)
- Operating expenditure (i.e., excluding depreciation of £6,024) decreased by 9% to £1,913,621 (£2,106,744 in 2023)
- Our overall deficit reduced by 80% to £86,935 (£426,880 in 2023)

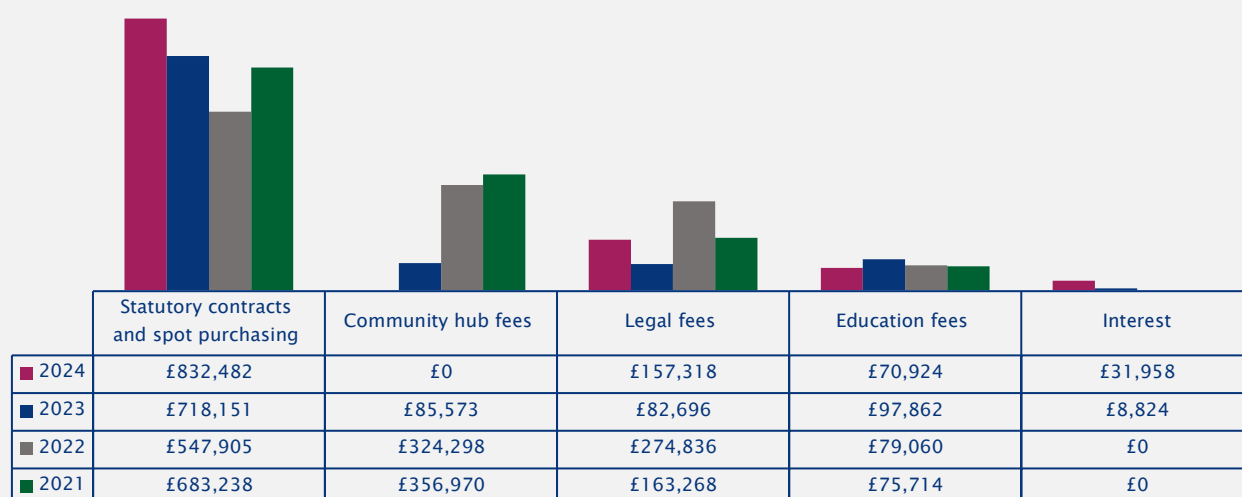


Income

Charitable income increased by 21% to £478,185 (£395,435 in 2023), public sector grants increased by 45% to £260,483 (£178,907 in 2023), statutory contracts and spot purchasing increased by 16% to £832,482 (£718,151 in 2023), and earned income increased by 10% to £1,092,682 (£993,106 in 2023):

- The increase in charitable income was primarily due to funding from the Michael Tippet College for our Disabled People's Empowerment service, Camberwell Incredibles
- The most significant increase in statutory grants was Propel funding for the expansion of our Youth Empowerment service, RISE
- Safer Renting secured the largest increase in statutory contracts and spot-purchasing for its local authority partners
- Our Law Centre's legal fee income increased by 90% showing partial recovery from the loss of income generated through legal aid fees and 'inter partes' costs caused by the stay on possession hearings during the Covid lockdowns

Earned income distribution 2021 to 2024



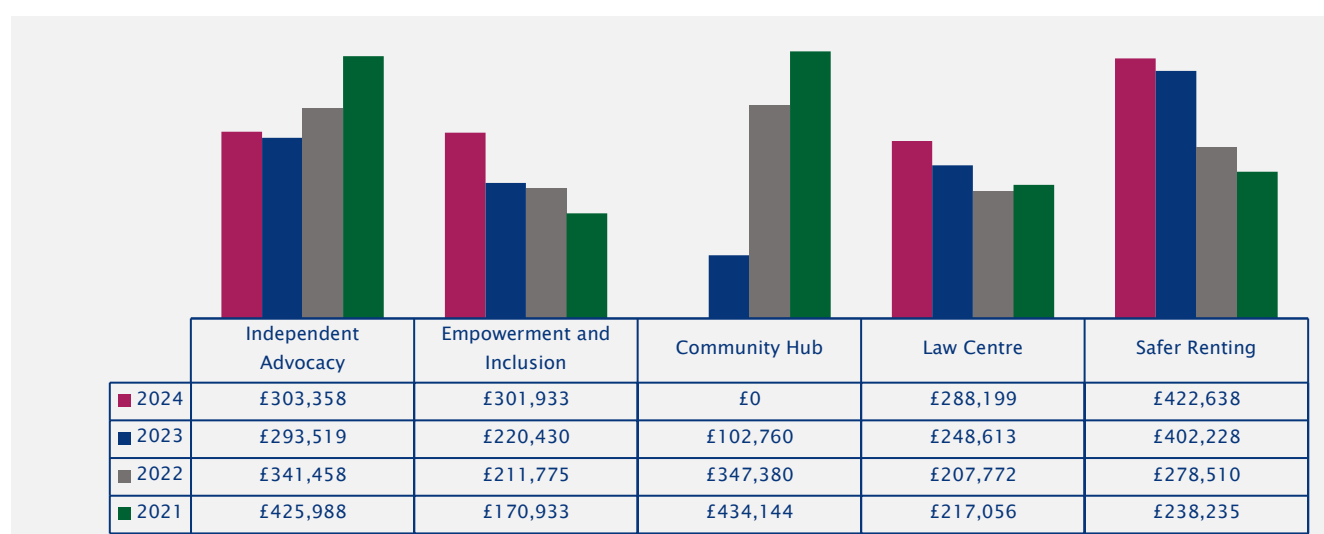
Expenditure

Our total expenditure for the year reduced by 9% to £1,919,645 (£2,106,744 in 2023):

- We restructured our corporate administration and service support processes to reduce our overhead costs to a more sustainable level; respond to changes in business needs since we sold 1 Addington Square; and consolidate and improve service reporting, data analysis, and 'first point' of service user access processes. This reduced the cost of overhead salaries (after payment of redundancy costs) by 5% in the year and will deliver a consolidated saving of £132K in future years
- Service delivery staffing costs increased by 8% due to the London Living Wage cost-of-living increase, one-off inflation awards, some regrading of roles following benchmarking reviews, and the expansion of the RISE Youth Empowerment team
- The direct costs of services reduced because we sadly divested our SuperTeens project in August 2023 and SENSational Sports in March 2023 following the cessation of funding and contract agreements. We also paused the delivery of Incredible Fridays while we restructured pending a re-launch in 2024–25
- Overhead costs (including overhead salaries) reduced by 28% because we had incurred significant and non-recurring office relocation costs in the previous year, and we restructured our corporate team during the year

Staffing remained our largest cost at £1,545,670 (£1,475,947 in 2023) i.e., 81% of operating expenditure (70% in 2023). 77% of all staffing costs were related to the direct delivery of services (74% in 2023), this reflects the people-intensive nature of our frontline services and their reliance on high service user to staff ratios.

Direct service expenditure 2021 to 2024



Trustees' responsibilities

As trustees, we are also the directors of Cambridge House for company law purposes. We are responsible for preparing this Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires us to prepare annual financial statements which give a true and fair view of the state of Cambridge House's affairs, including our incoming resources and their application, and net income or expenditure. In preparing our financial statements, we are required to:

- Select suitable accounting policies, and apply them consistently
- Observe the methods and principles in the charities' statement of recommended practice (SORP)
- Make judgements and estimates that are reasonable and prudent
- State whether applicable 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 is inappropriate to presume that the charitable company will continue in operation

Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy the financial position of Cambridge House, and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which our auditor is unaware
- Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

Trustees are also responsible for the maintenance and integrity of the corporate and financial information included on our website.

We note that, legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislations in other jurisdictions.

Going concern statement

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. Following completion of the building sale and settlement of loans, attention is now focussed on the longer term sustainability of unrestricted funds.

Reserves policy

We review the target level of reserves on an annual basis alongside the operating budget. The assessment takes account of income and expenditure risks within the budget and the need for sufficient liquidity to manage the day-to-day fluctuations in our receipts and payments. Our free reserves and designated reserves are considered in the round when factoring in our target.

Trustees completed a risk-based review of our reserves policy during the year to ensure that we establish:

Free reserves of £814K

To provide unrestricted funds that are freely available to spend in the event of business continuity and disaster recovery needs, including:

- Unforeseen emergencies
- Unforeseen operational costs
- Loss of grant or contract income
- Working capital and cashflow requirements
- The need to fund short-term deficits

A designated 'Building' reserve of £1.6M

- To provide the funds needed to purchase new office premises and associated capital assets in the future; and/or
- To provide funds for asset management and risks associated with accommodation.

At the end of the year, we held the following funds in line with our Reserves Policy::

- General reserves of £823,259 (comprising free reserves of £813,324 and fixed assets of £9,935)
- Designated 'Building' reserves of £1,600,000

Budgeting and financial decision-making

We prepare annual budgets for all activities and carefully monitor performance against these to ensure that any activity operating at a deficit and/or behind budget is carefully supervised, and opportunities are taken to mitigate risks and increase unrestricted funds. We use a cloud-based accountancy package that connects to our bank accounts and facilitates real-time scrutiny by trustee bank signatories and staff with profit and loss accountabilities.

Trustees have a Business Continuity and Disaster Recovery Plan and a Financial Emergency Response Plan to protect the interests of our service users, employees, trustees, creditors and stakeholders by outlining the steps that can be taken to avoid and/or manage crises. A meeting schedule detailing priorities and regulatory deadlines for the Council of Management is published at least 12-months in advance and ensures trustees consider, monitor and/or approve our:

- 3 or 5-year corporate strategy and financial forecasts
- Annual budget and associated cashflow projections, income analyses, risk register and reserves policy
- Actual income and expenditure results compared to budget and reforecast income and expenditure projections as the year progresses
- Quarterly progress and financial management reports that:
 - Update high level risk assessments and risk mitigation actions
 - Detail performance against contractual and grant funding conditions and key performance indicators, so that trustees can ensure we meet our obligations and any restricted income requirements
 - Detail quarterly financial information including management accounts, balance sheets, cashflow projections, income analyses (received and projected income and restrictions where appropriate)

The Council's Finance Subcommittee considers financial reports each month to ensure:

- Trustees regularly receive and consider robust and up-to-date financial management information
- Sources of income are analysed and reviewed so that any dependency on one source of funding (which could leave us vulnerable to increased financial risk) is assessed, and our diversification of income sources is monitored to protect against this
- Planned and proposed expenditure is regularly reviewed and opportunities for cost efficiencies or the need to divest are identified and realised
- Actual results against budget are monitored within 3-weeks of each month-end

Governance and management

Cambridge House and Talbot Limited is a registered charity (registration number 265103) and is constituted as a company registered in England and Wales and limited by guarantee (registration number 1050006). The company does not have share capital and is limited by the guarantee of the members to a maximum of £1 each. Our company membership and the total number of such guarantees (i.e., our company members) at the year-end was 23 (19 in 2023). The organisation's objects and powers are set out in the Articles of Association.

Trustees

Cambridge House is governed by the charity's trustees, who are also the company's directors and are collectively called the Council of Management (the Council). The members of the Council are elected at the company's annual general meeting. Our Council meets a minimum of six times per year to manage the business of the organisation. It has appointed subcommittees and a working group to operate with delegated responsibilities:

- **Finance Subcommittee**
David Goode (Treasurer to April 2024), Simon Latham (Chair, ex officio), Raja S Hussain (from September 2023 and Treasurer from April 2024), Tara Trousdale (from September 2023) and Felix Adenaike (from September 2023)
- **Governance, Risk and Inclusion Subcommittee**
Clarissa Lyons, Simon Latham (Chair), Amy Fraser (Safeguarding Lead) and Ivan Delany (Digital Lead from September 2023)

Transforming Society Working Group

Susanne Hall (Working Group Chair), Amy Fraser (Safeguarding Lead), Ivan Delany (Digital Lead), Patrick Diamond and Shadi Brazell

Our Council's governance structure is set out in our Governance Manual, which explains how the organisation is run with reference to our legal obligations, the 'Charity Governance Code' for larger organisations, and the 'Seven Principles of Public Life', and includes a clear distinction between the role of trustees and the Chief Executive.

Trustees concentrate on strategic matters, setting overall direction, ensuring clear organisational objectives and holding the Chief Executive to account. This is affected through reporting, both on performance and strategic matters, and formal appraisal of the Chief Executive's performance. The delegated responsibilities and accountabilities of the Chief Executive are set out in our Governance Manual and in their job description.

Trustees have reserved certain powers, which only they can exercise. These include those statutory powers that cannot be delegated, such as policies on risk and reserves, and decisions linked to major policy or programme initiatives, strategic planning, and changes to organisational structure.

Trustee recruitment, induction and training

Our Council completes skills audits to assess the skills of the existing trustees, identify 'skills gaps' and assess any skills being lost by the retirement of a trustee. New trustees are recruited through external advertising and direct approaches to professional bodies and other voluntary organisations.

The induction process for new trustees is detailed in the Governance Manual and is designed to acquaint them with our purposes, financial position, work programmes, structure, staff and current issues.

To ensure continued development, trustees are offered the opportunity to attend training on key areas, such as financial reporting, safeguarding, equality, diversity and inclusion, and strategic planning.

Trustee performance review

A review of trustees' individual and collective performance is conducted annually to ensure the effectiveness and inclusiveness of our governance processes. The outcomes of the review process are considered by our Governance, Risk and Inclusion subcommittee alongside the results of regular skills audits so that governance improvement measures can be agreed by the Council of Management.

Trustee terms of appointment

Each year the nearest in number to one third of the elected members of the Council stand down at the annual general meeting and are eligible for re-election. As of 31 March 2024, the trustees had served for the following terms:

Role	Name	Length of service in current role
Chair (Deputy Safeguarding Lead)	Simon Latham	4 years, 3 months
Trustee	Clarissa Lyons	5 years, 3 months
Treasurer (to April 2024)	David Goode	6 years, 3 months – retired April 2024
Treasurer (from April 2024)	Raja S Hussain	6 months
Trustee	Felix Adenaike	6 months
Trustee	Shadi Brazell	6 months
Trustee (Digital Lead)	Ivan Delany	6 months
Trustee	Patrick Diamond	6 months
Trustee (Safeguarding Lead)	Amy Fraser	4 years
Trustee	Susanne Hall	6 months
Trustee	Stephanie Tidball	5 years, 3 months – retired September 2024
Trustee	Tara Trousdale	6 months

The appointment terms of trustees are as follows:

- Trustees may serve for three terms of three years, i.e., nine years in total, with possibility of extension to a fourth term of three years subject to a rigorous review of Cambridge House’s need:
 - For progressive refreshing of the Council of Management
 - For governance continuity during periods of change management
 - To retain diversity in accordance with the organisation’s Equality, Diversity and Inclusion policy and strategy
 - To retain business critical skills and experience
- Where trustee terms of office have been extended to a fourth term, the reasons for the extension will be explained in future annual reports. As at March 2024, no trustee terms had been extended

Equality, diversity and inclusion

The diversity and inclusiveness of our team, including leadership and management, demonstrates the fact that equality, diversity and inclusion are core values of Cambridge House. We believe that:

- They are essential characteristics of a just and democratic society
- Our society is beautifully diverse, but sadly unequal
- Over and above the minimum standards required by law, it is our ethical and moral duty to:
 - Champion equality, diversity and people’s rights
 - Challenge discrimination, prejudice and intolerance
 - Tackle barriers to social inclusion.

To this end, we establish credibility and legitimacy, and build our experiential knowledge by working to ensure our service users ‘see themselves’ reflected throughout our organisation.

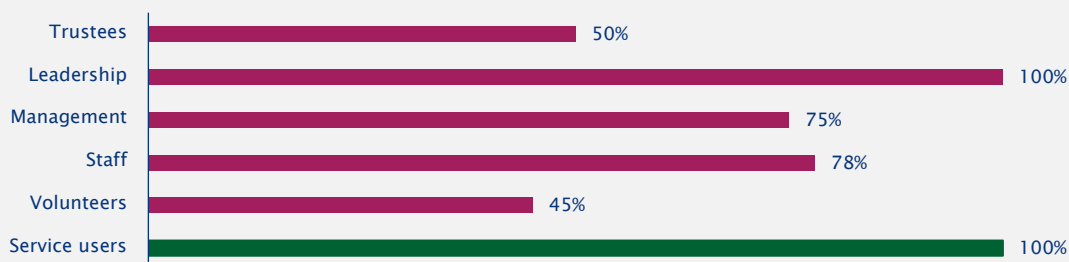
Our Equality, Diversity and Inclusion (EDI) Policy includes an Action Plan with specific inclusion targets that are monitored annually by the Council. The plan also sets out:

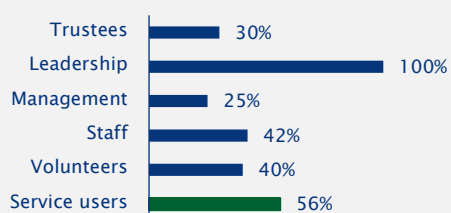
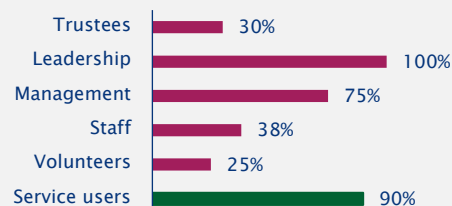
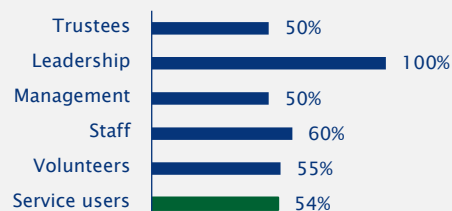
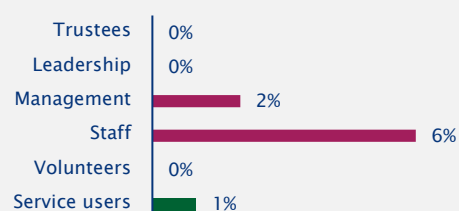
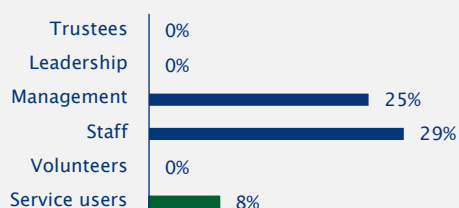
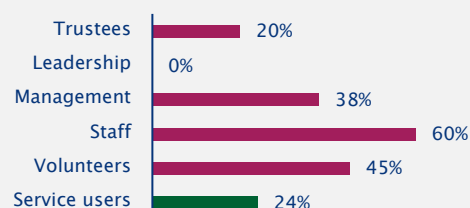
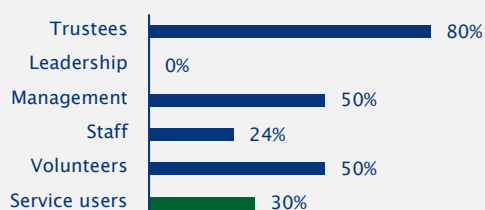
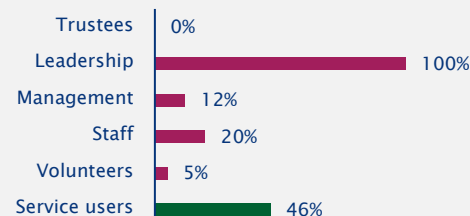
- The requirement that all staff and trustees attend equality, diversity and inclusion training
- How we will implement targeted recruitment campaigns and connect with specialist organisations in order to engage with under-represented groups
- The standards of behaviour we require so that our workplace is an environment where people are respected and safe from prejudice, stereotyping, bullying, harassment and discrimination

Compared to our previous year’s results:

- Trustee diversity has been significantly improved following a recruitment process launched in January 2023 and we remain committed to achieving our EDI targets as trustee vacancies arise
- Staff representation exceeds our EDI targets in the majority of categories and future recruitment campaigns will focus on increasing the representation of LGBTQIA+ people in the Leadership Team and on our Council of Management
- The make-up of our current team and service users is as follows:

Experts by lived experience – target 50%



Black, Asian and global majority communities – target 43%**Disabled, neurodiverse and/or living with a mental or physical health condition – target 14%****Women – target 50%****Non-binary or transgender – target 2%****LGBTQIA+ communities – target 6%****Aged 35 years and under****Aged 36 to 55 years****Aged 56 years and above**

Quality and impact

We strive to find solutions to identifiable problems in the communities with which we work. Actual and potential service user needs, as well as gaps in service provision, are identified through:

- Analysis of research and demographic reports and data
- Consultation with actual and potential service users, delivery partners and stakeholders
- Competitor analyses
- Policy and practice reviews
- Participation in professional and knowledge exchange networks

In addition to confirming that all activities contribute to the delivery of our vision, we secure impact by ensuring that we have:

- Good governance, financial stewardship, risk management, and operational and quality assurance capabilities and capacity
- Been cost-effective and can secure enough financial and partnership resources
- Not duplicated the work of other providers unnecessarily
- Clear impact evaluation criteria and associated measurable outcomes

- Independent verification of our quality assurance processes

Evidencing quality and impact

Our theory of change identifies the causal links between what we do and what we are trying to achieve. It also provides the theoretical framework to help us assess whether what we do is working as planned and how it can be improved. Quantitative and qualitative methods of collecting outcomes and outputs, including feedback from and consultation with service users and stakeholders, enable us to evidence impact. Accredited quality assurance and impact measurement schemes ensure our impact is externally audited and verified.

Giving voice to our service users through Radical Listening–based consultation

Most of our service users experience crises in multiple aspects of their lives and this means they are energy and resource poor, often ashamed of their situation and therefore reluctant to fully share their experiences in group situations, and many experience additional pressures associated with caring responsibilities, vicarious employment, and deteriorating mental health. Our consultation methods are therefore non–traditional and person–centred so that we can seek service user views, experiences and insights on support needs, barriers to service access, and gaps in service provision without putting them under additional pressure to participate in consultation activities they deem secondary to their immediate and urgent needs.

We use radical listening techniques to integrate consultation into casework delivery processes; this enables us to consult systematically about our own services and the statutory and non–statutory services provided by others. The information and data captured is then systematically analysed to enable us to develop our own practices and priorities, develop new interventions, and identify weaknesses in social policy and practice.

Legal services

Our Law Centre has been awarded Centre of Excellence status by the London Legal Support Trust and is accredited by Lexcel, the Law Society's annually audited legal practice quality mark for excellence in legal practice management and excellence in client care.

Independent Advocacy services

Our Independent Advocacy services deliver according to Advocacy Quality Performance Mark (QPM) requirements which work in conjunction with the Advocacy Code of Practice to enable providers to demonstrate how they are meeting the different standards set out in the code.

Safer Renting services

Our work supporting the private tenants of 'criminal landlords' is accredited by the Advice Quality Standard the Advice Service Alliance's independently audited quality mark.

Youth Empowerment and Disabled People's Empowerment services

The evaluation and impact measures for our Empowerment and Inclusion activities are aligned with the Violence Reduction Unit Outcomes Framework, and we use validated outcomes tools including the Triangle Outcomes Star, Warwick–Edinburgh Mental Wellbeing Scale, and the 8 Pillars of Wellness framework to monitor service users' progress towards their personal development goals. Our Youth Empowerment provision is also aligned with the Mentoring Quality Framework to ensure we deliver consistent, high quality, reflective mentoring practices for young people.

Governance

We are organisational members of the Chartered Institute of Fundraising and have Positive about Disability, Mindful Employer, London Living Wage Employer and Cyber Essentials quality marks.

Fundraising

We rely on fundraising to support all our work and it is important to us that everyone who engages with us has a positive experience. We work diligently to comply with the Fundraising Regulator's Fundraising Code of Practice, and to ensure that we fundraise in a respectful and compelling way that is consistent with our values.

Fundraising activity is carried out in accordance with our Ethical Fundraising and Data Protection Policies to ensure legal and regulatory compliance. The policies are reviewed regularly to ensure they also reflect best practice.

We are an organisational member of the Chartered Institute of Fundraising and have a published fundraising pledge to donors. Our Ethical Fundraising Policy governs our interactions with third parties, including, but not limited to, corporate and individual donors, local and national governments, other charities and public-sector agencies.

Our fundraising activities and compliance with regulations and best practice are scrutinised by our Council of Management and its Finance Subcommittee. No fundraising complaints have been received.

The Chief Executive, Fundraising and Development Coordinator and Fundraising and Development Officer are our primary fundraisers. They are required to demonstrate an understanding of the Fundraising Regulator's Fundraising Code of Practice and make a commitment to uphold its values when they join Cambridge House. We do not engage any third-party fundraisers.

Our relationship with supporters

- We respect the rights of our supporters to receive clear, truthful information on our work and:
 - Openly report how we spend donated and statutory monies
 - Are transparent and honest
 - Do what we say we are going to do
 - Answer all reasonable questions about our fundraising activities and costs
 - Abide by the conditions attached to the donations and grants we receive
 - Respect the privacy and contact preferences of all donors
 - Respond promptly to requests to cease contact
- We respond promptly to complaints and act as best we can to address their causes
- We never accept a donation from someone we believe are not in an informed position to decide about their donation
- We never sell donor information to third parties and do our best to keep contact details up-to-date and accurate
- We do not use techniques such as telemarketing or door-to-door collections
- Paid fundraisers, whether staff or consultants, are compensated by a salary or fee. We do not pay finders' fees, commissions or other payments based on either the number of gifts received, or the value of funds raised

Serious incident reporting

We have procedures for the reporting of serious incidents to the Charity Commission in accordance with the statutory requirement under section 169 of the Charities Act 2011. Trustees confirm that there were no serious incidents or other matters relating to Cambridge House and Talbot Limited during the year that should have been brought to the attention of the Charity Commission.

Safeguarding

Trustees recognise that being safe and free of abuse is central to ensuring the continued promotion of a person's wellbeing. In this spirit, as outlined in the 'making safeguarding personal' initiative and the Care Act 2014, we have policies and procedures in place to enable us to respond to all concerns of abuse appropriately, operating in line with the Pan London Multi-Agency Safeguarding Policy.

We maintain an effective safeguarding culture by ensuring our:

- Policies and procedures for the safeguarding of children, young people and adults, digital safeguarding and safe recruitment are reviewed and updated annually supported by external and independent reviews
- Trustees, staff and volunteers receive regularly updated training and enhanced Disclosure and Barring Service checks
- Our Council of Management receives quarterly reports on safeguarding matters and alerts
 - **Internal alerts concerning the conduct of members of the Cambridge House team**
Trustees confirm that there were no allegations made against a trustee, an employee, an intern, or a volunteer during 2024 (0 alerts in 2023, 2022 and 2021)
 - **Internal alerts concerning the conduct of service users**
Many of our Empowerment and Inclusion service users have profound and multiple learning disabilities and/or live with mental health conditions. This can sometimes lead to behavioural issues while they participate in Cambridge House activities. We raised no such alerts during the year (1 in 2023, 2 in 2022 and 2 in 2021)
 - **External alerts concerning the treatment of Cambridge House service users by third parties**
Our service users sometimes report or demonstrate to us that their welfare has been put at risk by third parties. As a result, we raised 14 safeguarding alerts during the financial year (13 in 2023, 17 in 2022 and 19 in 2021)

Our trustee safeguarding lead is Amy Fraser (Simon Latham is the deputy trustee safeguarding lead) and our executive leads are the Chief Executive and the Heads of Services for Independent Advocacy and Empowerment and Inclusion.

Five-year overview of external safeguarding alerts and the outcomes of our intervention



Networks and partnerships

We are firmly ‘outward looking’ and work collaboratively with a diversity of voluntary, community, academic, private and public-sector partners to deliver services and exchange knowledge and information. During the year, we remained members of:

Community Southwark, the umbrella body for the voluntary and community sector, volunteers and social action in Southwark.

Healthwatch Southwark, a consumer network established because of the health and social care reforms of 2012 to champion the views of local people who use health and social care services in Southwark.

The Chartered Institute of Fundraising, the professional membership body for UK fundraising.

London Youth, a network of diverse community youth organisations serving young people across London.

Locality, whose stated objective is to develop a network of ambitious and enterprising community-led organisations with a strong, collective voice and to inspire community action so that every neighbourhood thrives.

The National Council for Voluntary Organisations (NCVO), who champion the voluntary sector by connecting, representing and supporting voluntary organisations.

Southwark Legal Advice Network (SLAN), which aims to improve access to quality assured advice services and self-help information in Southwark for people in greatest need.

The Better Way Network, a national network of leaders who want to improve services and build strong communities. Our Chief Executive is a ‘Core Group’ member and the network’s thought leader on radical listening.

Our Chief Executive, Karin Woodley, holds roles as:

- Chair of the Race Equality Foundation from May 2022
- Trustee of the Felix Project from December 2021
- A non-executive director the National Lottery Community Fund (NLCF) England Committee from May 2023. Cambridge House was in receipt of NLCF funding before Karin was appointed to its Committee and she will recuse herself if matters are raised in respect of any future funding of Cambridge House
- A coopted member of the City Bridge Foundation Funding Panel since June 2024. Cambridge House was in receipt of City Bridge Foundation funding before Karin was appointed to its Panel and she will recuse herself if matters are raised in respect of any future funding of Cambridge House
- A non-executive director of the Office of the Public Guardian and a member of its Audit and Risk Committee from October 2018 to September 2024

Our Chair, Simon Latham, was appointed Chief Operating Officer of Bridge House Estates (now City Bridge Foundation) in February 2022, and has been Acting Managing Director since June 2024. Cambridge House is currently in receipt of a grant from the City Bridge Foundation (CBF). Simon will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board and has notified his employer of his trusteeship of Cambridge House.

We are also very grateful for the support we receive from Macfarlanes LLP, a London-based law firm, who has been our corporate partner for over 30 years. In addition to providing us with legal services on a pro bono basis, Stephanie Tidball, one of our trustees until September 2024, is Macfarlanes' Head of Coaching and Partner Development.

Public benefit

Trustees have considered the Charity Commission's general guidance on public benefit, and taken it into account when reviewing our aims and objectives and planning future activities.

Cambridge House provides public benefit by:

- Delivering specialist, personalised and integrated frontline services that help people experiencing poverty, social injustice and/or social inequity and supporting them to build the resilience they need, both to make recurrence of crisis less likely and to improve the quality of their lives
- Generating and collating evidence of what delivery strategies are most effective at tackling poverty, social inequity, and social injustice at a local and regional level, and establishing opportunities for evidence sharing and knowledge exchange throughout the UK

We are satisfied that the aims of Cambridge House are carried out wholly in pursuit of the public benefit.

Staffing and remuneration

Cambridge House is accredited by Mindful Employer, Positive about Disabled People, and the London Living Wage Foundation. These standards help to ensure our human resources policies:

- Are underpinned by a rigorous assessment methodology and a framework which reflects best workplace practice
- Promote increased awareness of mental health and disability at work, and provide ongoing support for the organisation in the recruitment and retention of staff
- Promote equality, diversity and inclusion and ensure that our workforce reflects the communities we serve

Performance management

We have a performance management, staff training and development, and appraisal policy that:

- Promotes a consistent approach to workforce supervision and development throughout Cambridge House
- Ensures that supervision and staff training is geared to developing the capabilities and progression of staff and achieving the organisation's objectives
- Enhances the quality of workforce performance
- Addresses the personal impact of work on our staff, volunteers and paid interns

Staff remuneration

We recognise the importance of being transparent and accountable in all aspects of our work, including how we reward and recognise our staff, which is set out in a Staff Remuneration Policy. We are an accredited Living Wage Employer, meaning every employee and intern in our organisation earns at least the London Living Wage as set independently by the Living Wage Foundation.

Trustees are committed to ensuring that we pay our staff fairly and in a way which ensures we achieve the greatest impact in delivering our charitable objectives. In deciding on levels of pay the following factors are considered:

- The mission, aims, objectives and values of Cambridge House
- The need to recruit, retain, motivate and, where relevant, promote suitably qualified people to exercise their different responsibilities and meet the organisation's needs
- How any decision might impact on the overall pay policy for all staff
- A significant increase in responsibilities or major change in job description
- Our current Strategic Plan and how this might affect future needs
- Our ability to pay
- Appropriate available information on pay levels in other charities relative to size, budgets, responsibilities, etc.
- Our track record in recruiting and retaining high-performing staff
- The likely impact of any decision on our public reputation

Salaries

At the end of March 2024, we had a staff team of 47 (51 in 2023) people comprising 36 full-time (34 in 2023) and 11 part-time (17 in 2023) staff representing a fulltime equivalent of 39.8 (44.2 in 2023).

For Cambridge House to operate successfully, a range of specialist skills and disciplines are required. We therefore need to pay staff appropriately to ensure that we recruit people with the right experience. It is also important that we develop and retain our staff so that our services benefit from the team's growing knowledge. Many of our team develop expertise that is unique to them in the organisation and could not be quickly replaced and our staff pay scales are set with this in mind.

The salary of the Chief Executive is approved by our Council based on recommendations from our Finance Subcommittee. The Chief Executive requires a breadth and depth of expertise which requires drawing from the best senior level talent in a competitive market. They need to be able to command the respect of their peers, our stakeholders and our service users locally, nationally and internationally, through their experience and their credibility.

The Chief Executive's salary is reviewed to benchmark it against other charities in London relative to size, budgets, responsibilities and the competitiveness of the employment market. At the same time, we seek to keep salary costs under control. The Chief Executive's salary was last benchmarked in 2022–23.

Chief Executive's pay

Name	Title	2023–24	2022–23
Karin Woodley	Chief Executive	£90,000	£90,000

In compliance with our Staff Remuneration Policy, all other staff salaries are set by our Chief Executive and the management team using benchmarking comparisons with charities of our size in London, and considering factors including inflation, Cambridge House's financial position, and the other factors mentioned above. Salaries are openly stated in job adverts, and we don't offer performance-related pay or a bonus scheme.

Pay awards

- A one-off payment of £500 per person was paid to all staff earning £40,000 or less
- Staff on the London Living Wage received a cost-of living award of 10%

Pay ratio

The remuneration ratio for Cambridge House is considered alongside external market conditions for the specific roles and we aspire to a pay ratio that is less than 3.5:1.

The ratio of our highest salary (£90,000) to our median salary (£30,347) was 2.94:1 (2.99:1 in 2023), which compares very favourably to the charity sector average of 5:1.

Volunteering and employability

Volunteers make a vital contribution to our work by bringing their time, energy and enthusiasm to a range of our activities. We strive to provide them with opportunities to acquire skills and experiences that will help them improve their quality of life, develop their professional knowledge or progress into further education, employment and training.

Most of our volunteers find out about us through online recruitment, personal recommendation, and business ‘Corporate Social Responsibility’ schemes. Our volunteers are not paid for their time, but they are reimbursed for out-of-pocket expenses such as travel. All our volunteers are provided with volunteer agreements which define their goals, our needs, and the level of support or training they will receive.

The number of volunteers was 20 during the year (13 in 2023) and the number of voluntary hours contributed was 3,054 (3,318 in 2023). The financial value of the hours contributed by volunteers, based on the London Living Wage, was £40,160 (£43,625 in 2023).

The percentage of volunteer time contributed to specific activities during the year:



Interns and traineeships

We have paid intern and traineeship programmes that have been running since 2013 and offer opportunities for people to develop the skills and experience they need to develop a career. Our interns and trainees are externally recruited and receive the London Living Wage. Five team members progressed into permanent roles during the year (2 in 2023): two Safer Renting trainee caseworkers, one RISE trainee Youth Empowerment facilitator, and one Triage and Information trainee.

Risk management

Trustees regularly review and assess the risks faced by Cambridge House in all areas of our work and plan for the management of those risks. Our Risk Register and Risk Appetite Statement is reviewed annually by the Council to ensure that the material risks to which we are exposed are properly evaluated and managed. The Governance, Risk and Inclusion Subcommittee is responsible for:

- Overseeing risk appetite and risk tolerance appropriate to each service area
- Considering the risk policy and strategy
- Ensuring that there are adequate Cambridge House wide processes and systems for identifying and reporting risks and deficiencies, including emerging risks
- Overseeing compliance with the stated risk appetite and policies and procedures related to risk management governance and the risk controls framework
- Monitoring the alignment of the risk framework to Cambridge House's corporate strategy, supporting a culture of risk taking within sound risk governance

Financial risks are supervised and monitored monthly by the Council’s Finance Subcommittee and reported to quarterly Council meetings.

Our leadership and management teams ensure that all plans and decisions consider the possibility of negative outcomes, and appropriate mitigating actions are implemented to address residual risks to a level trustees consider acceptable.

We recognise that, to achieve our objectives, the nature of some of our work requires acceptance of some risks which are outside of our control. These are risks which cannot be eliminated, so we ensure they are proactively and clearly monitored.

Trustees consider there to be appropriate systems and controls in place to monitor, manage and mitigate Cambridge House’s exposure to risks. These include, among other control mechanisms, maintaining staff awareness of risks by embedding suitable approaches in the budgeting process, a strategy to maintain reserves that support business continuity and disaster recovery, and reviews of key systems and processes by our Governance, Risk and Inclusion Subcommittee.

Our risk assessment and mitigation approach is proactive and:

- Involves the whole organisation in the identification of risks
- Increases our capability to respond to unforeseen events by integrating risk management with business continuity management
- Provides a register of prioritised risks, ranked for likelihood and impact with details of the strategic steps we take to mitigate the risks
- Provides a framework for operational risk management and quarterly reporting by service teams
- Integrates disaster recovery and crisis management into the deliberations of trustees
- Reviews, and updates where required, our risk assessment methodology

Principal Risks and Uncertainties

Our highest risk areas, ranked for likelihood and impact, have been identified as:

Risks	Mitigation Actions
Failure to generate sufficient income and to manage budget and liquidity effectively	▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and our real-time cash position ▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place. ▪ Ensure ‘full cost recovery’ contract pricing and grant applications ▪ Maintain diversified income base and high levels of unrestricted income to prevent reliance on single sources
Major unforeseen costs, which create a significant overspend or necessitate significant and unplanned increases in expenditure	▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and our real-time cash position ▪ Robust cloud-based accounting system in place ▪ Prepare ‘keep, divest and/or novate’ plans as appropriate to reduce impact of loss making and/or unfunded services ▪ Ongoing monitoring, assessment and evaluation of any emergent factors which have the potential to risk business activities at project and operational levels ▪ Maintain a risk-based free reserve target
Partial or total loss of resources such as staff, equipment, management systems, information or premises, which could reduce service quality and impact, or disrupt our continuity of service	▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place ▪ Career objectives and development objectives discussed as part of the performance management process with a view to supporting succession planning and maintaining a corporate focus on learning and training ▪ Regularly review Staff Remuneration (including benefits) Policy ▪ Regularly review staff wellbeing support processes with particular regard to dealing with vicarious trauma
Competition from other providers resulting in the organisation being unable to sustain its current services	▪ Regularly update pricing reviews, market comparisons and competitor analyses ▪ Build strong relationships with commissioners and funders and build cross sector partnerships ▪ Maintain participation in policy forums and think tanks to support future planning and proofing of services ▪ Continue to focus on opportunities to innovate and respond to new and emerging needs in our communities ▪ Continue to monitor and publish our social impact and maintain externally accredited quality assurance processes

Auditors

Sayer Vincent LLP has indicated its willingness to continue in office and, in accordance with the provisions of the Companies Act 2006, it is proposed that it be re-appointed auditors for 2024–25. A resolution proposing its re-appointment will be submitted to the Annual General Meeting.

This Trustees' Annual Report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime, and is approved by trustees in their capacity as company directors and charity trustees.

Signed on behalf of the trustees/directors

Simon Latham, Chair

5 December 2024

Acknowledgements

Cambridge House fundraises for all its work. We rely on relationships with many partners throughout the country and internationally.

Our trustees sincerely thank all our supporters and donors who make our work possible:

City Bridge Foundation
Elizabeth and Prince Zaiger Trust
Greater London Authority – Propel Fund
Hertfordshire County Council
Impact on Urban Health
Jack Petchey Foundation
Legal Aid Agency
London Borough of Barking and Dagenham
London Borough of Croydon
London Borough of Ealing
London Borough of Enfield
London Borough of Greenwich
London Borough of Hackney
London Borough of Havering
London Borough of Islington
London Borough of Kingston upon Thames
London Borough of Lambeth
London Borough of Lewisham
London Borough of Richmond upon Thames
London Borough of Southwark
London Borough of Tower Hamlets
London Borough of Waltham Forest
London Borough of Wandsworth
London Legal Support Trust
Oak Foundation
Suffolk County Council
The Access to Justice Foundation
The Community Justice Fund
The Law Centres Network
Trust for London
West Berkshire Council
West Sussex County Council
Westminster City Council

Our trustees also thank the many organisations who have worked in partnership with Cambridge House – our success relies on collaboration

Ann Bernadt Children's Centre
Blue Elephant Theatre
Britain Has Class
British Red Cross
Brixton Advice Centre
Caspian Street Allotment
Centre for London
Change Grow Live, Southwark
Chartered Institute for Housing
Chartered Institute of Legal Executives
Child and Adolescent Mental Health Services (Southwark)
City Law School
City University
Coral
Crawford Children's centre
Crisis
D'Eynsford Tenant Management Organisation
Ministry of Housing, Communities and Local Government
Dr Jill Stewart
Dr Julie Rugg
Duckie
Dulwich Wood Children's Centre

Esprima
Generation Rent
Global Social Economy Forum
Hackney Law Centre
Health Watch Southwark
Herne Hill Velodrome
Housing Law Practitioners Association
HYP Southwark
InSpire
International Federation of Settlements
James Murray MP
Karen Buck MP
Kathryn Oliver & Iain Carroll
Kingston Advocacy Group
Landlord Law Conference
Leap Confronting Conflict
Legal Aid Practitioners Group
Lives Not Knives
London Borough of Waltham Forest Landlord Forum
London Legal Support Trust
London Live
London School of Economics and Political Science
London Youth
LSE Housing and Communities
Macfarlanes LLP
McCarthy's Costs
Mencap
Metropolitan Police Service
MyBnk
National Landlord's Association
National Practitioners Support Service
Nell Gwynn Children's centre
NHS Talking Therapies
Peckham Pulse
Professor Matt Egan
Resilient Youth
Shelter
South London and Maudsley NHS Foundation Trust
Southwark Foodbank
Southwark Law Centre
Southwark Team for Early Psychosis
St Giles Church, Camberwell
St Giles Trust
The Baytree Centre
The Better Way Network
The Centre for Housing Policy, University of York
The Chartered Institute of Environmental Health
The Greater London Authority
The Grove Children's Centre
The Mayor's Private Rented Sector Team
The Metropolitan Police Service
The National Residential Landlords Association
The Renters' Reform Coalition
The Law Centres Network
Thick and Tight
TMC Legal Services Ltd
Tom Copley, Deputy Mayor for Housing
Treasure House (London) CIC
Trinity College Centre, Camberwell
UK Onward
UKIM Masjid Ibrahim & Islamic Centre, Newham
University College London
University of the Arts London
Victim Support Southwark
Walworth Library
Wheels for Wellbeing

Charity reference and administrative information

President

HRH The Duke of Gloucester

Patrons

David Coleman

Dr Rowan Williams

Charles Arthur

Trustees and directors

Simon Latham– Chair

David Coleman – Vice–Chair (Retired January 2023)

David Goode – Treasurer (Retired April 2024)

Clarissa Lyons – Company Secretary (To September 2024)

Raja S Hussain – Treasurer from April 2024 (Appointed September 2023)

Felix Adenaike (Appointed September 2023)

Shadi Brazell (Appointed September 2023)

Ivan Delany (Appointed September 2023)

Patrick Diamond (Appointed September 2023)

Amy Fraser

Suzanne Hall (Appointed September 2023)

Anu Mensah (Retired September 2023)

Stephanie Tidball (Retired September 2024)

Tara Trousdale (Appointed September 2023)

Executive team

Leadership

Karin Woodley, CBE – Chief Executive – Company Secretary (From September 2024)

Karen Bayne – Finance Director

Eusebio Barata – Corporate Director (To August 2023)

Heads of Services

Gurminder Birdi – Law Centre

Katie Evans – Administration and Corporate Services (From August 2023)

Max Puzeý – Independent Advocacy

Roz Spencer – Safer Renting

Harry Williams – Public Affair and Communications (From October 2024)

Rachel Zipfel – Empowerment and Inclusion

Financial adviser

Neal Howard Ltd

HR adviser

Stephen Poland

Auditors

Sayer Vincent, 110 Golden Lane, London EC1Y 0TG

Bankers

Royal Bank of Scotland, London City Office 63 Threadneedle Street, London EC2R 8LA

Registered office

Cambridge House, Unit F, Ground Floor, The Printworks, 22 Amelia Street, London SE17 3PY

Reference and administrative details

Charity number: England and Wales: 265103

Company number: 1050006

VAT Registration Number: 802 6719 39

Independent auditor's report to the members of Cambridge House and Talbot Ltd

Opinion

We have audited the financial statements of Cambridge House and Talbot Ltd (the 'charitable company') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cambridge House and Talbot Ltd's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities This description forms part of our auditor's report.

Use of our report

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

Joanna Pittman (Senior statutory auditor)

9 December 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Donations							
Donations and grants	2	12,807	10,847	23,654	25,317	–	25,317
Gifts in Kind – Pro bono services	2	1,360	–	1,360	143,644	–	143,644
Charitable activities							
Advocacy	3	346,024	–	346,024	347,230	–	347,230
Education and Inclusion Services	3	70,924	335,883	406,807	74,991	181,245	256,236
Law Centre	3	294,618	111,995	406,613	209,474	120,905	330,379
Safer Renting	3	289,158	326,636	615,794	244,142	245,375	489,517
Rental and venue hire income		–	–	–	85,573	–	85,573
Investments		31,958	–	31,958	8,824	–	8,824
Other	4	500	–	500	24,372	–	24,372
Total income		1,047,349	785,361	1,832,710	1,163,567	547,525	1,711,092
Expenditure on:							
Raising funds	5	93,038	10,847	103,885	81,384	–	81,384
Charitable activities							
Advocacy	5	418,520	–	418,520	469,001	–	469,001
Education and Inclusion Services	5	80,670	335,883	416,553	164,978	187,237	352,215
Law Centre	5	285,611	111,995	397,606	276,342	120,905	397,247
Safer Renting	5	256,445	326,636	583,081	397,327	245,375	642,702
Community Hub Services	5	–	–	–	164,196	–	164,196
Total expenditure		1,134,284	785,361	1,919,645	1,553,227	553,517	2,106,744
Net (expenditure) / income before other recognised gains and losses		(86,935)	–	(86,935)	(389,660)	(5,992)	(395,652)
(Loss) / gain on disposal of fixed assets		–	–	–	(31,228)	–	(31,228)
Net movement in funds		(86,935)	–	(86,935)	(420,888)	(5,992)	(426,880)
Reconciliation of funds:							
Total funds brought forward		2,510,464	–	2,510,464	2,931,352	5,992	2,937,344
Total funds carried forward	16	2,423,529	–	2,423,529	2,510,464	–	2,510,464

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

Balance sheet

Company no. 1050006

As at 31 March 2024

	Note	£	2024 £	£	2023 £
Fixed assets:					
Tangible assets	11		<u>9,935</u>		<u>19,963</u>
			9,935		19,963
Current assets:					
Debtors	12	626,045		429,409	
Short term deposits		1,950,000		–	
Cash at bank and in hand		<u>201,391</u>		<u>2,232,687</u>	
		2,777,436		2,662,096	
Liabilities:					
Creditors: amounts falling due within one year	13	<u>(363,842)</u>		<u>(171,595)</u>	
Net current assets / (liabilities)			<u>2,413,594</u>		<u>2,490,501</u>
Total assets less current liabilities			<u>2,423,529</u>		<u>2,510,464</u>
Total net assets			<u><u>2,423,529</u></u>		<u><u>2,510,464</u></u>
The funds of the charity:	17a				
Restricted income funds			–		–
Unrestricted income funds:					
Designated funds		1,600,000		2,490,000	
General funds		<u>823,529</u>		<u>20,464</u>	
Total unrestricted funds			<u>2,423,529</u>		<u>2,510,464</u>
Total charity funds			<u><u>2,423,529</u></u>		<u><u>2,510,464</u></u>

Approved by the trustees on 5th December 2024 and signed
on their behalf by

Simon Latham
Chair

Statement of cash flows

For the year ended 31 March 2024

	2024 £	£	2023 £	£
Cash flows from operating activities				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(86,935)		(395,652)	
Depreciation charges	6,024		6,456	
Dividends, interest and rent from investments	(31,958)		(8,824)	
Loss / (gain) on the disposal of fixed assets	4,004		(31,228)	
(Increase) in debtors	(196,636)		(118,309)	
Increase / (Decrease) in creditors	192,247		(2,003,988)	
Net cash (used in) operating activities		(113,254)		(2,551,545)
Cash flows from investing activities:				
Dividends, interest and rents from investments	31,958		8,824	
Proceeds from the sale of fixed assets	–		4,700,000	
Purchase of fixed assets	–		(21,074)	
Net cash provided by investing activities		31,958		4,687,750
Change in cash and cash equivalents in the year		(81,296)		2,136,205
Cash and cash equivalents at the beginning of the year		2,232,687		96,482
Cash and cash equivalents at the end of the year		2,151,391		2,232,687

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies**a) Statutory information**

Cambridge House and Talbot is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address and principle place of business is Unit F, Ground Floor The Print Works, 22 Amelia Street, London, SE17 3PY.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102 second edition 2019), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Critical accounting estimates

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

e) Going concern

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

f) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

h) Interest receivable

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

i) Fund accounting

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

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

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

j) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

k) Allocation of support costs

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

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area occupied by each activity.

▪ Raising Funds	5%
▪ Advocacy	22%
▪ Education and Inclusion Services	22%
▪ Law Centre	21%
▪ Safer Renting	30%
▪ Community Hub Services	0%

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

Notes to the financial statements

For the year ended 31 March 2024

1 Accounting policies (continued)**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

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

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

- Computer and office equipment 4 years

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Debtors

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

o) Short term deposits

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

p) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

q) 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.

r) Financial instruments

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

s) Pensions

The charity participates in two sections of The Pensions Trust, a multi-employer pension scheme. One section effectively provides benefits based on final pensionable pay, “The Growth Plan”. The assets of this section are held separately from those of the charity. It is not possible to separately identify the assets and liabilities of participating employers on a consistent and reasonable basis and therefore the charity accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

The other section, The Unitised Ethical Plan, is a segregated defined contribution pension scheme. The assets of this section are also held separately from those of the charity. The amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

Notes to the financial statements

For the year ended 31 March 2024

2 Income from charitable donations

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Donations and grants:						
Gifts	2,782	–	2,782	3,317	–	3,317
Grants	10,025	10,847	20,872	22,000	–	22,000
	<u>12,807</u>	<u>10,847</u>	<u>23,654</u>	<u>25,317</u>	<u>–</u>	<u>25,317</u>
Gifts in Kind – Pro bono services	1,360	–	1,360	143,644	–	143,644
	<u>14,167</u>	<u>10,847</u>	<u>25,014</u>	<u>168,961</u>	<u>–</u>	<u>168,961</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
London Borough of Barking & Dagenham	128,788	–	128,788	133,025	–	133,025
London Borough of Kingston upon Thames	133,960	–	133,960	133,959	–	133,959
Other services	83,276	–	83,276	80,246	–	80,246
Sub-total for Advocacy	<u>346,024</u>	<u>–</u>	<u>346,024</u>	<u>347,230</u>	<u>–</u>	<u>347,230</u>
London Borough of Southwark	–	4,587	4,587	–	18,347	18,347
Greater London Authority – Young Londoners Fund	–	–	–	–	18,338	18,338
London Youth	–	–	–	–	1,500	1,500
Children in Need	–	–	–	–	500	500
Grant making trusts	–	2,800	2,800	–	37,023	37,023
National Lottery	–	–	–	–	64,937	64,937
The Henry Smith Charity	–	20,100	20,100	–	40,600	40,600
The Michael Tippett Musical Foundation	–	52,500	52,500	–	–	–
Propel	–	255,896	255,896	–	–	–
Other Services	70,924	–	70,924	74,991	–	74,991
Sub-total for Education and Inclusion Services	<u>70,924</u>	<u>335,883</u>	<u>406,807</u>	<u>74,991</u>	<u>181,245</u>	<u>256,236</u>

Notes to the financial statements

For the year ended 31 March 2024

3 Income from charitable activities (continued)

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Access to Justice Foundation	–	29,417	29,417	–	73,505	73,505
City Bridge Trust	–	24,695	24,695	–	8,233	8,233
Legal Aid Agency	137,540	–	137,540	60,773	–	60,773
London Borough of Southwark	137,300	–	137,300	126,778	–	126,778
Other services	19,778	–	19,778	21,923	–	21,923
Grant making trusts	–	57,883	57,883	–	39,167	39,167
Sub-total for Law Centre	294,618	111,995	406,613	209,474	120,905	330,379
London Borough of Waltham Forest	29,168	–	29,168	110,687	–	110,687
London Borough of Lambeth	–	–	–	44,000	–	44,000
London Borough of Ealing	27,500	–	27,500	27,500	–	27,500
London Borough of Enfield	–	–	–	10,500	–	10,500
London Borough of Havering	6,900	–	6,900	–	–	–
London Borough of Richmond and Wandsworth	46,895	–	46,895	–	–	–
Comic Relief	–	–	–	–	5,457	5,457
Trust for London	–	–	–	–	50,600	50,600
The Tudor Trust	–	–	–	–	46,000	46,000
Oak Foundation	–	160,000	160,000	–	80,000	80,000
Urban Impact	–	106,636	106,636	–	53,318	53,318
The Greater London Authority	–	60,000	60,000	–	–	–
Other services	178,695	–	178,695	51,455	–	51,455
Grant making trusts	–	–	–	–	10,000	10,000
Sub-total for Safer Renting	289,158	326,636	615,794	244,142	245,375	489,517
Total income from charitable activities	1,000,724	774,514	1,775,238	875,837	547,525	1,423,362

4 Other income

	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Miscellaneous Income	500	–	500	24,372	–	24,372
	500	–	500	24,372	–	24,372

Notes to the financial statements

For the year ended 31 March 2024

5a Analysis of expenditure (current year)

	Charitable activities							2024 Total £	2023 Total £	
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £			Support costs £
Staff costs (note 7)	75,300	266,344	269,997	271,238	378,736	–	–	284,055	1,545,670	1,475,947
Other staff costs (note 7)	–	12,543	4,782	2,690	13,165	–	–	6,647	39,826	53,985
Activity cost	–	24,472	27,153	14,272	30,737	–	–	487	97,122	113,438
Premises cost	–	–	–	–	–	–	–	109,120	109,120	129,577
Office cost	–	–	–	–	–	–	9,968	50,638	60,606	66,688
Depreciation	–	–	–	–	–	–	–	6,024	6,024	6,456
Audit & accountancy	–	–	–	–	–	–	12,275	12,125	24,400	19,064
Legal & professional	–	–	–	–	–	–	–	6,441	6,441	187,203
Irrecoverable VAT	–	–	–	–	–	–	–	30,378	30,378	54,386
Bad debts written off	–	–	–	–	–	–	–	58	58	–
	75,300	303,358	301,933	288,199	422,638	–	22,243	505,973	1,919,645	2,106,744
Support costs	27,382	110,312	109,793	104,800	153,686	–	–	(505,973)	–	
Governance costs	1,204	4,849	4,827	4,607	6,756	–	(22,243)	–	–	
Total expenditure 2024	103,885	418,520	416,553	397,606	583,081	–	–	–	1,919,645	
Total expenditure 2023	81,384	469,001	352,215	397,247	642,702	164,196	–	–		2,106,744

Notes to the financial statements

For the year ended 31 March 2024

5b Analysis of expenditure (previous year)

	Charitable activities								
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	Support costs £	2023 Total £
Staff costs (note 7)	50,933	262,380	202,682	225,457	371,668	36,905	–	325,922	1,475,947
Other staff costs (note 7)	–	26,880	2,428	9,815	8,134	11	–	6,717	53,985
Activity cost	–	4,259	15,320	13,341	18,619	61,899	–	–	113,438
Premises cost	–	–	–	–	–	–	–	129,577	129,577
Office cost	–	–	–	–	3,807	–	4,938	57,943	66,688
Depreciation	–	–	–	–	–	3,945	–	2,511	6,456
Audit & accountancy	–	–	–	–	–	–	11,475	7,589	19,064
Legal & professional	–	–	–	–	–	–	–	187,203	187,203
Irrecoverable VAT	–	–	–	–	–	–	–	54,386	54,386
Bad debts written off	–	–	–	–	–	–	–	–	–
	50,933	293,519	220,430	248,613	402,228	102,760	16,413	771,848	2,106,744
Support costs	29,816	171,828	129,041	145,540	235,467	60,156	–	(771,848)	–
Governance costs	634	3,654	2,744	3,095	5,007	1,279	(16,413)	–	–
Total expenditure 2023	81,384	469,001	352,215	397,247	642,702	164,196	–	–	2,106,744

Notes to the financial statements

For the year ended 31 March 2024

6 Net income for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Depreciation	6,024	6,456
Auditor's remuneration (excluding VAT):		
Audit	12,275	11,475
Other services	3,950	3,700
	<u>19,249</u>	<u>21,631</u>

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

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	1,349,276	1,312,749
Redundancy and termination costs	31,877	1,266
Social security costs	127,363	127,121
Employer's contribution to defined contribution pension schemes	37,154	34,811
	<u>1,545,670</u>	<u>1,475,947</u>
Agency staff costs	–	18,376
Training, expenses and recruitment	39,826	35,609
	<u>1,585,496</u>	<u>1,529,932</u>

The redundancy and termination costs were settled and paid by the balance sheet date.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2024 No.	2023 No.
£70,000 – £79,999	–	–
£90,000 – £99,999	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel, which are the leadership team, were £229,897 (2023: £223,564).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2023: £nil). No charity trustee received payment for professional or other services supplied to the charity (2023: £nil).

One trustee was reimbursed expenses in the year of £135 (2023: £nil) for meetings.

Notes to the financial statements

For the year ended 31 March 2024

8 Staff numbers

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

	2024	2023
	No.	No.
Advocacy	8	9
Education & Inclusion Services	15	15
Law Centre	6	6
Community Hub Services	–	2
Safer Renting	12	13
Support	10	8
	51	53

9 Related party transactions

S Tidball (trustee) is an employee of Macfarlanes LLP. During the year Cambridge House and Talbot received pro bono advice and legal services from Macfarlanes LLP worth an estimated £1,360 (£143,644 in 2023). This has been included in the statement of financial activities under donations.

Simon Latham, Chair of trustees, is an employee of the City of London Corporation and Chief Operating Officer of Bridge House Estates. Cambridge House is currently in receipt of a grant from The City Bridge Trust which is Bridge House Estate's grant-giving body. Simon Latham has notified City of London Corporation of his trusteeship of Cambridge House, holds no decision-making responsibilities in respect of City Bridge Trust grant-giving, and will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Taxation

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

Notes to the financial statements

For the year ended 31 March 2024

11 Tangible fixed assets

	Freehold property £	Computer equipment £	Total £
Cost or valuation			
At the start of the year	–	380,662	380,662
Disposals in year	–	(6,608)	(6,608)
At the end of the year	–	374,054	374,054
Depreciation			
At the start of the year	–	360,699	360,699
Charge for the year	–	6,024	6,024
Eliminated on disposal	–	(2,604)	(2,604)
At the end of the year	–	364,119	364,119
Net book value			
At the end of the year	–	9,935	9,935
At the start of the year	–	19,963	19,963

All of the above assets are used for charitable purposes.

12 Debtors

	2024 £	2023 £
Trade debtors	275,917	264,407
Prepayments	13,750	20,760
Accrued income	310,202	118,066
Other debtors	26,176	26,176
	626,045	429,409

13 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	24,176	37,612
Taxation and social security	13,120	30,196
Other creditors	9,106	9,639
Accruals	17,927	14,148
Deferred income (note 14)	299,513	80,000
	363,842	171,595

14 Deferred income

Deferred income comprises of grant income received in the year for projects to take place in the next financial year.

	2024 £	2023 £
Balance at the beginning of the year	80,000	45,898
Amount released to income in the year	(80,000)	(45,898)
Amount deferred in the year	299,513	80,000
Balance at the end of the year	299,513	80,000

Notes to the financial statements

For the year ended 31 March 2024

15 Pension scheme

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum (payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2019 to 30 September 2025:	£11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Notes to the financial statements

For the year ended 31 March 2024

15 Pension scheme (continued)

	31 March 2024	31 March 2023	31 March 2022
	£	£	£
Present value of provision	739	1,583	2,483
Reconciliation of opening and closing provisions	31 March 2024	31 March 2023	
	£	£	
Provision at start of period	1,583	2,483	
Unwinding of the discount factor (interest expense)	60	47	
Deficit contribution paid	(905)	(905)	
Remeasurements – impact of any change in assumptions	1	(42)	
Remeasurements – amendments to the contribution schedule	–	–	
Provision at end of period	739	1,583	
Income and expenditure impact	31 March 2024	31 March 2023	
	£	£	
Interest expense	60	47	
Remeasurements – impact of any change in assumptions	1	(42)	
Remeasurements – amendments to the contribution schedule	–	–	
Contributions paid in respect of future service*	*	*	
Costs recognised in income and expenditure account	*	*	

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company.

Assumptions	2024	2023	2022
	%	%	%
Rate of discount	5.31	5.52	2.35

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Notes to the financial statements

For the year ended 31 March 2024

16a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	9,935	–	–	9,935
Net current assets	813,594	1,600,000	–	2,413,594
Net assets at 31 March 2024	823,529	1,600,000	–	2,423,529

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	19,963	–	–	19,963
Net current assets	501	2,490,000	–	2,490,501
Net assets at 31 March 2023	20,464	2,490,000	–	2,510,464

17a Movements in funds (current year)

	At 1 April 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2024 £
Restricted funds:					
<i>Restricted donations:</i>					
Kingston University	–	10,847	(10,847)	–	–
<i>Education and Inclusion Services</i>					
Jack Petchey Foundation	–	1,800	(1,800)	–	–
Newcomen Collett Foundation	–	1,000	(1,000)	–	–
The Mayor's Young Londoners Fund	–	–	–	–	–
The Henry Smith Charity	–	20,100	(20,100)	–	–
The Michael Tippett Musical Foundation	–	52,500	(52,500)	–	–
Propel	–	255,896	(255,896)	–	–
London Borough of Southwark	–	4,587	(4,587)	–	–
<i>Law Centre</i>					
Access to Justice Fund	–	29,417	(29,417)	–	–
London Legal Support Trust	–	57,883	(57,883)	–	–
City Bridge Trust	–	24,695	(24,695)	–	–
<i>Safer Renting</i>					
Tudor Trust	–	–	–	–	–
London Housing Foundation	–	–	–	–	–
Oak Foundation	–	160,000	(160,000)	–	–
The Greater London Authority	–	60,000	(60,000)	–	–
Urban Impact	–	106,636	(106,636)	–	–
Comic Relief	–	–	–	–	–
Total restricted funds	–	785,361	(785,361)	–	–
Unrestricted funds:					
<i>Designated funds:</i>					
Continuity Planning fund	890,000	–	–	(890,000)	–
Future Purchase of Premises fund	1,600,000	–	–	–	1,600,000
Total designated funds	2,490,000	–	–	(890,000)	1,600,000
General funds	20,464	1,047,349	(1,134,284)	890,000	823,529
Total unrestricted funds	2,510,464	1,047,349	(1,134,284)	–	2,423,529
Total funds	2,510,464	1,832,710	(1,919,645)	–	2,423,529

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2024

17b Movements in funds (prior year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
<i>Education and Inclusion Services</i>					
BBC Children in Need	5,992	500	(6,492)	–	–
National Lottery	–	64,937	(64,937)	–	–
London Youth CVC Summer Grant	–	1,000	(1,000)	–	–
Jack Petchey Foundation	–	4,800	(4,800)	–	–
London Youth Getting Active	–	500	(500)	–	–
The Mayor's Young Londoners Fund	–	18,338	(18,338)	–	–
The Henry Smith Charity	–	40,600	(40,600)	–	–
United St Saviours	–	22,237	(22,237)	–	–
Portal Trust	–	9,986	(9,986)	–	–
London Borough of Southwark	–	18,347	(18,347)	–	–
<i>Law Centre</i>					
Access to Justice Fund	–	73,505	(73,505)	–	–
London Legal Support Trust	–	39,167	(39,167)	–	–
City Bridge Trust	–	8,233	(8,233)	–	–
<i>Safer Renting</i>					
Tudor Trust	–	46,000	(46,000)	–	–
London Housing Foundation	–	10,000	(10,000)	–	–
Oak Foundation	–	80,000	(80,000)	–	–
Trust for London	–	50,600	(50,600)	–	–
Urban Impact	–	53,318	(53,318)	–	–
Comic Relief	–	5,457	(5,457)	–	–
Total restricted funds	5,992	547,525	(553,517)	–	–
Unrestricted funds:					
Designated funds:					
Continuity Planning fund	900,000	–	–	(10,000)	890,000
Future Purchase of Premises fund	1,600,000	–	–	–	1,600,000
Total designated funds	2,500,000	–	–	(10,000)	2,490,000
General funds	431,352	1,163,567	(1,584,455)	10,000	20,464
Total unrestricted funds	2,931,352	1,163,567	(1,584,455)	–	2,510,464
Total funds	2,937,344	1,711,092	(2,137,972)	–	2,510,464

Notes to the financial statements

For the year ended 31 March 2024

17c Purposes of restricted funds**Restricted donations****Core**

These funds are to overhead and cross service activities in accordance with restrictions agreed with the funder.

Education and Inclusion Services

These funds are to deliver specific youth and disabled people's empowerment services in accordance with restrictions agreed with the funder.

Law Centre

These funds are to deliver specific legal services in accordance with restrictions agreed with the funder.

Safer Renting

These funds are to deliver specific private rented sector tenants services in accordance with restrictions agreed with the funder.

Purposes of designated funds**Continuity Planning fund**

These funds were originally designated to protect the continuity of the organisation's services for service users in the event of a large variation of income, to bridge cashflow problems, provide a buffer to allow contingency actions to be effected and address spending commitments and potential liabilities in the event of a winding-up.

Future Purchase of Premises fund

These funds have be designated to provide the funds needed to purchase new office premises capital assets and to provide funds for asset management and risks associated with emergency building repairs.

18 Operating lease commitments payable as a lessee

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

	Property	
	2024	2023
	£	£
Less than one year	60,000	55,000
One to five years	60,000	120,000
	120,000	175,000

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Accounts

Company number: 1050006

Charity number: 265103

Cambridge House

Fighting poverty, social inequity and social injustice for 134 years

Annual Report and Accounts for the year ended 31 March 2023

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Trustees' Annual Report

Welcome

2022–2023 was a watershed year during which we sold our building at 1 Addington Square, settled all our debts in full, embedded hybrid working, upgraded our IT and communications systems, and fitted out and moved to new offices off the Walworth Road.

It is a testament to the diligence, commitment, passion, skills and resilience of our trustees, advisers, staff and volunteers that, despite the huge amount of work and resource these changes required, we also grew the reach and impact of our services and activities.

Amid the cost of living crisis and in the wake of the pandemic, many of our service users are descending into deeper and deeper poverty. The majority are struggling to meet their most basic needs; this is having a devastating impact on their physical and mental health and wellbeing.

Our service users are telling us that they feel hopeless and 'oppressed by the system'. They feel 'defeated' by the number of disconnected statutory services (each with their own access pathways, communication challenges and eligibility criteria) they must navigate to get the support they're entitled to and the services they need to survive.

Tackling these hardships is a serious challenge for Cambridge House and the wider charitable sector. Charities are primarily funded to tackle single issues in ways that mirror the operational and policy frameworks of government. Wraparound and holistic services, though recognised as the best way to provide support, are not the norm because of the difficulties associated with designing integrated and user-led service models that 'fit' with statutory structures and political priorities.

Within this context, people facing destitution (our target service users) continue to be very poorly served; we've therefore been working with them to design an integrated service model that maximises the opportunities offered by our multiservice structure.

During 2023–2024 we will redouble our efforts to secure funding for this 'Resilience Building Project'. Our ambition is to integrate the activities of each of our services in a more structured way, focus on more than one dimension of a service user's experience and identity, recognise the multiple forms of inequity that compound themselves and create obstacles that are not conventionally understood, and enable us to capture and share lived experience data to evidence 'what works'.

Some of the highlights during 2022–2023 included our:

- Service user numbers increasing by 26% and the number of local authorities we work in increasing by 62%.
- Youth empowerment service, RISE, securing funding from Propel to significantly expand over the next two years.
- Law Centre receiving the Law Centres Network '2022 Outstanding Achievement Award' for our work addressing poor housing conditions in Black, Asian, refugee and asylum seeking, and ethnically minoritised communities.
- Safer Renting service launching our first annual publication of a Private Rented Sector illegal eviction 'count', and working with the Department for Levelling Up, Housing and Communities to draft the Renters (Reform) Bill.
- Advocacy service contracts in Kingston and Barking and Dagenham being renewed and extended.
- Law Centre and Safer Renting doubling the level of compensation and redress secured for service users.

We particularly want to thank the following members of our team for their dedication to our service users – we owe each of them an enormous debt of gratitude:

- David Coleman, our Vice–Chair, retired in January 2023 having served as a trustee from 2009 including two periods as Chair. David has been appointed as Patron of Cambridge House in acknowledgement of his dedication and enormous commitment to the organisation during periods of significant change and uncertainty. Most recently, David’s analytical and unerring focus on our transformation to a non–building based charity focused on the direct and increasing needs of people living in our communities, has helped us establish the foundations for future sustainability and growth.
- Anu Mensah, retired in September 2023 having served as a trustee and a member of our Finance Subcommittee from 2020. Anu made a strong contribution to our financial planning and risk management during the last three–years’ of change management.
- Eusebio Barata, left in August 2023, having joined in 2019 as Safer Renting’s Deputy Project Director and as our Leadership Team Operations Director from 2020. Eusebio made a significant contribution to the infrastructural development of Safer Renting, managed our operational response to the COVID pandemic, and led on the sale of 1 Addington Sq. and our subsequent relocation to new offices.
- Mandy Samrai who provided invaluable advice to trustees on the building sales process and helped us to ensure we effectively assessed our options and risks.
- June Louis, who worked with us for 19 years’ contributing her enormous dedication, skills and warmth to young people across a diversity of disabled people’s empowerment projects.
- Beryl Peckham, retired in August 2023 after 29 years as our Law Centre’s Administrator. Beryl was a Cambridge House stalwart and a font of organisational and local knowledge. Her lifetime of service to the people of Southwark was acknowledged in 2017 when Southwark Council conferred on her the ‘Liberty of the Old Metropolitan Borough of Camberwell’.
- Jo Hrabí, joined our youth empowerment service as a volunteer in 2014 and was subsequently employed to lead and redesign the service with service users in 2015. Under Jo’s leadership, the RISE project grew in size, impact, and reputation. In 2019 London Youth recognised her passion and care for young people by selecting her for their ‘Youth Professional 2019 Award’.

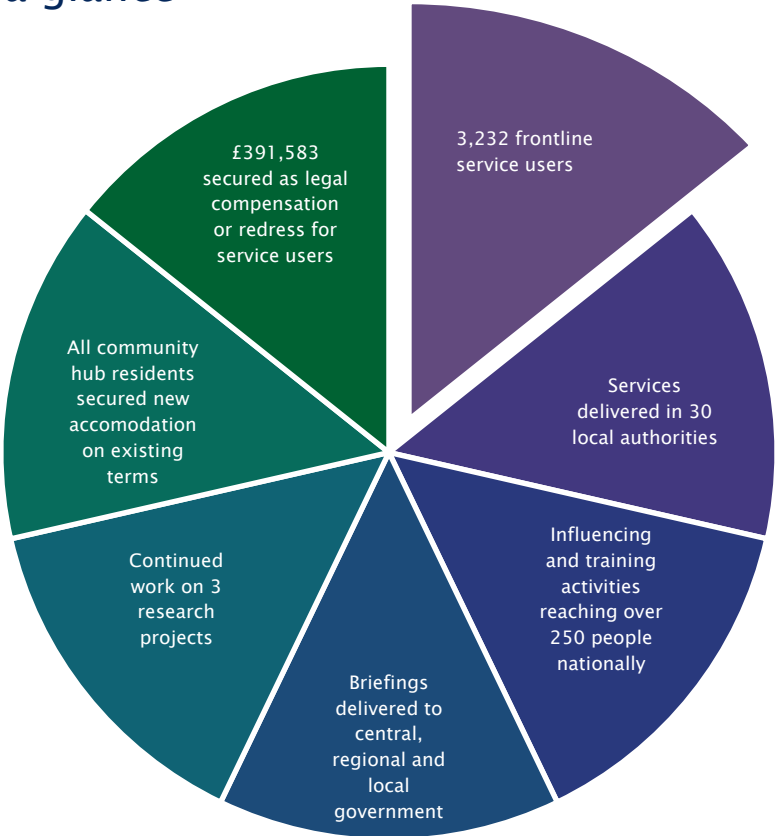
In September 2023 we were fortunate to recruit seven new trustees who bring the diversity of knowledge, skills and lived experience we need to ensure our Council of Management reflects the communities with which we work and our activities remain relevant, evidenced–based, address gaps in service provision and are systems changing: we are excited to have Felix Adenaike, Ivan Delany, Patrick Diamond, Raja S Hussain, Shadi Brazell, Suzanne Hall and Tara Trousdale join our team!

We are extremely fortunate to have many passionate and committed supporters and funders, staff, volunteers and trustees. Our success is a consequence of their dedication and hard work. We say a heartfelt thank you to them all.

Simon Latham, Chair

Karin Woodley CBE, Chief Executive

The year at a glance



72p in every £1 spent on service delivery

(82p in 2022 and 79p in 2021)

Inflation drove up our overhead and staffing costs during the year



Our aims, objectives and activities

Vision

We have a vision of a just and equitable society without poverty.

Values

We are pioneering, collaborative, reflective and courageous.

Aims and objectives

Transforming lives

Empowerment through personalised frontline, access to justice and resilience-building services in London for families and people living in areas of high deprivation who are:

- Dealing with crises.
- Denied their rights to justice.
- Affected by poverty, social inequity and social injustice.

Transforming society

Creating the evidence and undertaking the influencing and thought-leadership activities needed to improve social policy and practice and dismantle the structural barriers that exclude people or trap them in cycles of poverty and despair.

Our Theory of Change



History

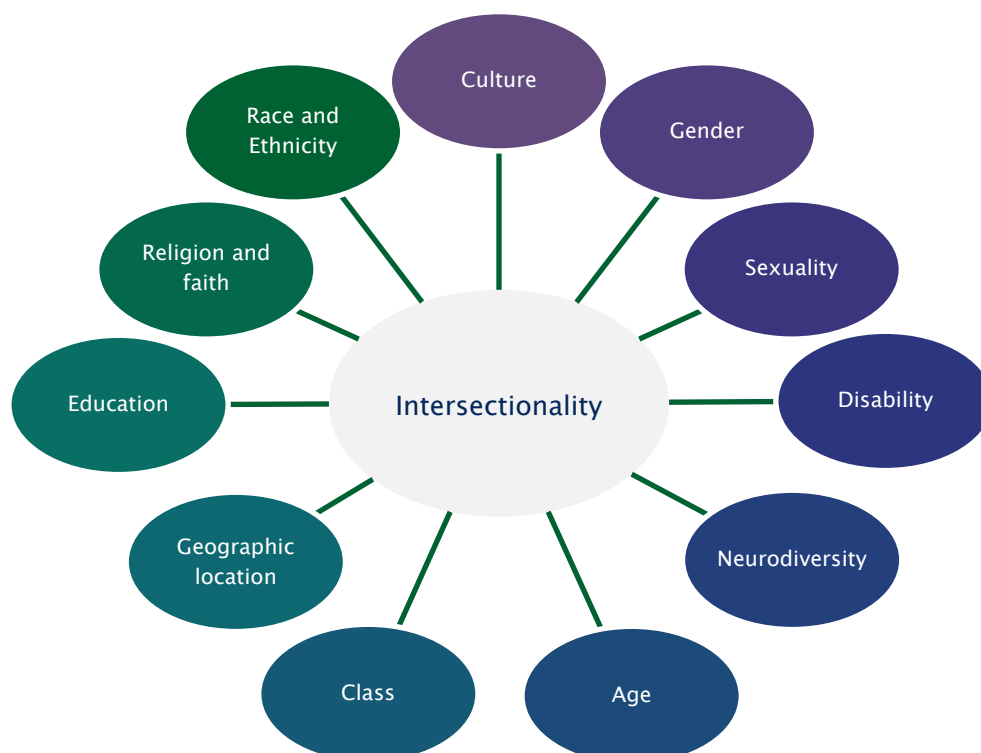
We were founded in 1889 to support people living in London's 'slum' neighbourhoods. As one of the earliest members of the university settlement movement, our innovative work led the Victorian anti-poverty movement, paved the way for the modern welfare state and responded to problems of inequality and social injustice.

The complex issues driving our service users' into deep poverty, crisis and despair

Four or more of the following issues:



Four or more simultaneous and mutually reinforcing social inequities based on their:



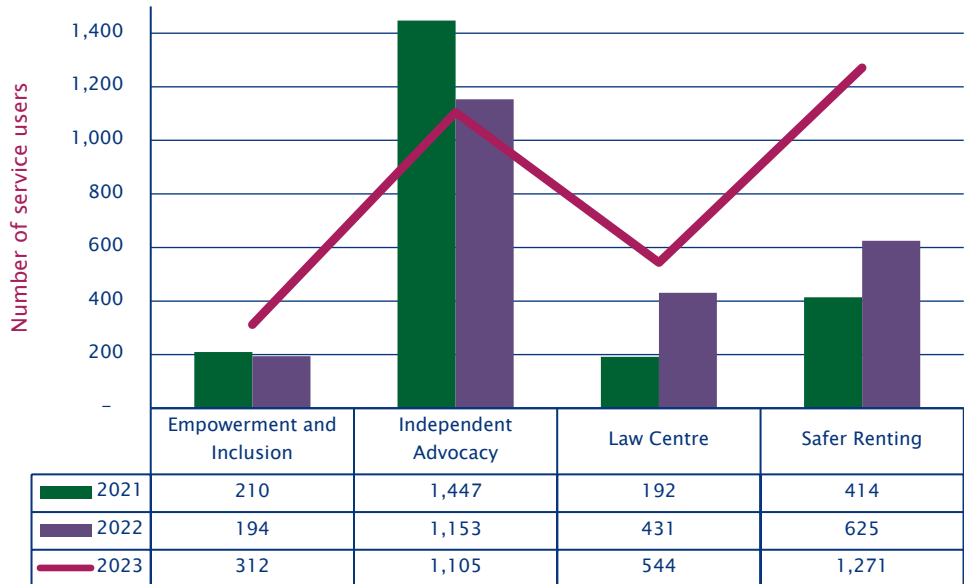
Achievements and performance

Overview

3,232 people accessed our frontline services

(2,403 in 2022 and 2,263 in 2021)

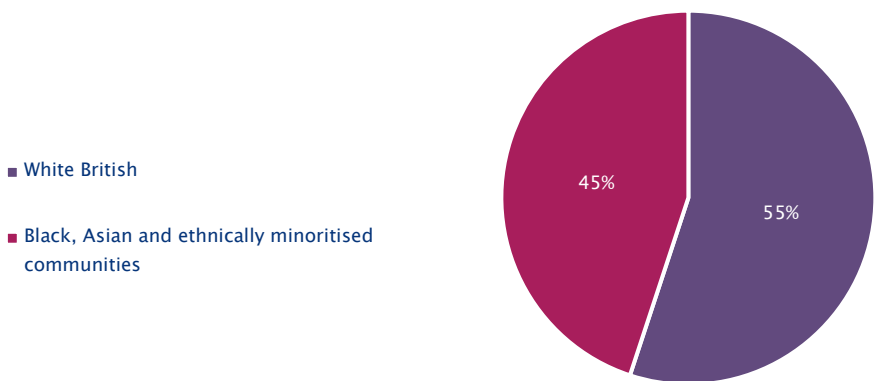
The number of people supported by each of our frontline services



45% of our service users were from Black, Asian and ethnically minoritised communities

(45% in 2022 and 62% in 2021)

During 2023 and 2022 more people who had never experienced crisis before needed our services – with a noticeable increase in service users in low paid employment from white communities

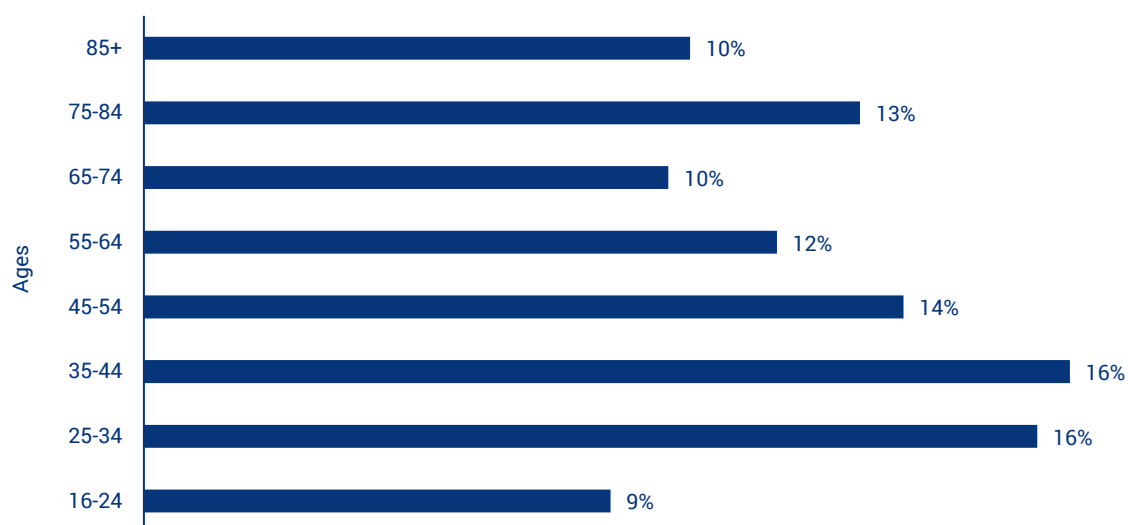


90% of our service users were disabled, neurodiverse and/or lived with a mental, behavioural or physical health condition

(83% in 2022 and 72% in 2021)

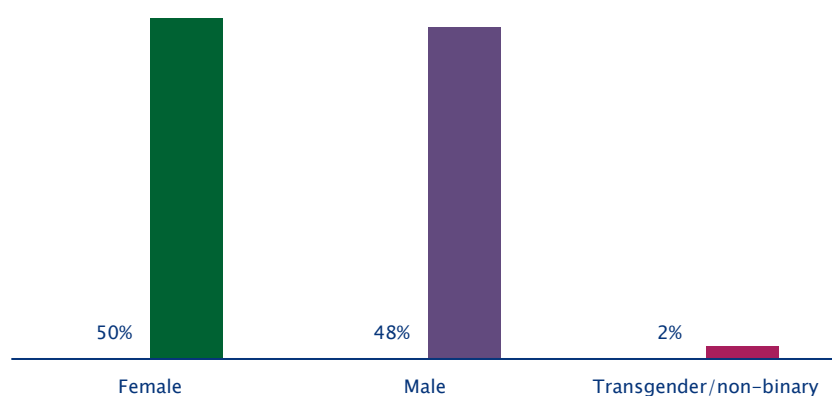
The ages of our service users

(consistent with 2022 and 2021)



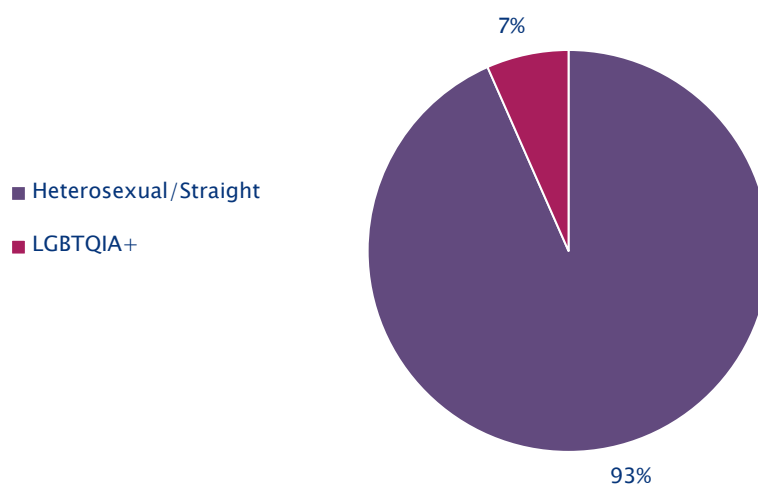
The genders of our service users

(consistent with 2022 and 2021)



The sexuality of our service users

(consistent with 2022 and 2021)

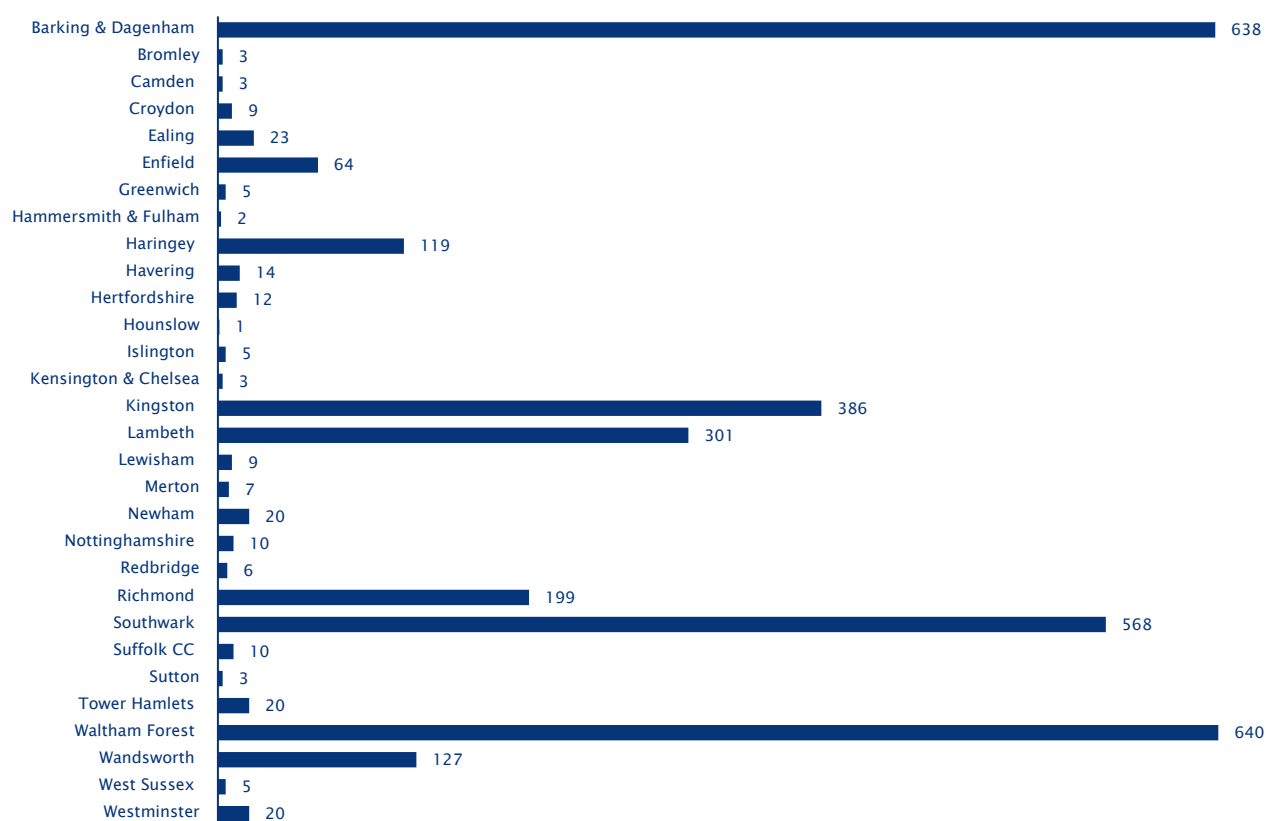


Our service users lived in 30 different local authorities

(18 local authorities in 2022 and 15 in 2021)

	Independent Advocacy	Empowerment and Inclusion	Safer Renting	Law Centre
Barking & Dagenham	✓			
Bromley				✓
Camden				
Croydon			✓	✓
Ealing			✓	
Enfield	✓		✓	✓
Greenwich				✓
Hammersmith & Fulham				✓
Haringey			✓	
Havering			✓	
Hertfordshire	✓			✓
Hounslow				✓
Islington				✓
Kensington & Chelsea				✓
Kingston	✓			
Lambeth		✓	✓	✓
Lewisham				✓
Merton				✓
Newham	✓		✓	
Nottinghamshire	✓			
Redbridge	✓			
Richmond	✓		✓	
Southwark		✓		✓
Suffolk	✓			
Sutton				✓
Tower Hamlets				✓
Waltham Forest	✓		✓	✓
Wandsworth	✓		✓	✓
Westminster			✓	
West Sussex	✓			

The number of service users per local authority



Research, influencing and thought leadership

Transforming Society

Safer Renting – Protecting tenants from criminal landlords

- We continued work on two existing research projects into various issues in the ‘shadow private rented sector’ and initiated a third.
- Held meetings with the Government’s Department for Levelling Up, Housing and Communities to advise on the drafting of the Renters (Reform) Bill 2023.
- Contributed to:
 - The activities of the Renters’ Reform Coalition by gathering evidence and highlighting the need to tackle illegal evictions both in our own right and through the Coalition.
 - The Renters’ Day of Action in parliament.
 - The Department of Levelling Up, Housing and Communities ‘Decent Homes Standard’ consultation.
 - The London School of Economics ‘Private Rented Sector Advisory Group’.
 - A series of Southwark Council private rented sector forums.
- Made presentations to:
 - An Institute of Government and Public Policy event.
 - Haringey Council’s Scrutiny Committee Evidence Session on landlord licensing.
- Published three new online guides:
 - Safer Renting – How to Rent (without getting scammed)
 - Safer Renting – At a glance checklist
 - Safer Renting/Metropolitan Police Illegal Eviction – notes for responding officers
- Attracted coverage in the national media and specialist legal, academic and housing media including:

iNews	Novara Media
The Independent	Politics Home
The Guardian	BBC News
Vice	Open Democracy

Radical Listening – Involving excluded citizens in conversations about social reform

- We advocated nationally for Radical Listening to be used to reconnect with communities, address complex challenges, tackle unconscious bias, and transform systems through conversational leadership and practice including speaking at roundtables and debates for 10 to 30 leaders at a time – attended by 91 charity and local authority leaders across the UK.
- Contributed an article [‘Radical Listening is the way to radical change’](#) published in the Better Way publication [‘Building a Bigger We’](#)

Empowerment and Inclusion – Tackling social exclusion

- Our RISE youth empowerment team advocated for better mental health support for young people by contributing to an ‘All in the Mind’ segment on BBC Radio 4
(<https://www.bbc.co.uk/sounds/play/m0016pr0>)
- The Camberwell Incredibles’ created a 3D Map of Southwark to support disabled residents. The maps displayed in Walworth Library since June 2022 and is due to move to a new permanent home in Peckham library in 2023.

Independent advocacy services

Protecting the voices, choices, and rights of adults and children

Our advocates supported and protected the legal rights of people experiencing substantial difficulty engaging with and contributing to decisions about their health and social care.

In compliance with the requirements of the Mental Health Act 1983, Mental Capacity Act 2005, Care Act 2014 and Deprivation of Liberty Safeguards and Community Treatment Orders; we facilitated our service users' active involvement in decision-making so that they:

- Understood information relating to decisions about their lives.
- Could weigh up their options.
- Were able to communicate their views, wishes and feelings.
- Received the treatment, care and support they needed, and without disproportionate restrictions to their freedom of choice and liberty.
- Had access to legal protection and advice.

J's story

J was subject to a Deprivation of Liberty order keeping him under continuous supervision and control. He lived in supported accommodation but his tenancy was ending. Our Independent Mental Capacity Advocate supported J to:

- Demonstrate that he understood the situation and was able to participate in decisions about alternative housing.
- Participate in a capacity assessment that confirmed the ongoing need for continuous supervision and control.
- Consider his options for future accommodation and make a choice.
- Participate in a 6-week review to determine whether the new home met his needs.

At the end of the process J confirmed he was happy in the new home and wanted to continue to live there.

The impact of pandemic recovery on people eligible for statutory advocacy led to a significant increase in the complexity and volume of cases nationally. As a result, though our number of contracts reduced from 4 to 2 in the year, an increase in spot-purchased cases meant our overall service user numbers and delivery hours did not fall commensurately. During the year we:

- Delivered 9,232 hours of statutory and non-statutory advocacy (10,366 in 2022 and 12,002 in 2021).
- Worked with 1,105 service users (1,153 in 2022 and 1,447 in 2021).
- Provided services in 12 local authorities (13 in 2022 and 7 in 2021), 2 under contract in Barking and Dagenham and Kingston upon Thames (4 in 2022 and 2021).
- Successfully resolved 98% of issues through the following eight advocacy specialisms:

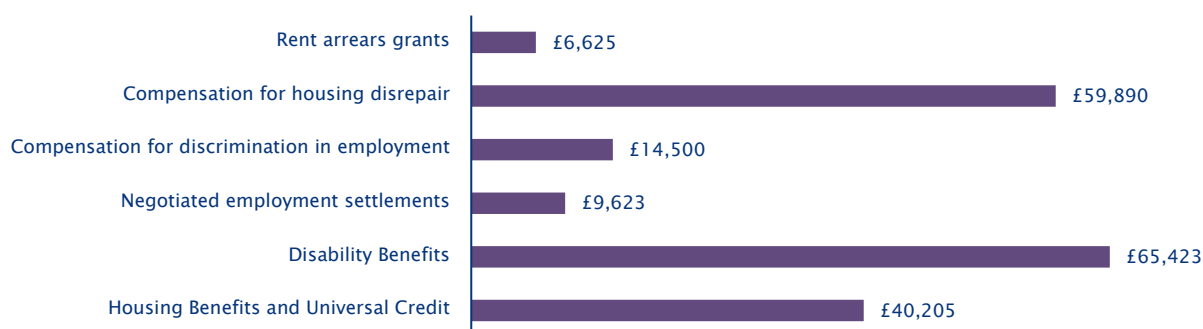
Appropriate Adults	Independent Advocacy under the Care Act
Generic advocacy, Learning Disability	Independent Mental Health Advocacy
Generic advocacy, Mental Health	NHS Complaints Advocacy
Independent Mental Capacity Advocacy	Relevant Person's Representative

Law Centre

Protecting people's housing, jobs, finances, social welfare and legal rights

As a Legal Aid Agency accredited provider and a London Legal Support Trust 'Centre of Excellence'; we provided free, independent and expert legal and crisis navigation services in housing, employment, discrimination and welfare benefit law. During the year we:

- Received the Law Centres Network 2022 award for 'Outstanding Contribution'.
- Expanded our outreach surgeries in Southwark and Lambeth and launched a new collaboration with Brixton Advice Centre to provide online advice and casework clinics in employment law.
- Delivered casework, advocacy and legal representation for 236 clients (357 in 2022 and 157 in 2021) supporting 136 dependents (74 in 2022 and 35 in 2021).
- Delivered legal advice to 172 clients.
- Reached clients living in 17 local authorities.
- Secured £196,266 in legal compensation or out of court settlements for our clients (£74,795 in 2022 and £60,588 in 2021). Financial redress settlements were secured for the following:



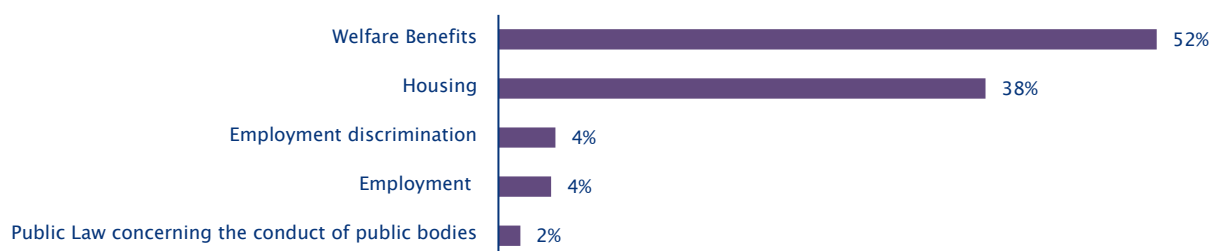
H's story

H was working part time as a catering assistant and supporting her two children alone. She experienced religious harassment at her place of work. The stress and trauma caused by the harassment made H very ill and she was forced to take long-term sick leave.

Initially, H's employer acknowledged the harassment and assured her that steps would be taken to address the issue. However, the employer subsequently claimed that H's allegations were unfounded, leaving her feeling unsupported and vulnerable. H was unable to return to work without the assurance that she would be protected from further harassment. The employer then threatened to dismiss Ms H on the grounds of ill health.

We secured a financial settlement equal to nearly a year's wages for H and she was able to move forward with her life and career.

Our case work and advice activities addressed the following issues:



Safer Renting services

Making private renting safe for all

Our Safer Renting service is commissioned by local authorities to prevent homelessness by intervening in illegal evictions, supporting private renters to negotiate better conditions in their homes, and enabling private renters to leave a criminal landlord on their own terms. During the year we:

- Provided advice and support to 448 vulnerable households (225 in 2022 and 208 in 2021) caring for 823 dependents (401 in 2022 and 206 in 2021).
- Worked in 10 London Boroughs (11 in 2022 and 5 in 2021).
- Secured £195,317 in legal compensation or out-of-court settlements for our clients (£118K in 2022 and £136K in 2021).
- Represented the ‘public interest’ in an intervention in the Supreme Court appeal hearing of the Rakhusen vs Jepson Rent Repayment Order Claim.
- Continued our community engagement project in partnership with UKIM Masjid Ibrahim & Islamic Centre in Plaistow, Newham to better connect with excluded communities affected by criminal landlords.
- Received the same positive confidential feedback from our service users as in 2022:
 - 93% said we understood their needs well or very well.
 - 93% said we explained their rights and how to protect them well or very well.
 - 93% said they were satisfied with the outcome of their case.

Q's story

When Q, a single adult, was referred to us, there was nothing unusual about it. It was things we see every day: an attempted illegal eviction, harassment, a licensing breach and a befuddling renting set-up.

An unlicensed house in multiple occupation (i.e. a house with more than 3 unrelated adults), a lack of tenancy agreements and payment in cash pointed very firmly in the direction of a property rented by a criminal landlord. In these cases, it's up to us to find the truth and create as much clarity as we can for the tenants whose lives are turned upside down by landlords who are just trying to make some extra money.

Q's landlord wrongly accused her of subletting without his knowledge and repeatedly served her notice to get out of the house. The local authority didn't accept her as 'priority need' so she found herself street homeless.

Q's life had already been pushed to the limit by the pandemic – she had lost her job in retail at the start of the pandemic, and for the first time in her life had been receiving government assistance (Universal Credit) to pay her rent.

We attempted to negotiate with Q's landlord, noting his failure to licence the property meant that Q and her housemates were entitled to apply to the court for a Rent Repayment Order for the previous year's rent.

The Department of Work and Pensions (DWP), however, retrospectively checked Q's Universal Credit claim and asked her to produce her tenancy agreement — or else face a fine of amounting to £1,000 for all the rent she had claimed. We asked the landlord to provide one: he refused (in order to cover up his failure to correctly license the property) and was seemingly content to put Q in jeopardy of paying back a debt for years to come, a debt which she did not owe.

With help from Shelter, we appealed the DWP decision, and won in court meaning Q avoided a life-long debt.

Following negotiations, the landlord also agreed to pay her a sum of £3,500. When we last spoke to Q, she and her cat had just moved into a new property and she had a job interview the next day.

Disabled People’s Empowerment services

Enabling disabled children and adults to take control of their lives and futures

The Camberwell Incredibles Summer Parade

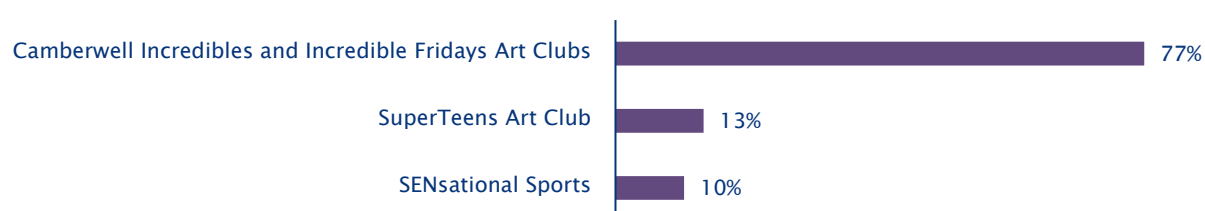
A colourful and riotous Camberwell Incredibles Summer Parade took place on June 21st 2022, the culmination of a term’s work creating banners and costumes. This was a collaboration with members of Corali and Thick n Tight Dance Troupes, parading through the streets of Camberwell with families, carers and friends of the group, and cheered on by local people.

Altogether about 70 people took part in the parade, which was seen by approximately 200 local people.

It is rare for people with learning disabilities to come together and celebrate their lives publicly, so this was a special event for everyone involved, giving the participants a sense of achievement and pride and an opportunity to be centre stage for once.

We built the skills and resilience of 35 children and adults living with profound learning disabilities and complex needs through a varied portfolio of services (45 in 2022 and 35 in 2021). We also provided essential respite for 105 parents, siblings and carers during the year (45 in 2022 and 35 in 2021). Our projects included:

- SENSational Sports: For young people, aged 11 to 25 years – weekly swimming (hydrotherapy) and trampolining (rebound therapy).
- Camberwell Incredibles and Incredible Fridays Arts Clubs: For people, aged 19 to 55 years – weekly social, creative, independent living and personal development sessions, including a diversity of trips and community events.
- SuperTeens Arts Club: For children, aged 11 to 25 years – weekly after-school arts sessions and special trips.
- The distribution of service users across the service portfolio was as follows:



P’s story

‘My brother P has been attending the Camberwell Incredibles for 24 years, the group has a magical dynamic and beautiful connection and through these amazing relationships he feels safe and confident to express himself’

‘My brother has been supported through the bereavement of his mother and COVID through having a creative and safe space. These experiences and ideas are valuable and can support other practitioners across the world to try something life changing for the person they support.’

‘The creative ventures of the Camberwell Incredibles deserve a worldwide platform that will inspire others during a time when we all need hope and inspiration.’

Sister of Camberwell Incredibles group member

Youth Empowerment services

Investing in young people so they thrive as adults

28 young people aged 16 to 24 years (34 in 2022 and 40 in 2021) participated in our ‘RISE’ programme’s group activities and one-to-one mentoring sessions. We provided advice and guidance to 28 parents and carers. The increased complexity and level of need faced by the year’s cohort was unprecedented and clearly reflected the ways in which the Covid-19 pandemic and the subsequent cost of living crisis had devastated the lives of young people. As a result we worked very intensely with fewer participants.

X’s story

X is an 18-year-old male who was referred to RISE in April 2022. He was living with an extreme case of anxiety and had been diagnosed with autism; he felt that he wasn’t very articulate when expressing his thoughts and needs. He hadn’t stepped outside his house by himself since the age of 15 – this had caused natural muscle atrophy from sitting in his room just playing computer games and watching TV. X would also go a couple of days without eating due to erratic sleeping patterns. He did not want to be seen by, or to socialise with, anyone at all. He was incredibly reliant on his mother, which had exhausted her and created stress within the household.

Our Youth Empowerment Coordinator (YEC) initially engaged with X via texts. After multiple cancellations, X took the huge step to meet the YEC in person at Cambridge House. Over time, X opened up about his struggles living with anxiety and autism. He is an incredibly intelligent young man and when he is not gripped by anxiety, he is animated and a great storyteller; his ambition is to become an actor. The YEC created a strong mentoring relationship with X, developing clear goals. So far, successes include:

- Enrolling X in a project at the Young Vic Theatre; X attended weekly in-person sessions, surrounding himself with other young actors and artists
- Attending weekly gym sessions with YEC, and creating a personal training programme
- Going on regular walks with the YEC, becoming accustomed to being out in public
- Creating his own acting profile online so he is able to apply for future work
- Increased confidence when articulating to articulate himself about his anxiety
- Becoming less reliant on his mother concerning travel and other daily duties
- Taking his nutrition seriously and has a newfound appetite
- Improved sleep hygiene

Crisis Mitigation in the Empowerment Services

Access to justice for disabled children and adults

Our Crisis Mitigator worked with 58 people during the year (36 in 2022), supporting disabled and RISE service users and carers to access statutory support and benefits, and challenge reductions in personal budgets.

Crisis Mitigation Case Study

Our Crisis Navigator (CN) made detailed representations to a local housing authority on behalf of a mother who lives on the 15th floor of a tower block with her three children and her mother. One of the children is on the autistic spectrum and has no understanding of heights and does not understand or fear danger. Living on the 15th floor represented a very serious safeguarding risk.

Our CN successfully challenged the mother’s ‘No Recourse to Public Funds’ so that the mother can receive legal services funded by legal aid to address her housing needs.

Events after the year end

There are no significant events after the year end to report.

Operational aims and objectives

To implement our 2022 – 2027 Strategic Plan.

Achieving our priorities in 2022–23

Transforming Lives	
Develop our crisis mitigation and resilience building activities in response to recession impacts on our service users.	Successful
Review the delivery infrastructure of Safer Renting and the Law Centre to increase the reach and impact of services in response to new funding.	Successful
Transforming Society	
Extend our research, influencing and knowledge exchange activities.	Successful
Governance	
Complete sale of 1 Addington Square and establish new office and delivery spaces/venues.	Successful
Publish and begin to implement our corporate strategy for 2022 to 2027.	Successful
Recruit and diversify our trustees in compliance with our equality, diversity and inclusion targets.	Successful
Establish designated reserves for 'Continuity Planning' and future building purchase.	Successful
Benchmark the Chief Executive's pay.	Successful

Our priorities for 2023–24

Transforming Lives	
Implement fundraising strategy to establish our resilience building project.	
Review triage and case management processes.	
Enhance staff training in trauma informed practice and dealing with vicarious trauma.	
Transforming Society	
Extend our research, influencing and knowledge exchange activities.	
Establish trustee working group.	
Upgrade data collection and analysis software.	
Governance	
Review trustee induction and training plan.	
Review detailed theory of change.	
Complete administration restructure.	
Establish role of 'Digital Trustee'	

Financial review

Overview

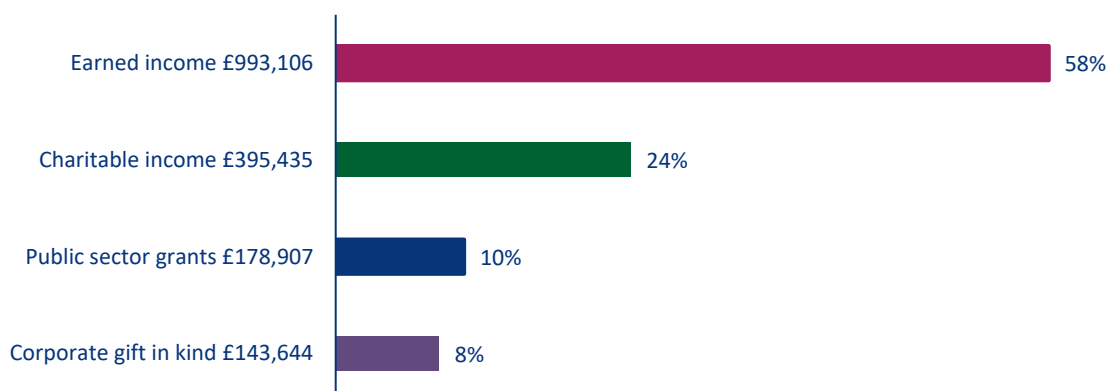
Our financial position improved significantly during the year as a result of us selling our 1 Addington Square property and settling our outstanding SIB loans in full. Without transactions related to the disposal of 1 Addington Square, we incurred an operating deficit of £107,536:

- Income (excluding community hub fees from 1 Addington Square) £1,625,519
- Expenditure (excluding community hub costs, building sale costs, depreciation, losses on disposal of fixed assets, and office relocation) £1,733,055

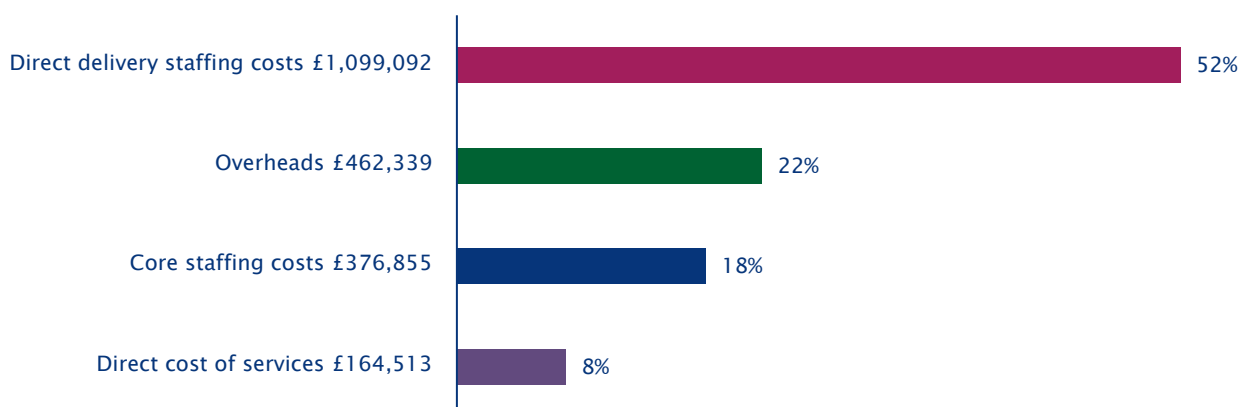
During the year, operating income reduced to £1,711,092 (£1,823,640 in 2022 and £2,141,243 in 2021) and operating expenditure (i.e., excluding depreciation of £3,945) increased to £2,106,744 (£1,825,896 in 2022 and £1,892,589 in 2021). We incurred an overall operating deficit of £426,880 (including losses on the disposal of fixed assets of £31,228) as a result of:

- Inflation increases across all areas of expenditure.
- The loss of income from office and venue hire fees (£238,725).
- Building sale and relocation costs (£239,702)

Total Operating Income £1.7m (£1.8m in 2022 and 2.14m in 2021)



Total Operating Expenditure £2.1m (£1.83m in 2022 and £1.89m in 2021)



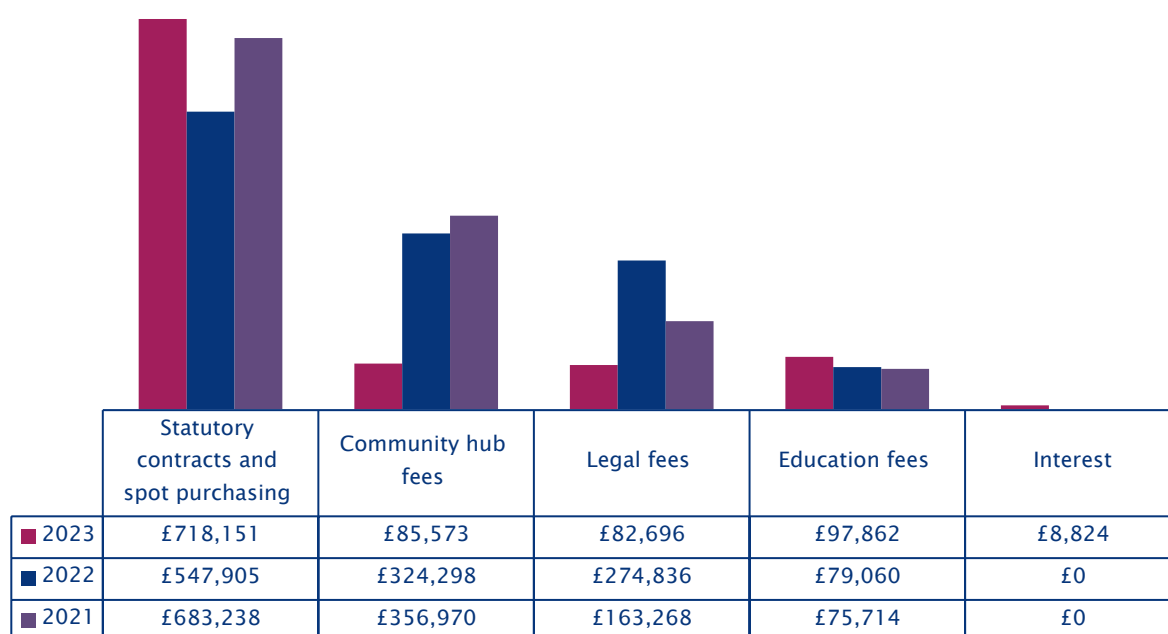
Income

Charitable income was affected by the end of pandemic–support grants and reduced to £395,435 (£440,206 in 2022 and £442,272 in 2021). This was, however, offset by a £143,644 gift in kind from Macfarlanes LLP for pro bono legal services primarily related to the sale of our premises.

Earned income reduced to £993,106 (£1,229,773 in 2022 and £1,279,190 in 2021) primarily because:

- Having sold our property, earned income from community hub license and venue hire fees was reduced.
- The stay on possession hearings during covid has reduced Law Centre income generated through legal aid fees and ‘inter partes’ costs.

Earned income distribution



Expenditure

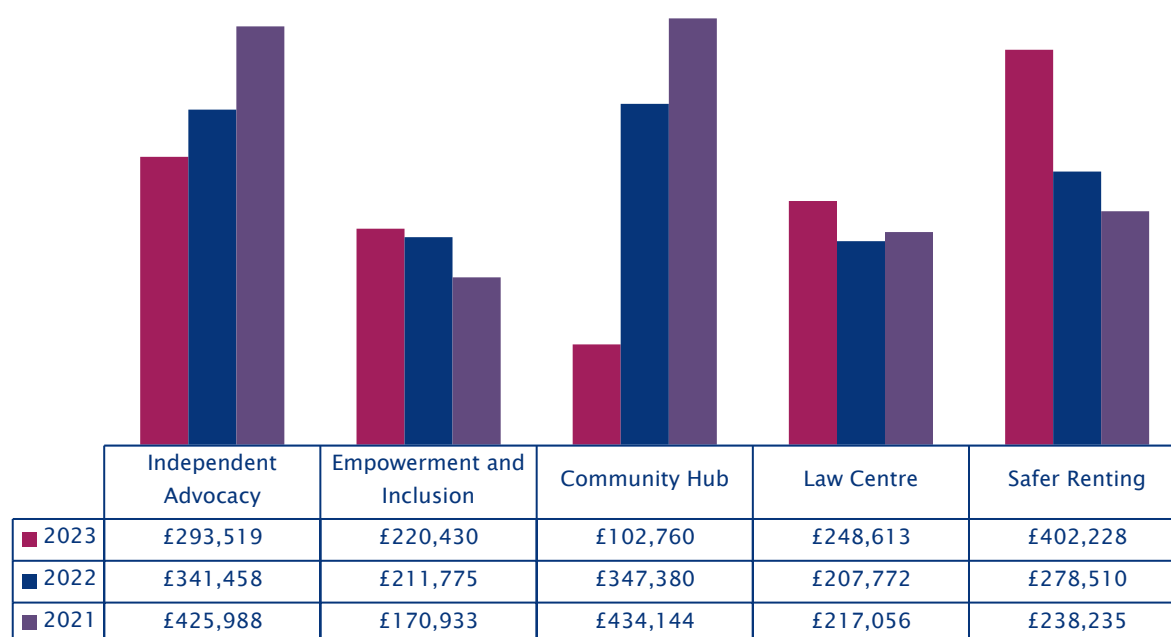
Our total expenditure for the year was £2,106,744 (£1,920,076 in 2022 and £2,048,562 in 2021) with:

- Reductions in expenditure on Independent Advocacy services at the end of contracts, and in community hub costs following the sale of our building.
- All other services increased expenditure in response to new restricted grants and or contracts.
- New costs incurred related to the sale of the building and our relocation to new offices and delivery venues.

Staffing remained our largest cost at £1,475,947 (£1,371,420 in 2022 and £1,433,048 in 2021) i.e., 70% of operating expenditure (75% in 2022 and 76% in 2021).

74% of all staffing costs were related to the direct delivery of services which reflects the people-intensive nature of our frontline services and their reliance on high service user to staff ratios.

Direct service expenditure



Trustees' responsibilities

As trustees, we are also the directors of Cambridge House for company law purposes. We are responsible for preparing this Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires us to prepare annual financial statements which give a true and fair view of the state of Cambridge House's affairs, including our incoming resources and their application, and net income or expenditure. In preparing our financial statements, we are required to:

- Select suitable accounting policies, and apply them consistently.
- Observe the methods and principles in the charities' statement of recommended practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable 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 is inappropriate to presume that the charitable company will continue in operation.

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

In so far as we are aware:

- There is no relevant audit information of which our auditor is unaware.
- Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees are also responsible for the maintenance and integrity of the corporate and financial information included on our website.

We note that, legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislations in other jurisdictions.

Going concern statement

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. Following completion of the building sale and settlement of loans, attention is now focussed on longer term sustainability of the unrestricted funds.

Reserves policy

Trustees reviewed our reserves policy during the year to ensure that we establish:

A designated reserve for Continuity and Business Recovery Planning: £890K – representing circa 6-months of our turnover

- To protect the continuity of the organisation's services for service users in the event of a large variation of income.
- To bridge any potential future cashflow problems, should they arise.
- To provide a buffer to allow contingency actions to be effected.
- To address spending commitments.

A designated reserves for the Future Purchase of Premises: £1.6M

- To provide the funds needed to purchase new office premises and associated capital assets.
- To provide funds for asset management and risks associated with accommodation.

At the end of year we held the following funds:

Total funds of £2,510,464	Free reserves of £501
Restricted funds of £0	Designated reserves – Business Continuity £890K
Funds as fixed assets of £19,963	Designated reserves – Accommodation £1.6M

We review the target level of reserves on an annual basis alongside the operating budget. The assessment takes account of income and expenditure risks within the budget and the need for sufficient liquidity to manage the day-to-day fluctuations in our receipts and payments. Our free reserves and designated reserves are considered in the round when factoring in our target: the current level of reserves is in line with our target.

Budgeting and financial decision-making

We prepare annual budgets for all activities and carefully monitor performance against these to ensure that any activity operating at a deficit and/or behind budget is carefully supervised, and opportunities are taken to mitigate risks and increase unrestricted funds. We use a cloud-based accountancy package that connects to our bank accounts and facilitates real-time scrutiny by trustee bank signatories and staff with profit and loss accountabilities.

Trustees have a Business Continuity and Disaster Recovery Plan and a Financial Emergency Response Plan to protect the interests of our service users, employees, trustees, creditors and stakeholders by outlining the steps that can be taken to avoid and/or manage crises.

A meeting schedule detailing priorities and regulatory deadlines for the Council of Management is published at least 12–months in advance and ensures trustees consider, monitor and/or approve our:

- 3 or 5–year corporate strategy and financial forecasts.
- Annual budget and associated cashflow projections, income analyses, risk register and reserves policy.
- Actual income and expenditure results compared to budget and reforecast income and expenditure projections as the year progresses.
- Quarterly progress and financial management reports that:
 - Update high level risk assessments and risk mitigation actions.
 - Detail performance against contractual and grant funding conditions and key performance indicators, so that trustees can ensure we meet our obligations and any restricted income requirements.
 - Detail quarterly financial information including management accounts, balance sheets, cashflow projections, income analyses (received and projected income and restrictions where appropriate).

The Council's Finance Subcommittee considers financial reports each month to ensure:

- Trustees regularly receive and consider robust and up–to–date financial management information.
- Sources of income are analysed and reviewed so that any dependency on one source of funding (which could leave us vulnerable to increased financial risk) is assessed, and our diversification of income sources is monitored to protect against this.
- Regular review of planned and proposed expenditure, so that opportunities for cost efficiencies or the need to divest are realised.
- Actual results against budget are monitored within 3–weeks of each month–end.

Governance and management

Cambridge House and Talbot Limited is a registered charity (registration number 265103) and is constituted as a company registered in England and Wales and limited by guarantee (registration number 1050006). The company does not have share capital and is limited by the guarantee of the members to a maximum of £1 each. Our company membership and the total number of such guarantees (i.e., our company members) at the year–end was 19 (21 in 2022 and 2021). The organisation's objects and powers are set out in the Articles of Association.

Trustees

Cambridge House is governed by the charity's trustees, who are also the company's directors and are collectively called the Council of Management (the Council). The members of the Council are elected at the company's annual general meeting.

Our Council meets a minimum of six times per year to manage the business of the organisation. It has appointed subcommittees to operate with delegated responsibilities:

- **Finance**
David Goode (Treasurer), Simon Latham (Chair, ex officio), David Coleman (Vice–Chair, ex officio to January 2023), Anu Mensah (to September 2023), Raja S Hussain (Treasurer elect from September 2023), Tara Trousdale (from September 2023) and Felix Adenaike (from September 2023).
- **Governance, Risk and Inclusion**
Clarissa Lyons (Company Secretary), David Coleman (Vice–Chair), Simon Latham (Chair), Amy Fraser (Safeguarding Lead) and Ivan Delany (Digital Lead from September 2023).

Our Council's governance structure is set out in our Governance Manual, which includes our code of governance and enshrines a clear distinction between the role of trustees, the Council, and the Chief Executive. Trustees concentrate on strategic matters, setting overall direction, ensuring clear organisational objectives and holding the Chief Executive to account. This is effected through reporting, both on performance and strategic matters, and formal appraisal of the Chief Executive's performance. The delegated responsibilities and accountabilities of the Chief Executive are set out in our Governance Manual and in their job description.

Trustees have reserved certain powers, which only they can exercise. These include those statutory powers that cannot be delegated, such as policies on risk and reserves, and decisions linked to major policy or programme initiatives, strategic planning, and changes to organisational structure.

Trustee recruitment, induction and training

Our Council completes skills audits to assess the skills of the existing trustees, identify 'skills gaps' and assess any skills being lost by the retirement of a trustee. New trustees are recruited through external advertising, volunteer bureaux, and direct approaches to professional bodies and other voluntary organisations.

The induction process for new trustees is detailed in the Governance Manual and is designed to acquaint them with our purposes, financial position, work programmes, structure, staff and current issues. To ensure continued development, trustees are offered the opportunity to attend training on key areas, such as financial reporting and strategic planning.

Trustee performance review

A review of trustees' individual and collective performance is conducted annually to ensure the effectiveness and inclusiveness of our governance processes. The outcomes of the review process are considered by our Governance, Risk and Inclusion subcommittee alongside the results of regular skills audits so that governance improvement measures can be agreed by the Council of Management.

Trustee terms of appointment

Each year the nearest in number to one third of the elected members of the Council stand down at the annual general meeting and are eligible for re-election. At 31 March 2023 the trustees had served for the following terms:

Role	Name	Length of service in current role
Chair	Simon Latham	3 years, 3 months
Vice Chair	David Coleman	4 years, 3 months – retired January 2023
Company Secretary	Clarissa Lyons	4 years, 3 months
Treasurer	David Goode	5 years, 3 months
Trustee	Amy Fraser	3 years
Trustee	Anu Mensah	3 years – retired September 2023
Trustee	Stephanie Tidball	4 years, 3 months

The appointment terms of trustees are as follows:

- Trustees may serve for three terms of three years, i.e., nine years in total, with possibility of extension to a fourth term of three years subject to a rigorous review of Cambridge House’s need:
 - For progressive refreshing of the Council of Management.
 - For governance continuity during periods of change management.
 - To retain diversity in accordance with the organisation’s Equality, Diversity and Inclusion policy and strategy.
 - To retain business critical skills and experience.
- Where trustee terms of office have been extended to a fourth term, the reasons for the extension will be explained in future annual reports.

As at March 2023, no trustee terms had been extended.

Equality, diversity and inclusion

Equality, diversity and inclusion are core values of Cambridge House and we believe that:

- They are essential characteristics of a just and democratic society.
- Our society is beautifully diverse, but sadly unequal.
- Over and above the minimum standards required by law, it is our ethical and moral duty to:
 - Champion equality, diversity and people’s rights.
 - Challenge discrimination, prejudice and intolerance.
 - Tackle barriers to social inclusion.

To this end, we establish credibility and legitimacy, and build our experiential knowledge by working to ensure our service users ‘see themselves’ reflected throughout our organisation.

Our Equality, Diversity and Inclusion (EDI) Policy includes an action plan with specific inclusion targets that are monitored annually by the Council. The plan also sets out:

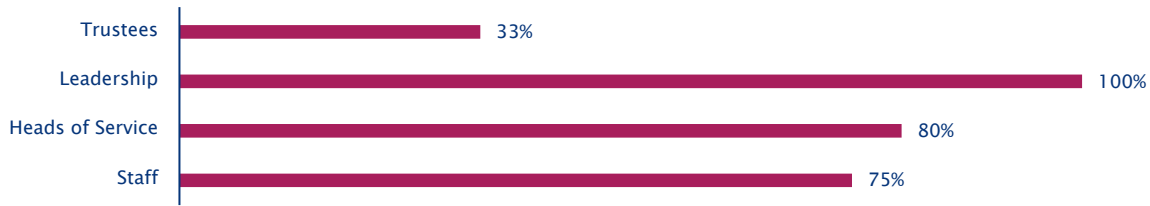
- The requirement that all staff and trustees attend equality, diversity and inclusion training.
- How we will implement targeted recruitment campaigns and connect with specialist organisations in order to engage with under-represented groups.
- The standards of behaviour we require so that our workplace is an environment where people are respected and safe from prejudice, stereotyping, bullying, harassment and discrimination.

Compared to our previous year’s results:

- Trustee diversity has significantly improved following a recruitment process launched in January 2023 and we remain committed to achieving our EDI targets as trustee vacancies arise.
- Staff representation exceeds our EDI targets in the majority of categories though future recruitment campaigns will focus on increasing the representation of LGBTQIA+ people in the Leadership Team as posts become vacant.

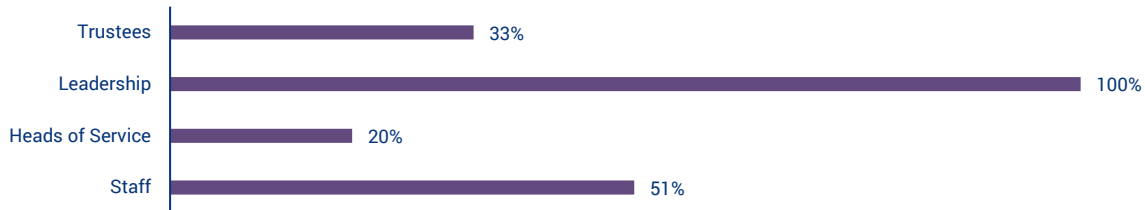
The % of our team who share lived experiences with our service users

Inclusion target 50%



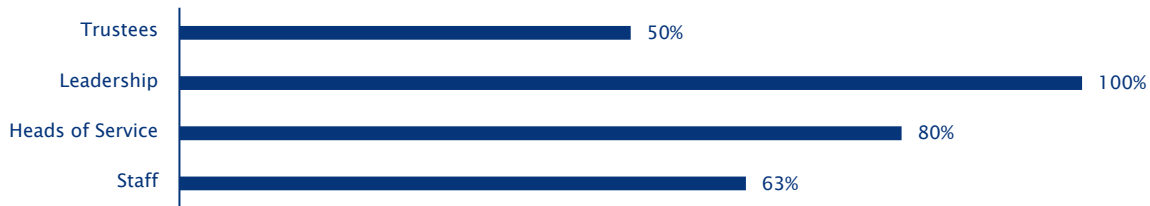
The % of our team from Black, Asian and ethnically minoritised communities

Inclusion target 43%



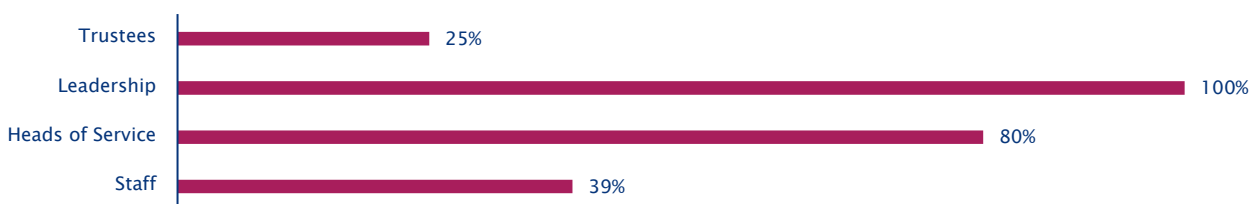
The % of women on our team

Inclusion target 50%



The % of our team who are disabled, neurodiverse and/or live with a mental or physical health condition

Inclusion target 14%



The % of our team from LGBTQIA+ communities

Inclusion target 6%



Quality and impact

We strive to find solutions to identifiable problems in the communities with which we work. Actual and potential service user needs, as well as gaps in service provision, are identified through:

- Analysis of research and demographic reports and data.
- Consultation with actual and potential service users, delivery partners and stakeholders.
- Competitor analyses.
- Policy reviews.
- Participation in professional and knowledge exchange networks.

In addition to confirming that all activities contribute to the delivery of our vision, we secure impact by ensuring that we have:

- Good governance, financial stewardship, risk management, operational and quality assurance capabilities and capacity.
- Been cost effective and can secure enough financial and partnership resources.
- Not duplicated the work of other providers unnecessarily.
- Clear impact evaluation criteria and associated measurable outcomes.
- Independent verification of our quality assurance processes.

Evidencing quality and impact

Our theory of change identifies the causal links between what we do and what we are trying to achieve. It also provides the theoretical framework to help us assess whether what we do is working as planned and how it can be improved. Quantitative and qualitative methods of collecting outcomes and outputs, including feedback from and consultation with service users and stakeholders, enable us to evidence impact. Accredited quality assurance and impact measurement schemes covering all areas of our work, ensure our impact is externally audited and verified.

Legal services

Our Law Centre has been awarded Centre of Excellence status by the London Legal Support Trust and is accredited by Lexcel, the Law Society's annually audited legal practice quality mark for excellence in legal practice management and excellence in client care.

Advocacy services

In 2023–24, our independent advocacy services will renew their Advocacy Quality Performance Mark (QPM) which works in conjunction with the Advocacy Code of Practice to enable providers to demonstrate how they are meeting the different standards set out in the code.

Safer Renting services

Our work supporting the private tenants of 'criminal landlords' is accredited by the Advice Quality Standard by the Advice Service Alliance.

Youth Empowerment and Disabled People’s Empowerment services

The evaluation systems and impact measures for our empowerment activities have Project Oracle accreditation. We also use accredited Outcomes Stars to monitor service users’ progress towards their personal development goals.

Governance

We are organisational members of the Chartered Institute of Fundraising and have Positive about Disability, Mindful Employer, London Living Wage Employer and Cyber Essentials quality marks.

Fundraising

We rely on fundraising to support all our work and it is important to us that everyone who engages with us has a positive experience. We work diligently to comply with the Fundraising Regulator’s Fundraising Code of Practice, and to ensure that we fundraise in a respectful and compelling way that is consistent with our values.

Fundraising activity is carried out in accordance with our Ethical Fundraising and Data Protection Policies to ensure legal and regulatory compliance. They are reviewed regularly to ensure they also reflect best practice.

We are an organisational member of the Chartered Institute of Fundraising and have a published fundraising pledge to donors. Our Ethical Fundraising Policy governs our interactions with third parties, including, but not limited to, corporate and individual donors, local and national governments, other charities and public–sector agencies.

Our fundraising activities and compliance with regulations and best practice are scrutinised by our Council of Management and its Finance Subcommittee. No fundraising complaints have been received.

The Chief Executive and our Fundraising and Development Officers are our primary fundraisers. They are required to demonstrate an understanding of the Fundraising Regulator’s Fundraising Code of Practice and make a commitment to uphold its values when they join Cambridge House. We do not engage any third–party fundraisers.

Our relationship with supporters

- We respect the rights of our supporters to clear, truthful information on our work and:
 - Openly report how we spend donated and statutory monies.
 - Are transparent and honest.
 - Do what we say we are going to do.
 - Answer all reasonable questions about our fundraising activities and costs.
 - Abide by the conditions attached to the donations and grants we receive.
 - Respect the privacy and contact preferences of all donors.
 - Respond promptly to requests to cease contact.
- We respond promptly to complaints and act as best we can to address their causes.
- We never accept a donation from someone we believe to be vulnerable or not in an informed position to decide about their donation.
- We never sell donor information to third parties and do our best to keep contact details up to date and accurate.
- We do not use techniques such as telemarketing or door–to–door collections.

- Paid fundraisers, whether staff or consultants, are compensated by a salary or fee. We do not pay finders' fees, commissions or other payments based on either the number of gifts received, or the value of funds raised.

Serious incident reporting

We have procedures for the reporting of serious incidents to the Charity Commission in accordance with the statutory requirement under section 169 of the Charities Act 2011. Trustees confirm that there were no serious incidents or other matters relating to Cambridge House and Talbot Limited during the year that should have been brought to the attention of the Charity Commission.

Safeguarding

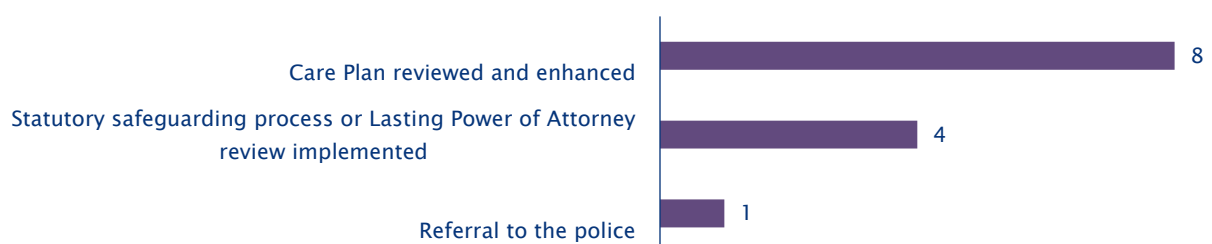
Trustees recognise that being safe and free of abuse is central to ensuring the continued promotion of a person's wellbeing. In this spirit, as outlined in the 'making safeguarding personal' initiative and the Care Act 2014, we have policies and procedures in place to enable us to respond to all concerns of abuse appropriately, operating in line with the Pan London Multi-Agency Safeguarding Policy.

Our own policies and procedures for the safeguarding of children, young people and adults, digital safeguarding and safe recruitment are reviewed and updated annually. Our trustee safeguarding lead is Amy Fraser and our executive leads are the Chief Executive and the Heads of Services for Independent Advocacy and Empowerment and Inclusion.

All our trustees, staff and volunteers receive regularly updated training and enhanced Disclosure and Barring Service checks. Our Council of Management receives quarterly reports on safeguarding matters and alerts.

- **Internal alerts concerning the conduct of members of the Cambridge House team**
Trustees confirm that there were no allegations made against a trustee, an employee, an intern, or a volunteer during 2023 (0 alerts in 2022 and 2021).
- **Internal alerts concerning the conduct of service users**
Many of our Empowerment and Inclusion service users have profound and multiple learning disabilities and/or live with mental health conditions. This can sometimes lead to behavioural issues while they participate in Cambridge House activities. We raised 1 such alert during the year (2 in 2022 and 2 in 2021). All led to the development of new support plans with them, their carers (where appropriate) and members of our team.
- **External alerts concerning the treatment of Cambridge House service users by third parties**
Our service users sometimes report or demonstrate to us that their welfare has been put at risk by third parties. As a result, we raised 13 safeguarding alerts during the financial year (17 in 2022 and 19 in 2021).

Safeguarding alerts raised to improve the treatment of our service users by third parties



Networks and partnerships

We are firmly ‘outward looking’ and work collaboratively with a diversity of voluntary, community, private and public–sector partners to deliver services and exchange knowledge and information. During the year, we remained members of:

Community Southwark, the umbrella body for the voluntary and community sector, volunteers and social action in Southwark.

The Global Social Economy Forum (GSEF), an international association that brings together local governments and civil society stakeholders committed to supporting the development of the social economy.

Healthwatch Southwark, a consumer network established because of the health and social care reforms of 2012 to champion the views of local people who use health and social care services in Southwark.

The Chartered Institute of Fundraising, the professional membership body for UK fundraising.

The International Federation of Settlements and Neighbourhood Centres, an association of organisations working to strengthen communities around the world.

London Youth, a network of diverse community youth organisations serving young people across London.

Locality, whose stated objective is to develop a network of ambitious and enterprising community–led organisations with a strong, collective voice and to inspire community action so that every neighbourhood thrives.

The National Council for Voluntary Organisations (NCVO), who champion the voluntary sector by connecting, representing and supporting voluntary organisations.

Southwark Legal Advice Network (SLAN), which aims to improve access to quality assured advice services and self–help information in Southwark for people in greatest need.

The Better Way Network, a national network of leaders who want to improve services and build strong communities. Our Chief Executive is a ‘Core Group’ member and the network’s thought leader on radical listening.

Our Chief Executive, Karin Woodley, holds roles as:

- A non–executive director of the Office of the Public Guardian and a member of its Audit and Risk Committee from October 2018.
- Chair of the Race Equality Foundation from May 2022.
- Trustee of the Felix Project from December 2021.
- A non–executive director the National Lottery Community Fund (NLCF) England Committee from May 2023. Cambridge House was in receipt of NLCF funding before Karin was appointed to the NLCF and she will recuse herself if matters are raised in respect of any future funding of Cambridge House.

Our Chair, Simon Latham, was appointed Chief Operating of Bridge House Estates (now City Bridge Foundation) in February 2022. Cambridge House is currently in receipt of a grant from the City Bridge Foundation (CBF) but Simon holds no executive decision–making responsibilities in respect of CBF grant–giving. Simon will recuse himself if matters are raised in respect of Cambridge House’s grant at any relevant management board and has notified his employer of his trusteeship of Cambridge House.

We are also very grateful for the support we receive from **Macfarlanes LLP**, a London–based law firm, who has been our corporate partner for over 30 years. In addition to providing us with legal services on a pro bono basis:

- Stephanie Tidball, one of our trustees, is Macfarlanes’ Head of Coaching and Partner Development.
- David Coleman, our Vice–Chair until January 2023 , is a former partner of Macfarlanes.
- Clarissa Lyons, our company secretary, is a former senior charity law solicitor at Macfarlanes.

Public benefit

Trustees have considered the Charity Commission’s general guidance on public benefit, and taken it into account when reviewing our aims and objectives, and planning future activities.

Cambridge House provides public benefit by:

- Delivering specialist, personalised and integrated frontline services that help people in crisis and support them to build the resilience they need, both to make recurrence of crisis less likely and to improve the quality of their lives.
- Generating and collating evidence of what delivery strategies are most effective at tackling poverty, social inequity and social injustice at a local and regional level, and establishing opportunities for evidence sharing and knowledge exchange.

We are satisfied that the aims of Cambridge House are carried out wholly in pursuit of the public benefit.

Staffing and remuneration

Cambridge House is accredited by Mindful Employer, Two Ticks Positive about Disabled People and the London Living Wage Foundation. These standards help to ensure our human resources policies:

- Are underpinned by a rigorous assessment methodology and a framework which reflects best workplace practice.
- Promote increased awareness of mental health and disability at work, and provide ongoing support for the organisation in the recruitment and retention of staff.
- Promote equality, diversity and inclusion and ensure that our workforce reflects the communities we serve.

Performance management

We have a performance management and appraisal policy that:

- Promotes a consistent approach to workforce supervision throughout Cambridge House.
- Ensures that supervision is geared to achieving the organisation’s objectives.
- Enhances the quality of workforce performance.
- Addresses the personal impact of work on our staff, volunteers and paid interns.

Staff remuneration

We recognise the importance of being transparent and accountable in all aspects of our work, including how we reward and recognise our staff and this is set out in a Staff Remuneration Policy. We are an accredited Living Wage Employer and this means that every employee and intern in our organisation earns at least the London Living Wage as set independently by the Living Wage Foundation.

Trustees are committed to ensuring that we pay our staff fairly and in a way which ensures we achieve the greatest impact in delivering our charitable objectives. In deciding on levels of pay the following factors are considered:

- The mission, aims, objectives and values of Cambridge House.
- The need to recruit, retain, motivate and, where relevant, promote suitably qualified people to exercise their different responsibilities and meet the organisation's needs.
- How any decision might impact on the overall pay policy for all staff.
- A significant increase in responsibilities or major change in job description.
- Our current Strategic Plan and how this might affect future needs.
- Our ability to pay.
- Appropriate available information on pay levels in other charities relative to size, budgets, responsibilities, etc.
- Our track record in recruiting and retaining high-performing staff.
- The likely impact of any decision on our public reputation.

Salaries

At the end of March 2023, we had a staff team of 51 people comprising 35 full-time (32 in 2022 and 41 in 2021) and 17 part-time (22 in 2022 and 13 in 2021) staff representing a fulltime equivalent of 44.2 (47 in 2022 and 49 in 2021).

For Cambridge House to run successfully, a range of specialist skills and disciplines are required, and we need to pay appropriately to ensure that we recruit people with the right experience. It is also important that we develop and retain our staff so that our services benefit from the team's growing knowledge. Many of our team develop expertise that is unique to them in the organisation and could not be quickly replaced and our staff pay scales are set with this in mind.

The salary of the Chief Executive is approved by our Council based on recommendations from our Finance Subcommittee. The Chief Executive requires a breadth and depth of expertise which requires drawing from the best senior level talent in a competitive market. They need to be able to command the respect of their peers, our stakeholders and our service users locally, nationally and internationally, through their experience and their credibility.

The Chief Executive's salary is reviewed to benchmark it against other charities in London relative to size, budgets, responsibilities and the competitiveness of the employment market. At the same time, we seek to keep salary costs under control.

The Chief Executive's salary was increased following a benchmarking exercise during the year having last been reviewed in 2013–14. The Chief Executive was also repaid a 20% temporary salary reduction incurred in 2018–19.

Chief Executive's pay

Name	Title	2022–23	2021–22
Karin Woodley	Chief Executive	£90,000	£78,023

In compliance with our Staff Remuneration Policy, all other staff salaries are set by our Chief Executive and the management team using benchmarking comparisons with charities of our size in London, and considering factors including inflation, Cambridge House's financial position and the other factors mentioned above. Salaries are openly stated in job adverts and we don't offer performance-related pay or a bonus scheme.

Pay awards

- The annual pay increase for the management team and staff was 3.5% in the year (0% in 2022 and 1% in 2021), except for staff being paid the London Living Wage who received a cost-of-living increase of 8% (0.9% in 2022 and 0.9% in 2021).
- A one-off 'energy costs' payment of £300 per person was paid to all staff earning £37,900 or less.

Pay ratio

The remuneration ratio for Cambridge House is considered alongside external market conditions for the specific roles and we aspire to a pay ratio that is less than 3:5.

The ratio of our highest salary (£90,000) to our median salary (£30,061) was 2.99:1 (2.67:1 in 2022 and 2021), which compares very favourably to the charity sector average of 5:1.

Volunteering and employability

Volunteers make a vital contribution to our work by bringing their time, energy and enthusiasm to a range of our activities. We strive to provide them with opportunities to acquire skills and experiences that will help them improve their quality of life, develop their professional knowledge or progress into further education, employment and training.

Most of our volunteers find out about us through online recruitment, personal recommendation and business 'Corporate Social Responsibility' schemes. Our volunteers are not paid for their time, but they are reimbursed for out-of-pocket expenses such as travel. All our volunteers are provided with volunteer agreements which define their goals, our needs, and the level of support or training they will receive.

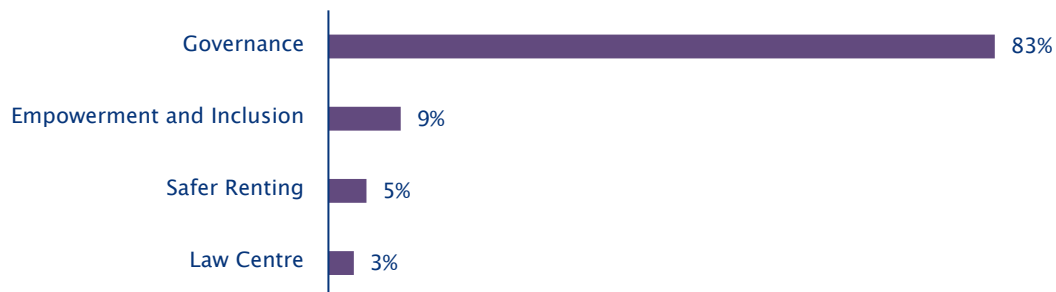
W's story

For the first time in the programme's history, a young RISE 'graduate' became a dedicated volunteer, supporting us every week at group workshops. W participated as a service user the previous year and made amazing progress; he believes strongly in the effectiveness of the RISE programme and its ethos.

W went on to study youth work with London Youth and worked hard on his transition from peer to youth worker. He has been a beautiful bridge between the young people and the staff. Young people respond to him exceptionally well, and he is a strong part of the RISE support system.

Following on from his exceptional contributions as a volunteer, and his own professional development through an array of training, when a RISE vacancy came up, W applied, and he is now employed as one of the new Youth Empowerment Facilitators on the 2023 RISE staff team. Having journeyed from young person on the RISE programme to RISE staff member, he offers invaluable insight to our new cohort of young people and we are very excited to see this develop.

The number of volunteers was 13 during the year (17 in 2022 and 17 in 2021) and the number of voluntary hours contributed increased to 3,318 (3,196 in 2022 and 2,926 in 2021). The financial value of the hours contributed by volunteers, based on the London Living Wage, was £43,625 (£34,767 in 2022 and £31,747 in 2021). The percentage of volunteer time contributed to specific activities during the year is shown in the table below.



Internships

We have a 12-month paid internship programme that has been running since 2013 and offers opportunities for people to develop the skills and experience they need to develop a career. Our interns are externally recruited and receive the London Living Wage. 2 Safer Renting trainee caseworkers progressed into permanent team roles at the beginning of the year (2 in 2022 and 6 in 2021)

Risk management

Trustees regularly review and assess the risks faced by Cambridge House in all areas of our work and plan for the management of those risks. Our Risk Register and Risk Appetite Statement is reviewed annually by the Council to ensure that the material risks to which we are exposed are properly evaluated and managed. The Governance, Risk and Inclusion Subcommittee is responsible for:

- Overseeing risk appetite and risk tolerance appropriate to each service area.
- Considering the risk policy and strategy.
- Ensuring that there are adequate Cambridge House wide processes and systems for identifying and reporting risks and deficiencies, including emerging risks.
- Overseeing compliance with the stated risk appetite and policies and procedures related to risk management governance and the risk controls framework.
- Monitoring the alignment of the risk framework to Cambridge House's corporate strategy, supporting a culture of risk taking within sound risk governance.

Financial risks are supervised and monitored monthly by the Council's Finance Subcommittee and reported to quarterly Council meetings.

Our leadership and management teams ensure that all plans and decisions consider the possibility of negative outcomes, and appropriate mitigating actions are implemented to address residual risks to a level trustees consider acceptable.

We recognise that, to achieve our objectives, the nature of some of our work requires acceptance of some risks which are outside of our control. These are risks which cannot be eliminated, so we ensure they are proactively and clearly monitored.

Trustees consider there to be appropriate systems and controls in place to monitor, manage and mitigate Cambridge House’s exposure to risks. These include, among other control mechanisms, maintaining staff awareness of risks by embedding suitable approaches in the budgeting process, a strategy to maintain reserves that support business continuity and disaster recovery, and reviews of key systems and processes by our Governance, Risk and Inclusion Subcommittee.

Our risk assessment and mitigation approach is proactive and:

- Involves the whole organisation in the identification of risks.
- Increases our capability to respond to unforeseen events by integrating risk management with business continuity management.
- Provides a register of prioritised risks, ranked for likelihood and impact with details of the strategic steps we take to mitigate the risks.
- Provides a framework for operational risk management and quarterly reporting by service teams.
- Integrates disaster recovery and crisis management into the deliberations of trustees.
- Reviews, and updates where required, our risk assessment methodology.

Principal Risks and Uncertainties

Our highest risk areas, ranked for likelihood and impact, have been identified as:

Risks	Mitigation Actions
Failure to generate sufficient income and to manage budget and liquidity effectively.	▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and real-time cash position. ▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place. ▪ Ensure ‘full cost recovery’ contract pricing and grant applications. ▪ Maintain diversified income base and high levels of unrestricted income to prevent reliance on single sources.
Major unforeseen costs, which create a significant overspend or necessitate significant and unplanned increases in expenditure.	▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and real-time cash position. ▪ Robust cloud-based accounting system in place. ▪ Prepare ‘keep, divest and/or novate’ plans as appropriate to reduce impact of loss making and/or unfunded services. ▪ Ongoing monitoring, assessment and evaluation of any emergent factors which have the potential to risk business activities at project and operational levels. ▪ Maintain a designated ‘Continuity and Disaster Recovery Reserve’.
Partial or total loss of resources such as staff, equipment, management systems, information or premises, which could reduce service quality and impact, or disrupt our continuity of service.	▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place. ▪ Career objectives and development objectives discussed as part of the performance management process with a view to supporting succession planning and maintaining a corporate focus on learning and training. ▪ Regularly review Staff Remuneration (including benefits) Policy. ▪ Review staff wellbeing support processes with particular regard to dealing with vicarious trauma.
Competition from other providers resulting in the organisation being unable to sustain its current services.	▪ Regularly update pricing reviews, market comparisons and competitor analyses. ▪ Build strong relationships with commissioners and funders and build cross sector partnerships. ▪ Maintain participation in policy forums and think tanks to support future planning and proofing of services. ▪ Continue to focus on opportunities to innovate and respond to new and emerging needs in our communities. ▪ Continue to monitor and publish our social impact and maintain externally accredited quality assurance processes.

Auditors

Sayer Vincent LLP have indicated their willingness to continue in office and, in accordance with the provisions of the Companies Act 2006, it is proposed that they be re-appointed auditors for 2023–24. A resolution proposing their re-appointment will be submitted to the Annual General Meeting.

This Trustees' Annual Report is approved by trustees in their capacity as company directors and charity trustees.

Signed on behalf of the trustees/directors

Simon Latham, Chair

30 November 2023

Acknowledgements

Our trustees sincerely thank all our supporters and donors who make our work possible:

Charterhouse-in-Southwark
 City Bridge Foundation
 Elizabeth and Prince Zaiger Trust
 Hertfordshire County Council
 Impact on Urban Health
 Ironmongers' Foundation
 Jack Petchey Foundation
 Kusuma Trust
 Legal Aid Agency
 London Borough of Barking and Dagenham
 London Borough of Croydon
 London Borough of Ealing
 London Borough of Enfield
 London Borough of Greenwich
 London Borough of Hackney
 London Borough of Haringey
 London Borough of Havering
 London Borough of Hounslow
 London Borough of Islington
 London Borough of Kingston upon Thames
 London Borough of Lambeth
 London Borough of Lewisham
 London Borough of Newham
 London Borough of Richmond upon Thames
 London Borough of Southwark
 London Borough of Tower Hamlets
 London Borough of Waltham Forest
 London Borough of Wandsworth
 London Housing Foundation Ltd
 London Legal Support Trust
 London Youth
 Nottinghamshire County Council
 Oak Foundation
 Portal Trust
 Social Investment Business
 Suffolk County Council
 Swan Events
 The Access to Justice Foundation
 The Community Justice Fund
 The Henry Smith Charity
 The Law Centres Network
 The Mayor's Young Londoners Fund
 Trust for London
 Tudor Trust
 United St. Saviours'
 West Berkshire Council
 West Sussex County Council
 Westminster City Council

Our trustees also thank our many partners – our success relies on collaboration:

Ann Bernadt Children's Centre
 Ark Walworth Academy
 Blue Elephant Theatre
 Britain Has Class
 British Red Cross
 Cambridge City Council Landlord's Forum
 Caspian Street Allotment
 Centre for London
 Change Grow Live, Southwark
 Chartered Institute for Housing
 Chartered Institute of Legal Executives
 Child and Adolescent Mental Health Services (Southwark)
 City Law School
 City University

Coral
 Crawford Children's centre
 Crisis
 Department for Levelling Up, Housing and Communities
 Dr Jill Stewart
 Dr Julie Rugg
 Dulwich Wood Children's Centre
 Esprima
 Generation Rent
 Global Social Economy Forum
 Hackney Law Centre
 Health Watch Southwark
 Herne Hill Velodrome
 Housing Law Practitioners Association
 HYP Southwark
 InSpire
 International Federation of Settlements
 James Murray MP
 Karen Buck MP
 Kathryn Oliver & Iain Carroll
 Landlord Law Conference
 Leap Confronting Conflict
 Legal Aid Practitioners Group
 Lives Not Knives
 London Borough of Waltham Forest Landlord Forum
 London Legal Support Trust
 London Live
 London School of Economics and Political Science
 London Youth
 LSE Housing and Communities
 Macfarlanes LLP
 McCarthy's Costs
 Mencap
 Metropolitan Police Service
 MyBnk
 National Landlord's Association
 National Practitioners Support Service
 Nell Gwynn Children's centre
 NHS Talking Therapies
 Peckham Pulse
 Professor Matt Egan
 Shelter
 Southwark Foodbank
 Southwark Law Centre
 Southwark Team for Early Psychosis
 Spa School
 St Giles Church, Camberwell
 St Giles Trust
 The Baytree Centre
 The Better Way Network
 The Centre for Housing Policy, University of York
 The Chartered Institute of Environmental Health
 The Greater London Authority
 The Grove Children's Centre
 The Mayor's Private Rented Sector Team
 The Metropolitan Police Service
 The National Residential Landlords Association
 The Renters' Reform Coalition
 The Law Centres Network
 Thick and Tight
 TMC Legal Services Ltd
 Tom Copley, Deputy Mayor for Housing
 Treasure House (London) CIC
 Trinity College Centre, Camberwell
 UK Onward
 UKIM Masjid Ibrahim & Islamic Centre, Newham
 University College London
 Victim Support Southwark
 Walworth Library

Charity reference and administrative information

President

HRH The Duke of Gloucester

Patrons

David Coleman

Dr Rowan Williams

Charles Arthur

Trustees and directors

Simon Latham– Chair

David Coleman – Vice–Chair (Retired January 2023)

David Goode – Treasurer

Clarissa Lyons – Company Secretary

Raja S Hussain – Treasurer elect (Appointed September 2023)

Felix Adenaike (Appointed September 2023)

Shadi Brazell (Appointed September 2023)

Ivan Delany (Appointed September 2023)

Patrick Diamond (Appointed September 2023)

Amy Fraser

Suzanne Hall (Appointed September 2023)

Anu Mensah (Retired September 2023)

Stephanie Tidball

Tara Trousdale (Appointed September 2023)

Executive team

Leadership

Karin Woodley, CBE – Chief Executive

Karen Bayne – Finance Director

Eusebio Barata – Corporate Director (To August 2023)

Heads of Services

Gurminder Birdi – Law Centre

Katie Evans – Administration and Corporate Services (From August 2023)

Jo Hrabí – Empowerment and Inclusion (Maternity Cover to February 2023)

Max Puzey – Independent Advocacy

Roz Spencer – Safer Renting

Rachel Zipfel – Empowerment and Inclusion

Financial adviser

Neal Howard Ltd

Auditors

Sayer Vincent, Invicta House, 108–114 Golden Lane, London EC1Y 0TL

Bankers

Royal Bank of Scotland, London City Office 63 Threadneedle Street, London EC2R 8LA

Registered office

Cambridge House, Unit F, Ground Floor, The Printworks, 22 Amelia Street, London SE17 3PY

Reference and administrative details

Charity number, England and Wales: 265103

Company number: 1050006

VAT Registration Number: 802 6719 39

Independent auditor's report to the members of Cambridge House and Talbot Ltd

Opinion

We have audited the financial statements of Cambridge House and Talbot Ltd (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cambridge House and Talbot Ltd's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the

financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities This description forms part of our auditor's report.

Use of our report

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

Noelia Serrano (Senior statutory auditor)

Date: 5 December 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations							
Donations and grants	2	25,317	–	25,317	36,909	60,167	97,076
Gifts in Kind – Pro bono services	2	143,644	–	143,644	59,464	–	59,464
Reduction to loans	2	–	–	–	1,625,267	–	1,625,267
Charitable activities							
Advocacy	3	347,230	–	347,230	352,405	–	352,405
Education and Inclusion Services	3	74,991	181,245	256,236	79,060	230,499	309,559
Law Centre	3	209,474	120,905	330,379	274,836	93,599	368,435
Safer Renting	3	244,142	245,375	489,517	195,500	116,698	312,198
Rental and venue hire income		85,573	–	85,573	324,298	–	324,298
Investments		8,824	–	8,824	5	–	5
Other	4	24,372	–	24,372	200	–	200
Total income		1,163,567	547,525	1,711,092	2,947,944	500,963	3,448,907
Expenditure on:							
Raising funds	5	81,384	–	81,384	69,888	–	69,888
Charitable activities							
Advocacy	5	469,001	–	469,001	365,879	60,167	426,046
Education and Inclusion Services	5	164,978	187,237	352,215	41,097	224,507	265,604
Law Centre	5	276,342	120,905	397,247	168,002	93,599	261,601
Safer Renting	5	397,327	245,375	642,702	231,021	116,698	347,719
Community Hub Services	5	164,196	–	164,196	549,218	–	549,218
Total expenditure		1,553,227	553,517	2,106,744	1,425,105	494,971	1,920,076
Net (expenditure) / income before other recognised gains and losses		(389,660)	(5,992)	(395,652)	1,522,839	5,992	1,528,831
(Loss) / gain on disposal of fixed assets		(31,228)	–	(31,228)	290,000	–	290,000
Net movement in funds		(420,888)	(5,992)	(426,880)	1,812,839	5,992	1,818,831
Reconciliation of funds:							
Total funds brought forward		2,931,352	5,992	2,937,344	1,118,513	–	1,118,513
Total funds carried forward	16	2,510,464	–	2,510,464	2,931,352	5,992	2,937,344

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

Balance sheet

Company no. 1050006

As at 31 March 2023

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	11		<u>19,963</u>		<u>4,705,345</u>
			19,963		4,705,345
Current assets:					
Debtors	12	429,409		311,100	
Cash at bank and in hand		<u>2,232,687</u>		<u>96,482</u>	
		2,662,096		407,582	
Liabilities:					
Creditors: amounts falling due within one year	13	<u>(171,595)</u>		<u>(2,175,583)</u>	
Net current assets / (liabilities)			<u>2,490,501</u>		<u>(1,768,001)</u>
Total assets less current liabilities			<u>2,510,464</u>		<u>2,937,344</u>
Total net assets			<u><u>2,510,464</u></u>		<u><u>2,937,344</u></u>
The funds of the charity:	17a				
Restricted income funds			–		5,992
Unrestricted income funds:					
Designated funds		2,490,000		2,500,000	
General funds		<u>20,464</u>		<u>431,352</u>	
Total unrestricted funds			<u>2,510,464</u>		<u>2,931,352</u>
Total charity funds			<u><u>2,510,464</u></u>		<u><u>2,937,344</u></u>

Approved by the trustees on 30 November 2023 and signed on their behalf by

Simon Latham
Chair

Statement of cash flows

For the year ended 31 March 2023

	2023 £	£	2022 £	£
Cash flows from operating activities				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(395,652)		1,528,831	
Depreciation charges	6,456		94,180	
Dividends, interest and rent from investments	(8,824)		(5)	
(Loss) on the disposal of fixed assets	(31,228)		–	
(Increase) in debtors	(118,309)		(17,096)	
(Decrease) in creditors	(2,003,988)		(1,656,550)	
Net cash (used in) operating activities	(2,551,545)		(50,640)	
Cash flows from investing activities:				
Dividends, interest and rents from investments	8,824		5	
Proceeds from the sale of fixed assets	4,700,000		–	
Purchase of fixed assets	(21,074)		–	
Net cash provided by investing activities	4,687,750		5	
Change in cash and cash equivalents in the year	2,136,205		(50,635)	
Cash and cash equivalents at the beginning of the year	96,482		147,117	
Cash and cash equivalents at the end of the year	2,232,687		96,482	

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies**a) Statutory information**

Cambridge House and Talbot is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address and principle place of business is Cambridge House, 1 Addington Square, London, SE5 0HF.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102 second edition 2019), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

d) Critical accounting estimates

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

e) Going concern

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

f) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

h) Interest receivable

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

i) Fund accounting

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

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

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

j) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

k) Allocation of support costs

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

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area occupied by each activity.

▪ Raising Funds	4%
▪ Advocacy	22%
▪ Education and Inclusion Services	17%
▪ Law Centre	19%
▪ Safer Renting	31%
▪ Community Hub Services	8%

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

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

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

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

- Computer and office equipment 4 years

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Debtors

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

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

p) 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.

q) Financial instruments

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

r) Pensions

The charity participates in two sections of The Pensions Trust, a multi-employer pension scheme. One section effectively provides benefits based on final pensionable pay, "The Growth Plan". The assets of this section are held separately from those of the charity. It is not possible to separately identify the assets and liabilities of participating employers on a consistent and reasonable basis and therefore the charity accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

The other section, The Unitised Ethical Plan, is a segregated defined contribution pension scheme. The assets of this section are also held separately from those of the charity. The amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

Notes to the financial statements

For the year ended 31 March 2023

2 Income from charitable donations

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Donations and grants:						
Gifts	3,317	–	3,317	3,469	–	3,469
Grants	22,000	–	22,000	22,000	60,167	82,167
CJRS Income	–	–	–	11,440	–	11,440
	25,317	–	25,317	36,909	60,167	97,076
Gifts in Kind – Pro bono services	143,644	–	143,644	59,464	–	59,464
Reduction to loans	–	–	–	1,625,267	–	1,625,267
	168,961	–	168,961	1,721,640	60,167	1,781,807

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
London Borough of Waltham Forest	–	–	–	37,382	–	37,382
London Borough of Barking & Dagenham	133,025	–	133,025	100,098	–	100,098
London Borough of Richmond upon Thames	–	–	–	19,933	–	19,933
London Borough of Kingston upon Thames	133,959	–	133,959	133,960	–	133,960
Other services	80,246	–	80,246	61,032	–	61,032
Sub-total for Advocacy	347,230	–	347,230	352,405	–	352,405
London Borough of Southwark	–	18,347	18,347	–	21,147	21,147
Greater London Authority – Young Londoners Fund	–	18,338	18,338	–	43,610	43,610
London Youth	–	1,500	1,500	–	–	–
Children in Need	–	500	500	–	23,968	23,968
Grant making trusts	–	37,023	37,023	–	33,751	33,751
National Lottery	–	64,937	64,937	–	66,473	66,473
The Henry Smith Charity	–	40,600	40,600	–	41,550	41,550
Other Services	74,991	–	74,991	79,060	–	79,060
Sub-total for Education and Inclusion Services	74,991	181,245	256,236	79,060	230,499	309,559

Notes to the financial statements

For the year ended 31 March 2023

3 Income from charitable activities (continued)

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Access to Justice Foundation	–	73,505	73,505	–	40,000	40,000
City Bridge Trust	–	8,233	8,233	–	41,167	41,167
London Borough of Southwark	126,778	–	126,778	126,778	–	126,778
Legal Aid Agency	60,773	–	60,773	86,277	–	86,277
Other services	21,923	–	21,923	61,781	–	61,781
Grant making trusts	–	39,167	39,167	–	12,432	12,432
Sub-total for Law Centre	209,474	120,905	330,379	274,836	93,599	368,435
London Borough of Waltham Forest	110,687	–	110,687	55,429	–	55,429
London Borough of Haringey	–	–	–	51,000	–	51,000
London Borough of Lambeth	44,000	–	44,000	44,000	–	44,000
London Borough of Ealing	27,500	–	27,500	–	–	–
London Borough of Enfield	10,500	–	10,500	–	–	–
Comic Relief	–	5,457	5,457	–	45,698	45,698
Trust for London	–	50,600	50,600	–	–	–
The Tudor Trust	–	46,000	46,000	–	46,000	46,000
Oak Foundation	–	80,000	80,000	–	–	–
Urban Impact	–	53,318	53,318	–	–	–
Other services	51,455	–	51,455	45,071	–	45,071
Grant making trusts	–	10,000	10,000	–	25,000	25,000
Sub-total for Safer Renting	244,142	245,375	489,517	195,500	116,698	312,198
Total income from charitable activities	875,837	547,525	1,423,362	901,801	440,796	1,342,597

4 Other income

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Miscellaneous Income	24,372	–	24,372	200	–	200
	24,372	–	24,372	200	–	200

Notes to the financial statements

For the year ended 31 March 2023

5a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	Support costs £	2023 Total £	2022 Total £
Staff costs (note 7)	50,933	262,380	202,682	225,457	371,668	36,905	–	325,922	1,475,947	1,333,924
Other staff costs (note 7)	–	26,880	2,428	9,815	8,134	11	–	6,717	53,985	37,496
Activity cost	–	4,259	15,320	13,341	18,619	61,899	–	–	113,438	251,336
Premises cost	–	–	–	–	–	–	–	129,577	129,577	27,841
Office cost	–	–	–	–	3,807	–	4,938	57,943	66,688	55,240
Depreciation	–	–	–	–	–	3,945	–	2,511	6,456	94,180
Audit & accountancy	–	–	–	–	–	–	11,475	7,589	19,064	16,154
Legal & professional	–	–	–	–	–	–	–	187,203	187,203	61,677
Irrecoverable VAT	–	–	–	–	–	–	–	54,386	54,386	32,402
Bad debts written off	–	–	–	–	–	–	–	–	–	9,826
	50,933	293,519	220,430	248,613	402,228	102,760	16,413	771,848	2,106,744	1,920,076
Support costs	29,816	171,828	129,041	145,540	235,467	60,156	–	(771,848)	–	–
Governance costs	634	3,654	2,744	3,095	5,007	1,279	(16,413)	–	–	–
Total expenditure 2023	81,384	469,001	352,215	397,247	642,702	164,196	–	–	2,106,744	
Total expenditure 2022	69,888	426,046	265,604	261,601	347,719	549,218	–	–		1,920,076

Notes to the financial statements

For the year ended 31 March 2023

5b Analysis of expenditure (previous year)

	Charitable activities								2022 Total £
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	Support costs £	
Staff costs (note 7)	54,508	311,629	197,168	193,169	252,582	146,151	–	178,718	1,333,924
Other staff costs (note 7)	–	24,465	1,218	3,250	2,962	1,268	–	4,333	37,496
Activity cost	–	5,364	13,389	11,353	22,556	197,361	–	1,311	251,336
Premises cost	–	–	–	–	–	2,631	–	25,210	27,841
Office cost	–	–	–	–	410	(31)	1,895	52,965	55,240
Depreciation	–	–	–	–	–	94,180	–	–	94,180
Audit & accountancy	–	–	–	–	–	–	13,175	2,979	16,154
Legal & professional	–	–	–	–	–	–	–	61,677	61,677
Irrecoverable VAT	–	–	–	–	–	–	–	32,402	32,402
Bad debts written off	–	–	–	–	–	–	–	9,826	9,826
	54,508	341,458	211,775	207,772	278,510	441,560	15,070	369,421	1,920,076
Support costs	14,777	81,273	51,719	51,719	66,496	103,438	–	(369,421)	–
Governance costs	603	3,315	2,110	2,110	2,713	4,220	(15,070)	–	–
Total expenditure 2022	69,888	426,046	265,604	261,601	347,719	549,218	–	–	1,920,076

Notes to the financial statements

For the year ended 31 March 2023

6 Net income for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation	6,456	94,180
(Gain) on revaluation of fixed assets	–	(290,000)
Loss on disposal of fixed assets	31,228	–
Interest payable	–	–
Auditor's remuneration (excluding VAT):		
Audit	11,475	9,975
Other services	3,700	3,350
	11,475	9,975
	3,700	3,350

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

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	1,312,749	1,191,770
Redundancy and termination costs	1,266	891
Social security costs	127,121	108,059
Employer's contribution to defined contribution pension schemes	34,811	33,204
	1,475,947	1,333,924
Agency staff costs	18,376	18,000
Training, expenses and recruitment	35,609	19,496
	1,529,932	1,371,420

The redundancy and termination costs were settled and paid by the balance sheet date.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023 No.	2022 No.
£70,000 – £79,999	–	1
£90,000 – £99,999	1	–

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel, which are the leadership team, were £223,564 (2022: £196,148).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

No trustees were reimbursed expenses in the year (2022: £nil)

Notes to the financial statements

For the year ended 31 March 2023

8 Staff numbers

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

	2023 No.	2022 No.
Advocacy	9	11
Education & Inclusion Services	15	15
Law Centre	6	5
Community Hub Services	2	5
Safer Renting	13	10
Support	8	6
	53	52

9 Related party transactions

S Tidball (trustee) is an employee of Macfarlanes LLP. During the year Cambridge House and Talbot received pro bono advice and legal services from Macfarlanes LLP worth an estimated £143,644 (£59,464 in 2022). This has been included in the statement of financial activities under donations.

Simon Latham, Chair of trustees, is an employee of the City of London Corporation and Chief Operating Officer of Bridge House Estates. Cambridge House is currently in receipt of a grant from The City Bridge Trust which is Bridge House Estate's grant-giving body. Simon Latham has notified City of London Corporation of his trusteeship of Cambridge House, holds no decision-making responsibilities in respect of City Bridge Trust grant-giving, and will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Taxation

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

Notes to the financial statements

For the year ended 31 March 2023

11 Tangible fixed assets

	Freehold property £	Computer equipment £	Total £
Cost or valuation			
At the start of the year	4,700,000	359,588	5,059,588
Additions in year	–	21,074	21,074
Disposals in year	(4,700,000)	–	(4,700,000)
At the end of the year	–	380,662	380,662
Depreciation			
At the start of the year	–	354,243	354,243
Charge for the year	–	6,456	6,456
At the end of the year	–	360,699	360,699
Net book value			
At the end of the year	–	19,963	19,963
At the start of the year	4,700,000	5,345	4,705,345

All of the above assets are used for charitable purposes.

12 Debtors

	2023 £	2022 £
Trade debtors	264,407	206,042
Prepayments	20,760	3,557
Accrued income	118,066	101,501
Other debtors	26,176	–
	429,409	311,100

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Bank loans	–	2,000,000
Trade creditors	37,612	62,858
Taxation and social security	30,196	14,104
Other creditors	9,639	37,858
Accruals	14,148	14,865
Deferred income (note 14)	80,000	45,898
	171,595	2,175,583

Notes to the financial statements

For the year ended 31 March 2023

14 Deferred income

Deferred income comprises of grant income received in the year for projects to take place in the next financial year.

	2023 £	2022 £
Balance at the beginning of the year	45,898	70,366
Amount released to income in the year	(45,898)	(70,366)
Amount deferred in the year	80,000	45,898
Balance at the end of the year	80,000	45,898

15 Pension scheme

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum (payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Notes to the financial statements

For the year ended 31 March 2023

15 Pension scheme (continued)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2019 to 31 January 2025:	£11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

	2023 £	2022 £	2021 £	2020 £
Present value of provision	1,583	2,483	12,451	14,753

Reconciliation of opening and closing provisions

	2023 £	2022 £
Provision at start of period	2,483	12,451
Unwinding of the discount factor (interest)	47	72
Deficit contribution paid	(905)	(3,151)
Remeasurements – impact of any change in	(42)	(57)
Remeasurements – amendments to the contribution schedule	–	(6,832)
Provision at end of period	1,583	2,483

Income and expenditure impact

	2023 £	2022 £
Interest expense	47	72
Remeasurements – impact of any change in	(42)	(57)
Remeasurements – amendments to the	–	(6,832)
Contributions paid in respect of future service*	*	*
Costs recognised in income and expenditure	*	*

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company.

Assumptions	2023 %	2022 %	2021 %	2020 %
Rate of discount	5.52	2.35	.66	2.53

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Notes to the financial statements

For the year ended 31 March 2023

16a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	19,963	–	–	19,963
Net current assets	501	2,490,000	–	2,490,501
Net assets at 31 March 2023	20,464	2,490,000	–	2,510,464

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	2,205,345	2,500,000	–	4,705,345
Net current assets excluding loans	226,007	–	5,992	231,999
Loans included in current liabilities	(2,000,000)	–	–	(2,000,000)
Net assets at 31 March 2022	431,352	2,500,000	5,992	2,937,344

17a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
<i>Education and Inclusion Services</i>					
BBC Children in Need	5,992	500	(6,492)	–	–
National Lottery	–	64,937	(64,937)	–	–
London Youth CVC Summer Grant	–	1,000	(1,000)	–	–
Jack Petchey Foundation	–	4,800	(4,800)	–	–
London Youth Getting Active	–	500	(500)	–	–
The Mayor's Young Londoners Fund	–	18,338	(18,338)	–	–
The Henry Smith Charity	–	40,600	(40,600)	–	–
United St Saviours	–	22,237	(22,237)	–	–
Portal Trust	–	9,986	(9,986)	–	–
London Borough of Southwark	–	18,347	(18,347)	–	–
<i>Law Centre</i>					
Access to Justice Fund	–	73,505	(73,505)	–	–
London Legal Support Trust	–	39,167	(39,167)	–	–
City Bridge Trust	–	8,233	(8,233)	–	–
<i>Safer Renting</i>					
Tudor Trust	–	46,000	(46,000)	–	–
London Housing Foundation	–	10,000	(10,000)	–	–
Oak Foundation	–	80,000	(80,000)	–	–
Trust for London	–	50,600	(50,600)	–	–
Urban Impact	–	53,318	(53,318)	–	–
Comic Relief	–	5,457	(5,457)	–	–
Total restricted funds	5,992	547,525	(553,517)	–	–
Unrestricted funds:					
Designated funds:					
Continuity Planning fund	900,000	–	–	(10,000)	890,000
Future Purchase of Premises fund	1,600,000	–	–	–	1,600,000
Total designated funds	2,500,000	–	–	(10,000)	2,490,000
General funds	431,352	1,163,567	(1,584,455)	10,000	20,464
Total unrestricted funds	2,931,352	1,163,567	(1,584,455)	–	2,510,464
Total funds	2,937,344	1,711,092	(2,137,972)	–	2,510,464

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2023

17b Movements in funds (prior year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
<i>Core:</i>					
The Clothworkers' Foundation	–	3,500	(3,500)	–	–
School for Social Entrepreneurs	–	1,667	(1,667)	–	–
Social Investment Business	–	5,000	(5,000)	–	–
Trust for London	–	50,000	(50,000)	–	–
	–			–	–
<i>Education and Inclusion Services</i>					
Charterhouse–in–Southwark	–	10,000	(10,000)	–	–
Van Norden Charitable Trust	–	2,000	(2,000)	–	–
Arnold Clark	–	1,000	(1,000)	–	–
Ironmongers' Foundation	–	3,188	(3,188)	–	–
BBC Children in Need	–	23,968	(17,976)	–	5,992
National lottery	–	66,473	(66,473)	–	–
Kusuma Trust	–	7,911	(7,911)	–	–
Sports England	–	1,090	(1,090)	–	–
The Edward Gostling Foundation	–	3,085	(3,085)	–	–
London Youth CVC Summer Grant Func	–	3,977	(3,977)	–	–
Jack Petchey Foundation	–	500	(500)	–	–
London Youth Getting Active	–	1,000	(1,000)	–	–
The Mayor's Young Londoners	–	43,610	(43,610)	–	–
The Henry Smith Charity	–	41,550	(41,550)	–	–
London Borough of Southwark	–	21,147	(21,147)	–	–
<i>Law Centre</i>					
Access to Justice Fund	–	40,000	(40,000)	–	–
London Legal Support Trust	–	10,000	(10,000)	–	–
City Bridge Trust	–	41,167	(41,167)	–	–
Law Centre Network	–	2,432	(2,432)	–	–
<i>Safer Renting</i>					
The Austin & Hope Pilkington Trust	–	5,000	(5,000)	–	–
Tudor Trust	–	46,000	(46,000)	–	–
London Housing Foundation	–	20,000	(20,000)	–	–
Comic Relief	–	45,698	(45,698)	–	–
Total restricted funds	–	500,963	(494,971)	–	5,992
Unrestricted funds:					
Designated funds:					
Continuity Planning fund	–	–	–	900,000	900,000
Future Purchase of Premises fund	–	–	–	1,600,000	1,600,000
Total designated funds	–	–	–	2,500,000	2,500,000
General funds	1,118,513	3,237,944	(1,425,105)	(2,500,000)	431,352
Total unrestricted funds	1,118,513	3,237,944	(1,425,105)	–	2,931,352
Total funds	1,118,513	3,738,907	(1,920,076)	–	2,937,344

Notes to the financial statements

For the year ended 31 March 2023

17b Purposes of restricted funds**Restricted donations****Core**

These funds are to overhead and cross service activities in accordance with restrictions agreed with the funder.

Education and Inclusion Services

These funds are to deliver specific youth and disabled people's empowerment services in accordance with restrictions agreed with the funder.

Law Centre

These funds are to deliver specific legal services in accordance with restrictions agreed with the funder.

Safer Renting

These funds are to deliver specific private rented sector tenants services in accordance with restrictions agreed with the funder.

Purposes of designated funds**Continuity Planning fund**

These funds have be designated to protect the continuity of the organisation's services for service users in the event of a large variation of income, to bridge cashflow problems, provide a buffer to allow contingency actions to be effected and address spending commitments and potential liabilities in the event of a winding-up.

Future Purchase of Premises fund

These funds have be designated to provide the funds needed to purchase new office premises capital assets and to provide funds for asset management and risks associated with emergency building repairs.

18 Operating lease commitments payable as a lessee

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

	Property	
	2023	2022
	£	£
Less than one year	55,000	–
One to five years	120,000	–
	175,000	–

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Accounts

Company number: 1050006

Charity number: 265103

Cambridge House

Fighting poverty, social inequity and injustice for 133 years

Annual Report and Accounts for the year ended 31 March 2022

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Strategic Report

Welcome

The combined effects of recovering from the Covid-19 pandemic, a growing cost of living crisis, insecure and low quality housing provision, and food and energy poverty risks are having a devastating impact on the communities in which we work.

We are witnessing increasing numbers of service users facing multiple crises driven by:

- Severe isolation and despair.
- The loss of family members through covid deaths.
- Deteriorating health and wellbeing and increased suicidal ideation.
- Growingly precarious financial, employment and/or housing situations.
- Lack of information and reduced access to support services.

It is testament to the dedication and agility of our staff and volunteers that we mobilised new cross-service and multi-agency support and crisis mitigation activities to address these additional needs.

Some of the year's highlights included:

- Our Law Centre's establishment of Crisis Mitigation services for young women and girls as the Baytree Centre, Lambeth.
- Camberwell Incredibles being commissioned to create a 3D collage 'Great Map of Southwark' for the new Walworth Library.
- Safer Renting being invited to apply for new multi-year funding by the Oak Foundation and Urban Impact on Health.
- The establishment of a new Crisis Mitigation Service for our disabled and young people's empowerment projects.
- The addition of the Tovertafel 'magic table' (an interactive sensory educational tool) to the resources available for disabled service users.
- Camberwell Incredibles working with two dance companies, Corali and Thick & Tight, to produce work that was included in the show 'Short and Sweet' at the Barbican in January.
- Our Advocacy team extending its multiagency training and knowledge exchange activities to

tackle the demise in statutory advocacy referrals during the pandemic.

- Safer Renting piloting new community engagement activities with faith communities in Newham.

In August 2022, we completed the sale of our building at 1 Addington Square which enabled us to fully settle our SIB administered Communitybuilders and Futurebuilders loans. This puts us on a much more sustainable financial footing and will free us up to focus on our core work of supporting people in crisis and challenging the systems that led them there.

We give special thanks to:

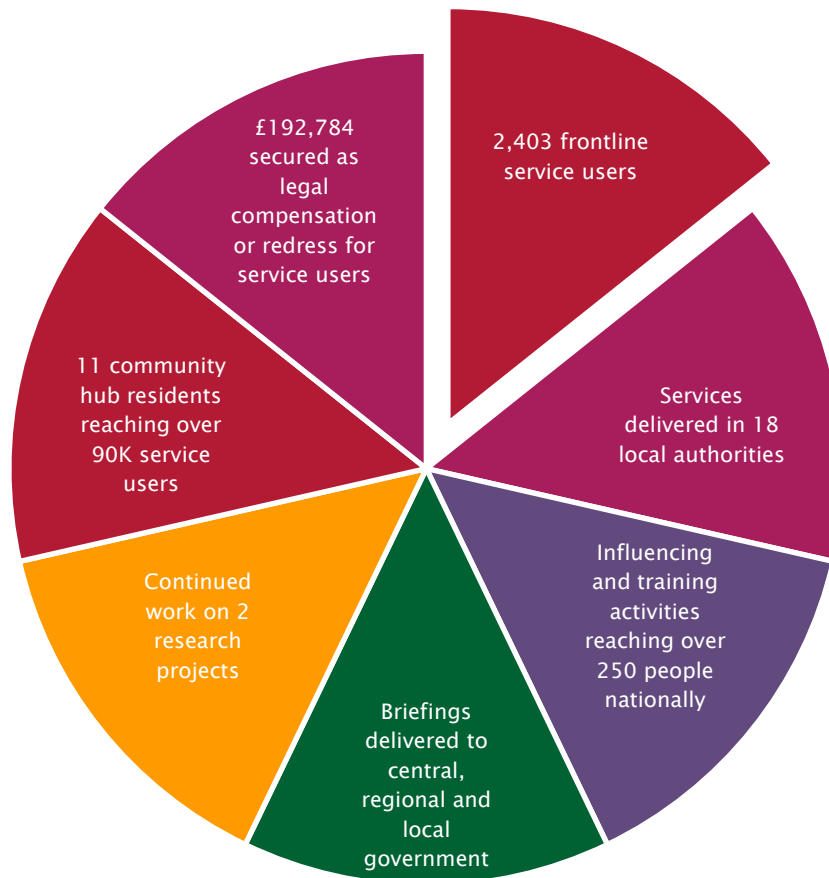
- Robert Park who stood down as a Patron in August 2022. Robert's relationship with Cambridge House began as an undergraduate living in our settlement (and meeting his future wife) in the sixties. From 1979 to 2022, he continued to support us as Chair of our Council Management, a trustee and then a patron. His wisdom and dedication helped to shape our future over many decades – we all owe him a huge debt of gratitude.
- Shveta Shah who served as a trustee for 14 years and stood down in April 2022. Shveta's advice and guidance on inclusion and safeguarding will be missed.
- Fiona Shaw who stood down in April 2022 having served for 2 years during which she made a significant contribution to our financial planning.
- Giada Monachino and Bob Hallewell who have been dedicated RISE volunteers for over 7 years, supporting dozens of young people.

We are extremely fortunate to have many passionate and committed supporters, staff, volunteers and trustees. Our success is a consequence of their dedication and hard work – we thank them all wholeheartedly.

Simon Latham, Chair

Karin Woodley CBE, Chief Executive

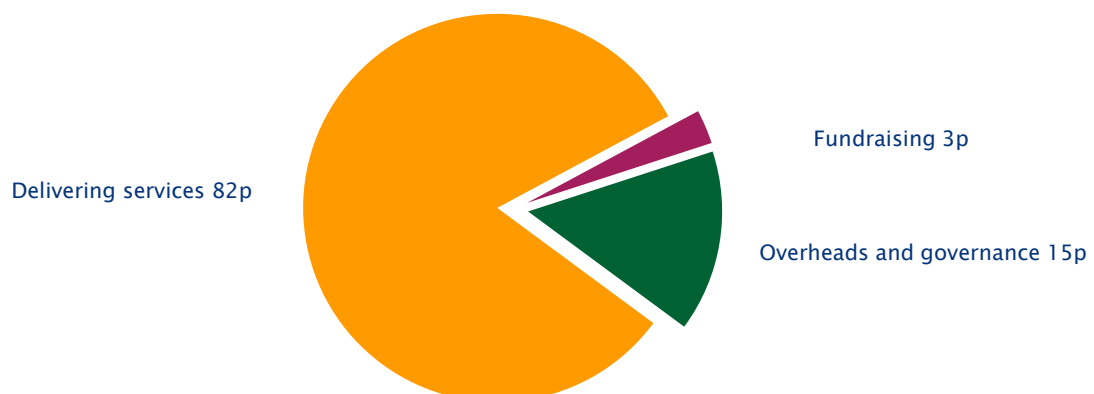
The year at a glance



£20K operating deficit and £1.53M overall surplus



82p in every £1 spent on service delivery (79p in 2021)



Our aims, objectives and activities

Vision

We have a vision of a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives.

Values

We are pioneering, inclusive, collaborative and reflective.

Aims and objectives

Transforming lives

Frontline and personalised empowerment, access to justice and resilience-building services in London for families and people living in areas of high deprivation who are:

- Dealing with crisis.
- Denied their rights to justice.
- Affected by poverty, social inequity and injustice.

Transforming society

- Creating the evidence and undertaking the influencing and thought-leadership activities needed to improve social policy and practice and dismantle the structural barriers that exclude people or trap them in cycles of despair.
- Supporting civil society organisations to extend their reach and impact by providing a community hub in the London Borough of Southwark.

Our theory of change



History

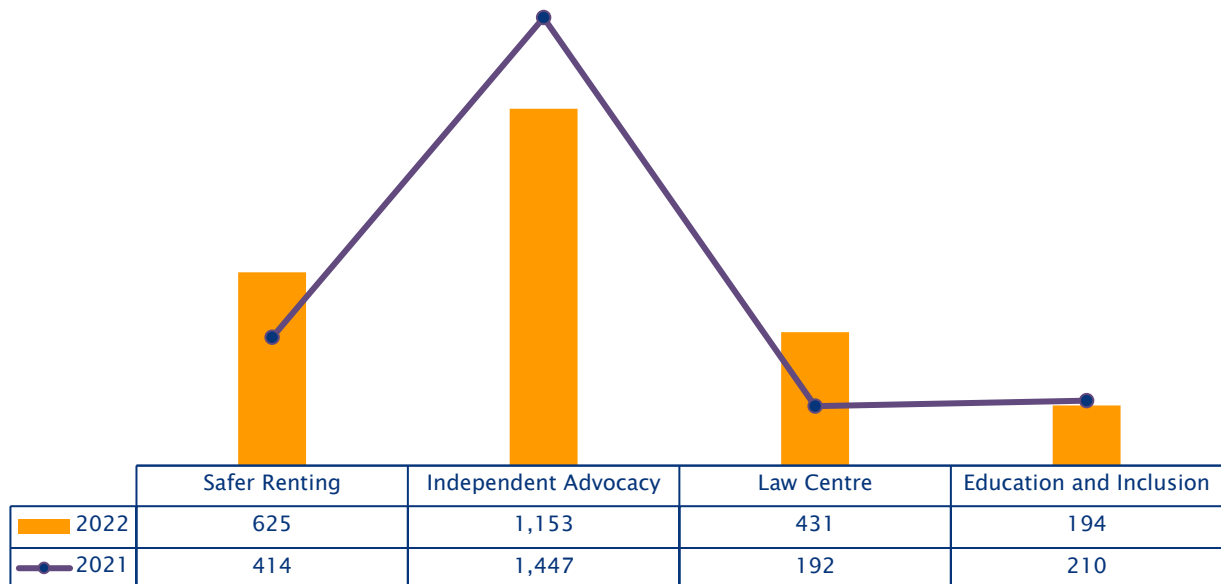
We were founded in 1889 to support people living in London’s ‘slum’ neighbourhoods. As one of the earliest members of the university settlement movement, our innovative work led the Victorian anti-poverty movement, paved the way for the modern welfare state and responded to problems of inequality and social injustice.

Achievements and performance

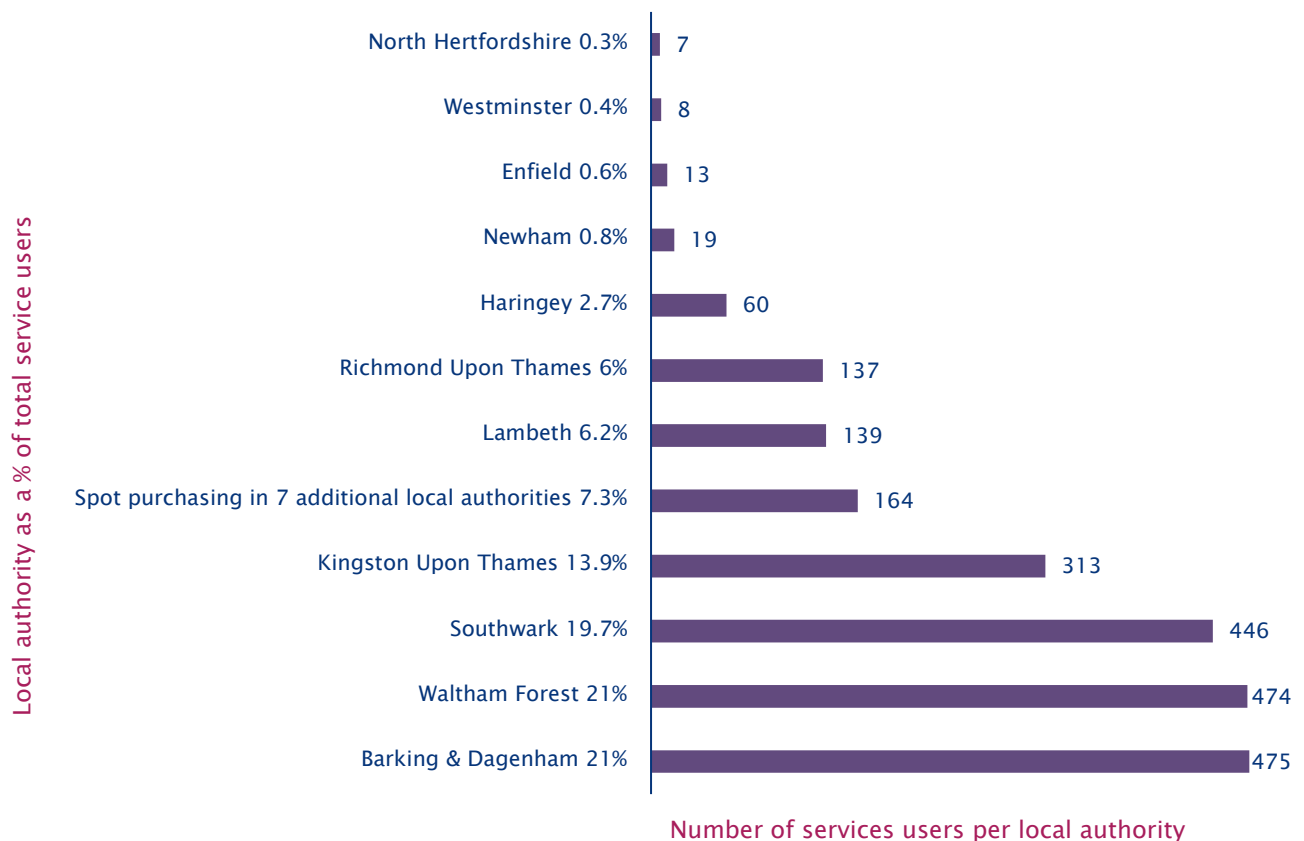
Overview

2,403 people accessed our frontline services (2,263 in 2021)

The number of people who accessed each of our frontline services



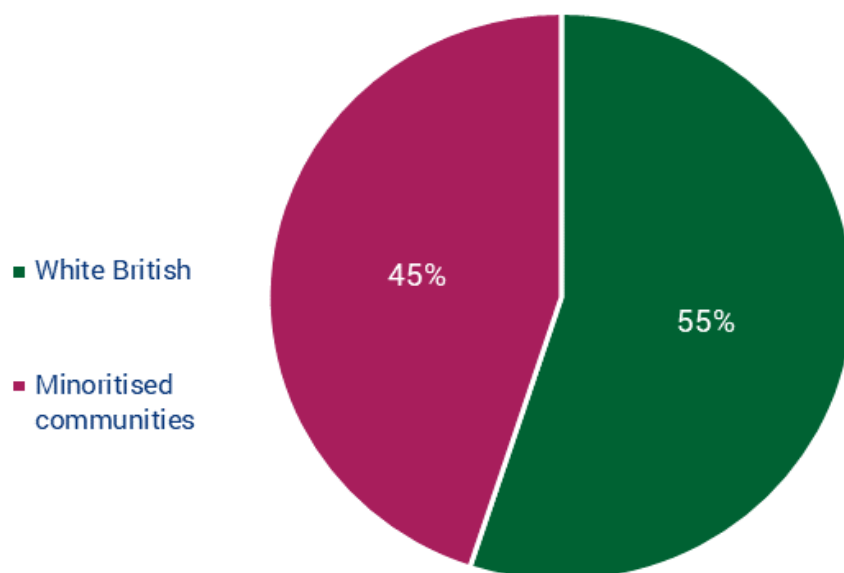
We delivered these services in 18 local authorities (15 in 2021)



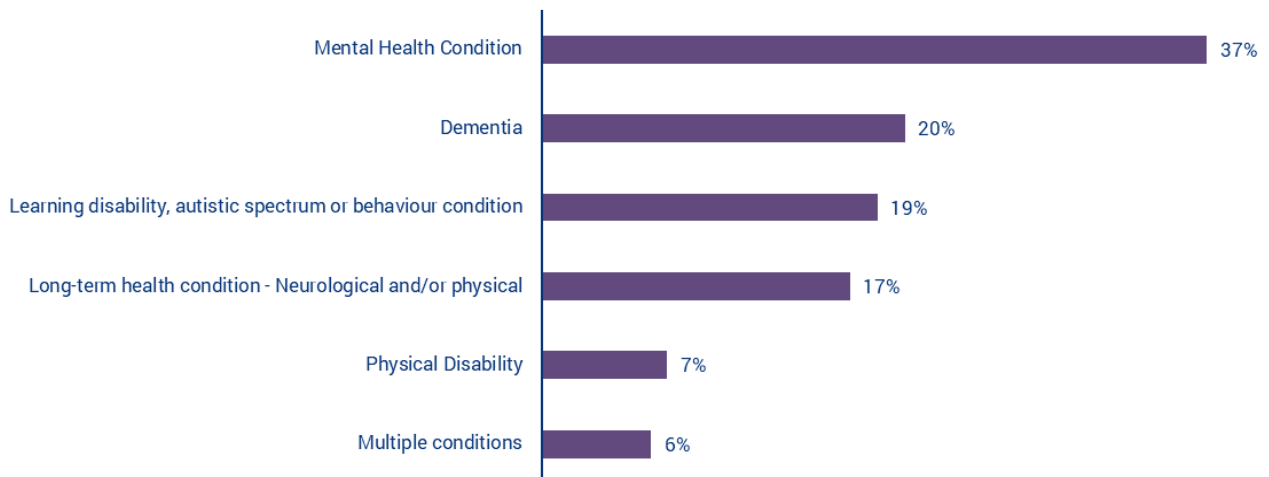
Each service delivered in the following local authorities during the year

	Independent Advocacy	Education and Inclusion	Safer Renting	Law Centre
Barking & Dagenham	✓			
Enfield	✓		✓	
Haringey			✓	
Hertfordshire	✓			
Hounslow			✓	
Kingston Upon Thames	✓			
Lambeth			✓	✓
Newham	✓		✓	
North Hertfordshire				✓
Nottinghamshire	✓			
Richmond Upon Thames	✓			
Southwark		✓		✓
Suffolk	✓			
Tower Hamlets	✓			
Waltham Forest	✓			
Wandsworth	✓			
Westminster	✓		✓	
West Sussex	✓			

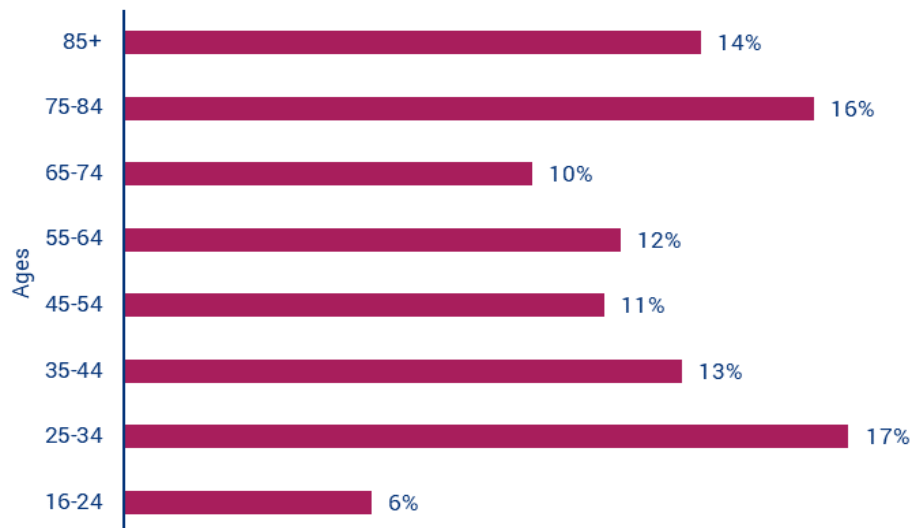
45% of our service users were from minoritised communities (62% in 2021)



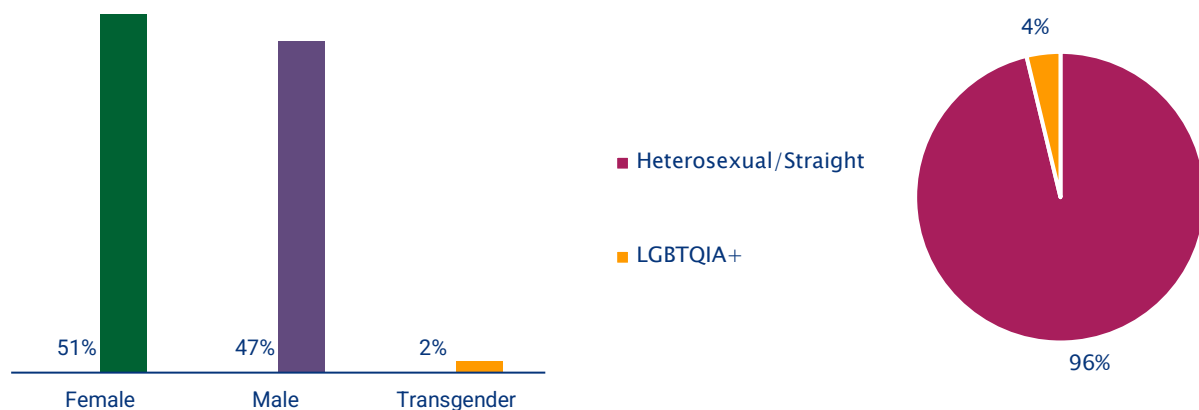
83% of our service users were disabled, live with a mental, behavioural or physical health condition or learn differently (72% in 2021)



The ages of our service users (remained consistent with 2021)



The genders and sexuality of our service users (remained consistent with 2021)



Research, influencing and thought leadership

Safer Renting – Protecting tenants from criminal landlords

- Published three new information guides ('How to Rent Guide', 'How to Rent At-a-Glance Checklist' and 'Illegal Eviction Guidance for Metropolitan Police Responding Officers') increasing our total number of guides to twelve.
- Delivered training events and roundtables including quarterly housing law briefings to ten local authority partners.
- Held four meetings with the Government's Department for Levelling Up to advise on the drafting of the Renters' Reform Bill and White Paper.
- Contributed to the activities of the Renters' Reform Coalition by gathering evidence and highlighting the need to tackle illegal evictions both in our own right and through the Coalition.
- Attracted coverage in the national media and specialist legal, academic and housing press/journals.
- Secured funding for further research.

Radical Listening – Involving excluded citizens in conversations about social reform

We advocated nationally for Radical Listening to be used to reconnect with communities, address complex challenges, tackle unconscious bias, and transform systems through conversational leadership and practice including speaking at roundtables of up to 75 people and leading a current series of thematic debates for 10 to 30 leaders at a time – attended by 91 charity and local authority leaders across the UK.

Protecting statutory rights to independent advocacy during pandemic recovery

The workload and resource impact of Covid-19 on local government, the NHS and care services resulted in less referrals of eligible people to statutory advocacy services across the UK. Our Advocacy Services team responded by convening meetings with local authority commissioners to analyse the reasons for, and address deteriorating support for, residents living with mental health and mental capacity conditions. In addition, the team presented to and/or provided training to a variety of multisector partnerships including:

- Achieving for Children
- Waltham Forest Safeguarding Adults Board's Mental Capacity Act Subcommittee
- Waltham Forest Deprivation of Liberty Safeguards Co-Production Group
- Kingston All Age Learning Disability Partnership Board
- Acute Care Forum Kingston Southwest London and St George's Trust
- Liberty Protection Safeguards Local Implementation Group Barking and Dagenham
- Barking and Dagenham Advocacy Steering Group
- 39 Essex Street Chambers
- Healthwatch Kingston's Health and Social Care Board

Over 90K people reached by organisations based in our community hub

The majority of our 11 resident organisations (14 in 2021) maintained services throughout the year combining homeworking with digital and face-to-face service delivery as social distancing restrictions allowed.

Our resident organisations

Change Grow Live	Lambeth and Southwark Mind (until November 2021)
Brook Young People	Community Southwark (until April 2022)
1st Place Children and Parent's Centre	SCCD Training (until June 2022)
Improving Health Ltd	United Voices of the World (until June 2022)
Maintaining Health Partners	Britain Has Class (until July 2022)
Southwark Disablement Association	

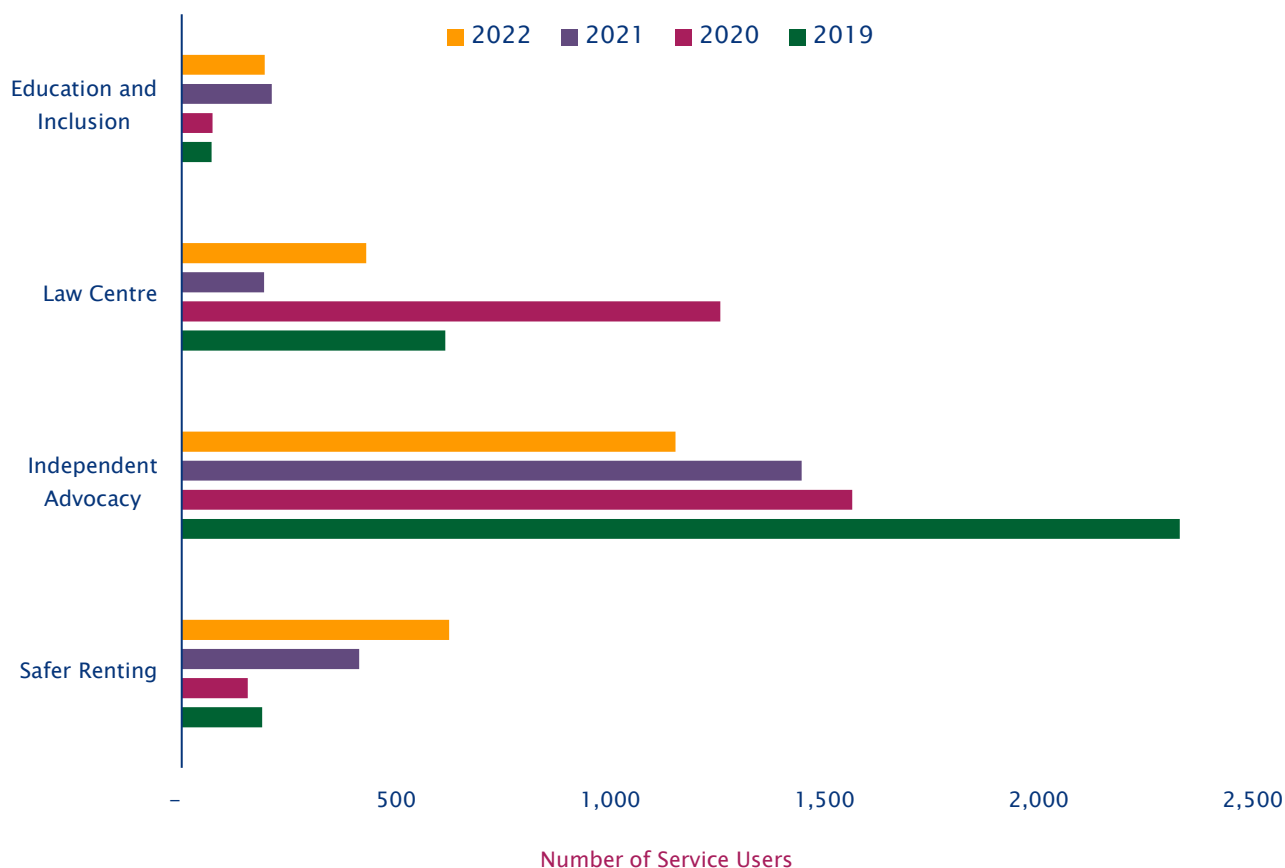
Calculating our reach

The number of service users during the year has been calculated by collating the following data:

- The number of individual people and their families who accessed each of Cambridge House's services. This information is recorded and analysed throughout the year on service-based computerised attendance and case-management databases.
- Information on the number of service users reached by organisations who have licensed offices and/or service delivery spaces in our community hub is provided by the organisations and/or collected from their annual reports.

The impact of the pandemic on our service user numbers was varied with legal, advocacy and our community hub services seeing numbers fall significantly due to social distancing restrictions and/or changes to court and local authority statutory processes. During 2022, Safer Renting continued to increase its reach, the Law Centre began to rebuild its numbers and Education and Inclusion saw a slight decrease in service users.

The impact of the pandemic on our service users numbers (2019 to 2022)



Independent advocacy services

Protecting the voices, choices and rights of vulnerable adults and children

In line with the requirements of the Mental Health Act 1983, Mental Capacity Act 2005, Care Act 2014 and Deprivation of Liberty Safeguards and Community Treatment Orders, we:

- Delivered 2,090 hours of statutory and non-statutory advocacy (1,261 hours in 2021).
- Worked with 1,153 service users (1,447 in 2021).
- Provided services in 13 local authorities (7 in 2021), 4 under contract in 2022 and 2021.

The impact of the pandemic on our service users led to a significant increase in the complexity, and therefore length, of each case. As a result, though our contracts in Waltham Forest and Richmond ended in November and May 2021 respectively, our overall service user numbers did not fall commensurately and our delivery hours significantly increased.

B's story

B is a 22-year-old who for the past two years has been in a Richmond upon Thames funded residential college in Wales. B has pronounced autism and a significant obsessive compulsive disorder. The pandemic closure of clubs and classes resulted in behavioural changes and B's GP prescribed sedatives that caused severe constipation and a subsequent rectal prolapse and incontinence.

The Welsh NHS refused to operate without providing a reason. We made an IMCA Serious Medical Treatment referral and convened a 'best interest' meeting that secured an operation in Kingston and B's relocation to supported living in Richmond.

The operation was successful, B has begun attending a new college in Richmond and his behavioural changes have settled.

We successfully resolved 98% of issues through the following eight advocacy specialisms:

- Appropriate Adults.
- Generic advocacy, Learning Disability.
- Generic advocacy, Mental Health.
- Independent Mental Capacity Advocacy.
- Independent Advocacy under the Care Act.
- Independent Mental Health Advocacy.
- NHS Complaint's Advocacy.
- Relevant Person's Representative.

"I wish all advocates could be like you! You clearly have a wealth of knowledge and experience of working in mental health, including of legal matters, as well as being an open and engaging person who puts the patient at the centre of everything, in a really collaborative way.

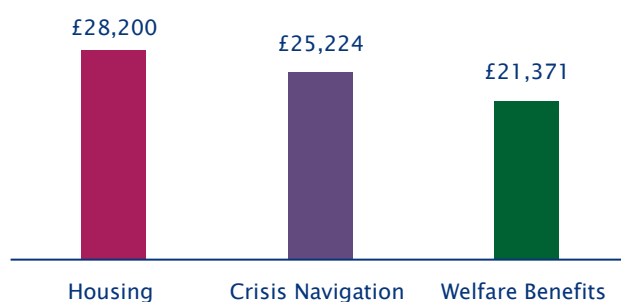
You have worked with some of our most challenging and complex patients, and I have always welcomed your insights. Thank you again for your support."

Dr Debbie Stephenson, Consultant Psychiatrist & Associate Clinical Director Acute & Urgent Care Service Line

Law Centre

Enabling people living with complex needs to save their homes, keep their jobs and protect their families

As a Legal Aid Agency accredited provider, we delivered free, independent and expert legal and crisis navigation services in housing, employment, discrimination and welfare benefit law to 357 clients (157 in 2021) supporting 74 dependents (35 in 2021) and secured £74,795 in legal compensation or out of court settlements for our clients (£60,588 in 2021). Financial redress settlements were secured as follows:

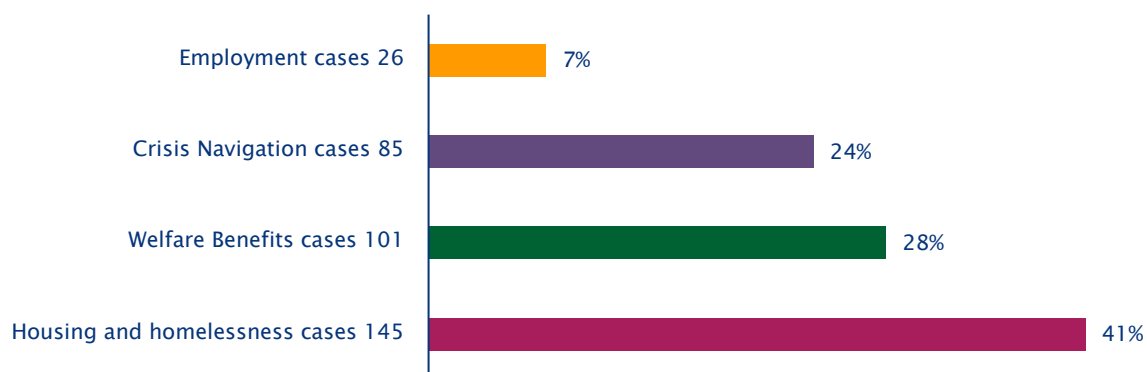


Housing insecurity and poor conditions remained a significant issue throughout the pandemic, however once the Court moratorium on possession and eviction matters was lifted, the number of new cases we received increased by 175%.

Q's story

Q is single, in their early sixties and living with diabetes and poor eyesight. Loss of employment during the pandemic forced them to claim Universal Credit and they were evicted because of rent arrears. Our team prevented homelessness by securing alternative accommodation and secured additional welfare benefits to cover housing costs.

Our case work in Southwark, Lambeth and neighbouring boroughs was distributed as follows:



“Through the regular clinics that your Crisis Navigator has been delivering at the Baytree Centre, they have been instrumental in ensuring that the women are aware of their rights, access the support and benefits to which they are entitled and see their issues properly addressed. In addition to these ‘hard’ benefits, this also contributes to ‘softer’ outcomes including improvements in the women’s self-confidence, agency and well-being.”

Anna Iacuzzi, Service Director, The Baytree Centre

Safer Renting services

Making private renting safe for all

We provided advice and support to 225 vulnerable households (208 in 2021) caring for 401 dependents (206 in 2021) in 11 London Boroughs (5 in 2021) and secured £118K in legal compensation or out of court settlements for our clients (£136K in 2021).

Service user feedback:

- 93% said we understood their needs well or very well.
- 93% said we explained their rights and how to protect them well or very well.
- 93% said they were satisfied with the outcome of their case.

In addition to sustaining tenancies in 51% of cases (31% in 2021), our activities expanded to:

- Address increased referrals from existing and new partner boroughs.
- Initiate a partnership project to create a method of counting illegal evictions.
- Delivered a government funded pilot in the London Borough of Haringey to clear pandemic-related rent arrears, prevent homelessness and secure sustained tenancies.
- Represent the ‘public interest’ in an intervention in the Appeal Court hearing of the Rakhusen vs Jepson Rent Repayment Order Claim.
- Initiate a community engagement project in partnership with UKIM Masjid Ibrahim & Islamic Centre in Plaistow, Newham to better connect with excluded communities affected by criminal landlords.

J's story

J, a single adult had been subject to attempted illegal eviction, harassment, in an unlicensed house in multiple occupation where multiple landlord identities were designed to evade liability on any one of them. There had been no written tenancy agreement, rent demanded in cash with no receipts provided.

J's landlord accused her of being an unlawful sub-tenant, served her multiple informal notices to leave. Her life had already been pushed to its limit because of the pandemic but local authority had no duty to rehouse her as she was not considered ‘priority need’. To make this vulnerable situation even more intense, J had lost her job in retail at the start of the pandemic. In March 2020, for the first time in her life she found herself applying for Universal Credit (UC) to meet her rent.

We attempted to negotiate with J's landlord. His failure to licence the property meant that J and her housemates were entitled to apply to the court for all their rent back. This would have been a fairly normal case for us, except for the fact that the Department for Work and Pensions (DWP) then retrospectively checked J's Universal Credit claim and asked her for a tenancy agreement — or else face a fine of thousands of pounds for all the rent she had claimed; the landlord refused to provide one in his effort to conceal his failure to correctly licence the property, putting J in jeopardy of paying back a debt for years to come. A debt which she did not owe.

We arranged for the matter of the UC ‘overpayment’/alleged fraud to be appealed at the DWP, which succeeded. Following negotiations, the landlord also agreed to pay her a sum of £3,500. When we last spoke to J, she and her cat had just moved into a new property and she had a job interview the next day.

Disabled People's Empowerment services

Enabling disabled children and adults to take control of their lives and futures

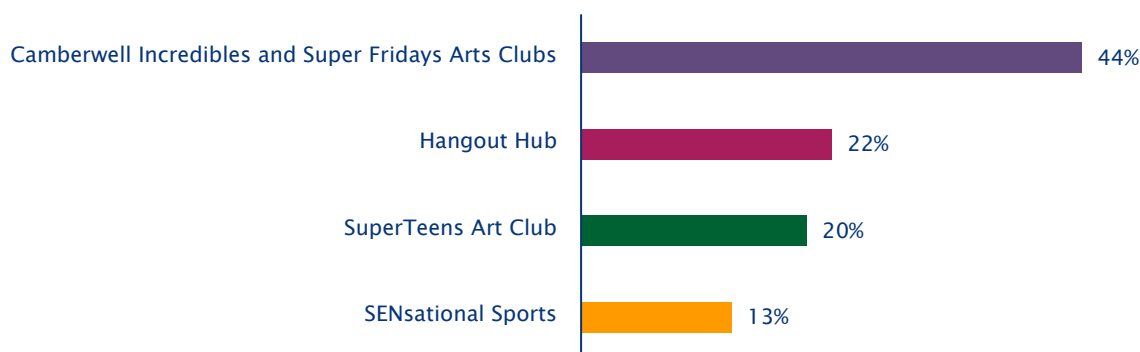
We built the skills and resilience of 45 children and adults living with profound learning disabilities and complex needs through a varied portfolio of services (35 in 2021). We also provided essential respite for 45 parents and carers during the year (35 in 2021).

- SENSational Sports: For young people, aged 11 to 25 years, weekly swimming (hydrotherapy) and trampolining (rebound therapy).
- Camberwell Incredibles and Super Fridays Arts Clubs: For people, aged 19 to 55 years, weekly social, creative, independent living and personal development sessions, and a diversity of trips and special activities.
- SuperTeens Arts Club: For children, aged 11 to 25 years, weekly after-school arts sessions, as well as special trips.
- Hangout Hub: Introduced during the year as an online arts, games, music and movement club for disabled young people and their carers

"It's changed my life. I have always done my own painting and collages but now I'm learning how to do it with a group so I can get more help with ideas."

Hangout Hub Service User

The distribution of service users was as follows:



P's story

P has Down's Syndrome and is quite limited verbally. He joined our online sessions during the Covid-19 pandemic under recommendation of one of his best friends, a long-standing member of the SuperTeens.

P, his friend in the group and another friend formed a trio named by their families 'The three Musketeers'. In his trio P feels secure and in a comfort zone. P's carer also attends our sessions with P. Her attitude is both caring and freeing, leaving P all the space he needs to express himself. Some sessions P's best friend was absent giving P an opportunity to interact with other young people and he found their presence and their artwork very inspiring. He showed this by calling their names out loud and demonstrating excitement through his body language, smiling, dancing making different joyful sounds.

P has demonstrated a distinct artistic personal style, both in content and aesthetic. He often draws activities that he has taken part in, such as cooking, gardening, visiting parks, or members of his family and his pets. His drawings made in marker pens are colourful and unique. His carer regularly reports how much P enjoys taking part in the SuperTeens sessions. His artwork has developed and has provided him with a non-verbal language to express himself, while also expanding his friendship circle.

Youth Empowerment services

Investing in young people so they thrive as adults

34 young people aged 16 to 24 years (40 in 2021) participated in our ‘RISE’ programme including group activities and one-to-one mentoring sessions. We delivered activities online until September 2021 when it was deemed safe to return to in-person activities. In response to the devastating impact of the pandemic on our young people, we extended the delivery programme by 3-months.

“You have helped me more than anyone, I’ve become more confident and know who I am now.”

RISE Service User

K’s story

K was referred via her therapist. She self-harmed and had previously attempted an overdose. Her mental ill health had been caused by historic abuse and volatile family relationships. Over time, with the support of the Youth Empowerment Lead, K has gained a greater understanding of her behaviour patterns, allowing her to have more autonomy over her actions, to develop healthy relationships, and to be more in tune with her emotions.

K engages in her weekly 1:1 mentoring sessions without fail, rises to challenges, and is an active, much-loved participant in group workshops. She no longer engages in risky, self-harming behaviour, is thriving academically and has received offers from multiple universities.

Crisis Mitigation in the Empowerment Services

Access to justice for disabled and young children and adults

To support disabled and RISE service users and their carers to access statutory support and benefits and challenge reductions in personal budgets, we introduced a Crisis Mitigator to the Education and Inclusion team who worked on 24 cases supporting 36 people.

X’s story

X a 21-year-old was facing homelessness, relying on food banks, caring for his mother who lives with a mental health condition, and experiencing chronic isolation.

Our Crisis Navigator supported X by:

- Referring him to our Law Centre so that possession proceedings were averted.
- Liaising with the Department for Work and Pensions to secure the housing costs element of Universal Credit.
- Liaising with Southwark Council to secure his housing and a Discretionary Housing Payment.
- Making a referral to Southwark Adult Social Care for an assessment of need.
- Supporting his continued participation in our RISE programme.

X is now:

- Receiving the housing costs element of Universal Credit.
- Receiving Discretionary Housing Payments which will cover the shortfall in rent until April 2023.
- Safe in the knowledge that a substantial portion of the rent arrears has been cleared.
- In communication with mental health workers and Adult Social Care concerning his mother’s illness and his caring responsibilities so that he is provided with essential support and advice moving

Events after the year end

Building sale

August 2022

- We completed the sale of our building at 1 Addington Square to Eat Work Art.
- £2M paid as full and final settlement of outstanding Communitybuilders and Futurebuilders loans administered by Social Investment Business.
- Entered into a lease for office premises at Amelia Street SE17.
- Entered into a lease entitling us to continue to deliver legal and empowerment services from 1 Addington Square at peppercorn rent for 6–months.
- Resident organisations who entered into new licenses on existing terms with Eat Work Art:
 - Change Grow Live
 - Brook Young People
 - 1st Place Children and Parent’s Centre
 - Improving Health Ltd
 - Maintaining Health Partners
 - Southwark Disablement Association

Safer Renting

April 2022

Publication of [‘Illegal Eviction Count’](#) Research Report

August 2022

£320K three–year grant secured from Impact on Urban Health

October 2022

£800K five–year grant secured from the Oak Foundation

Operational aims and objectives

We continued to implement our 2017 – 2022 Strategic Plan objectives which are to:

- Enhance the reach and impact of our activities.
- Enhance our organisational capacity and resilience.

Achieving our priorities in 2021–22

Delivering positive impact for individuals, families and communities facing severe and complex needs by:	
Delivering services in response to Covid-19 restrictions and the recovery needs of service users.	Successful
Participating in Covid-19 response and recovery networks and activities.	Successful
Agreeing a 5-year corporate strategy for the period 2022–23 to 2026–27.	Successful
Enhancing organisational capacity, resilience and sustainability by:	
Marketing our building at 1 Addington Square for sale.	Successful
Agreeing financial forecasts for 2022–23 to 2024–25.	Successful
Agreeing interim office and service delivery accommodation for 2022–23.	Successful
Completing a review of the organisation's policy frameworks.	Successful
Agreeing a risk appetite statement to complement our risk register.	Successful
Reviewing our Governance Manual to reflect the updated Charity Governance Code.	Successful

Our priorities for 2022–23

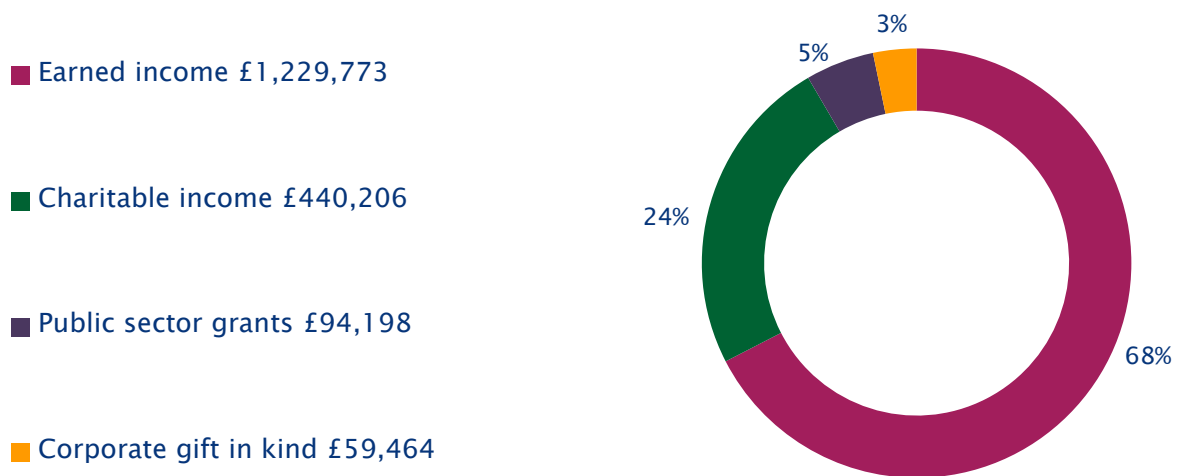
Transforming Lives
Develop our crisis mitigation and resilience building activities in response to recession impacts on our service users.
Review the delivery infrastructure of Safer Renting and the Law Centre to increase the reach and impact of services in response to new funding.
Transforming Society
Extend our research, influencing and knowledge exchange activities.
Governance
Complete sale of 1 Addington Square and establish new office and delivery spaces.
Publish and begin to implement our corporate strategy for 2022 to 2027.
Recruit and diversify our trustees in compliance with our equality, diversity and inclusion targets.
Establish designated reserves for 'Continuity Planning' and future building purchase.
Benchmark the Chief Executive's pay.

Financial review

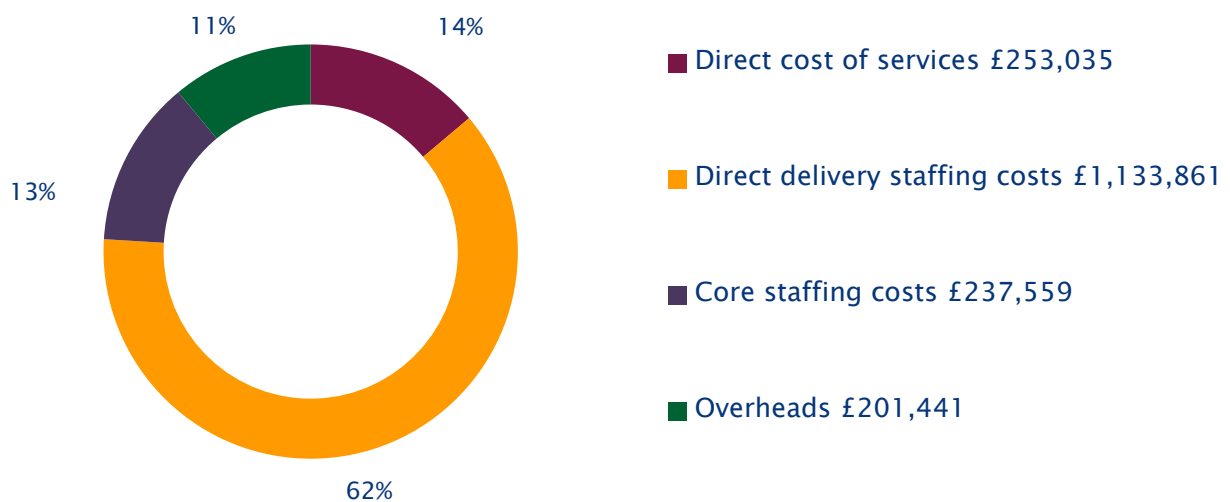
Overview

Our financial position improved significantly during the year as a result of a £1,625,267 reduction in our SIB loan liability. Operating income (i.e., excluding the loan reduction) reduced significantly to £1,823,640 (£2,141,243 in 2021) primarily as a result of reductions totalling £325,583 in pandemic-related one-off grants and the Job Retention Scheme. Operating expenditure (i.e., excluding depreciation) reduced to £1,825,896 (£1,892,589 in 2021) in response to lower income levels.

Total Operating Income £1.8m (£2.14m in 2021)



Total Operating Expenditure £1.83m (£1.89m in 2021)



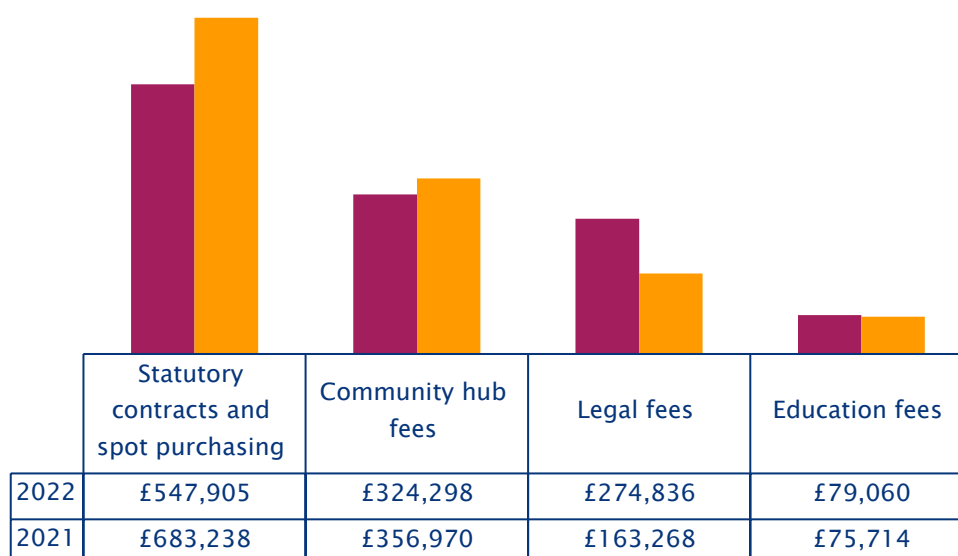
Income

During the year, our total income increased to £3,448,907 (£2,141,243 in 2021) following SIB's £1.6M reduction in our loan liability. Reductions in operating income were as follows:

- Earned income reduced slightly to £1,229,773 (£1,279,190 in 2021) as a result of continued pandemic-related reductions in venue hire and legal fees.
- Charitable income was similarly affected by the end of pandemic-support and reduced to £440,206 (£442,272 in 2021). This was partly offset by a £60K gift in kind from Macfarlanes LLP for pro bono legal services related to the sale of our premises.
- Covid-specific public sector grants, including the Job Retention Scheme, reduced significantly to £94,198 (£419,781 in 2021).
- Total income included £714,145 from 10 statutory contracts (£684,565 from 9 contracts in 2021) and £94,198 in statutory grants (£304,283 in 2021).

Earned income distribution

■ 2022 ■ 2021



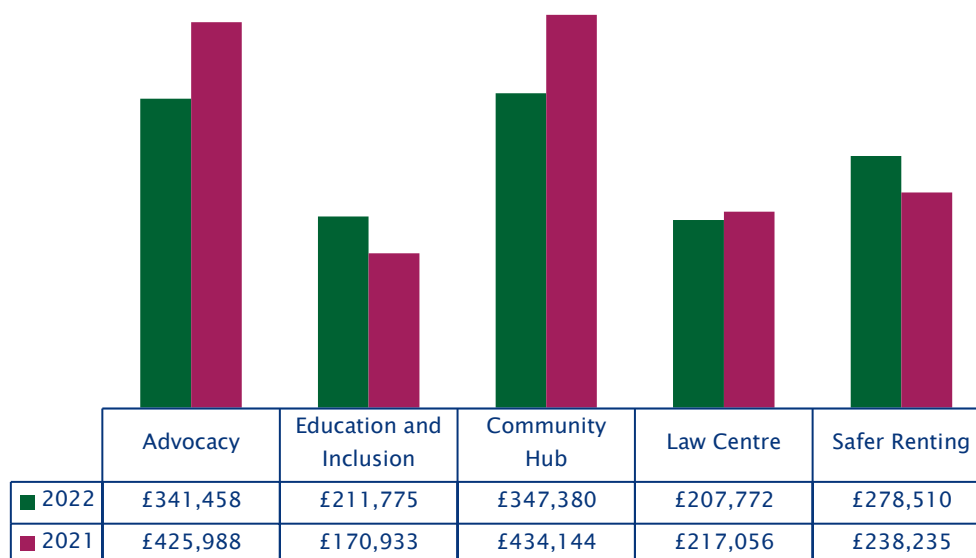
Expenditure

Our total expenditure for the year was £1,920,076 (£2,048,562 in 2021) with reductions across all areas except Safer Renting and Education and Inclusion Services where additional costs were financed by restricted grants. Our operating expenditure was £1,825,896 (£1,892,589 in 2021), and non-operating expenditure (i.e., depreciation) was £94,180 (£155,975 in 2021).

Staffing remained our largest cost at £1,371,420 (£1,433,048 in 2021) i.e., 75% of operating expenditure (76% in 2021). £1,133,861 (£1,185,893 in 2021) of staffing costs related to the direct delivery of services and reflects the people intensive nature of our frontline services and their reliance on high service user to staff ratios.

All services increased expenditure on frontline services in response to increased income from grants and fees except the Law Centre where the Covid-19 impact on the civil justice system, particularly the stay on possession hearings, reduced earned income and therefore expenditure.

Direct service expenditure



Trustees' responsibilities

As trustees, we are also the directors of Cambridge House for company law purposes. We are responsible for preparing this Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires us to prepare annual financial statements which give a true and fair view of the state of Cambridge House's affairs, including our incoming resources and their application, and net income or expenditure. In preparing our financial statements, we are required to:

- Select suitable accounting policies, and apply them consistently.
- Observe the methods and principles in the charities' statement of recommended practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable 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 is inappropriate to presume that the charitable company will continue in operation.

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

In so far as we are aware:

- There is no relevant audit information of which our auditor is unaware.
- Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees are also responsible for the maintenance and integrity of the corporate and financial information included on our website.

We note that, legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislations in other jurisdictions.

Going concern statement

Trustees are of the view that Cambridge House remains a going concern and that we will have adequate resources available to meet our obligations for at least twelve months from the date of approving these accounts.

In reaching this view, our Council have considered the following:

- We have neither the intention nor the immediate need to liquidate. Trustees continuously review our operations, including exploring options to ensure that we are financially sustainable for the foreseeable future and can continue to deliver high quality services and social impact.
- We completed the sale of our building at 1 Addington Square in August 2022 which enabled us to:
 - Make full and final settlement of outstanding Communitybuilders and Futurebuilders loans of £2M administered by Social Investment Business.
 - Establish a £900K readily realisable continuity reserve.

Reserves policy

With the continued improvement in our financial position, trustees have reviewed our reserves policy to ensure that we establish:

Designated reserves to a level that supports Continuity Planning – £900K,
representing circa 6-months turnover by March 2023

- To protect the continuity of the organisation's services for service users in the event of a large variation of income.
- To bridge any potential future cashflow problems, should they arise.
- To provide a buffer to allow contingency actions to be effected.
- To address spending commitments.

Designated reserves to a level that support the Future Purchase of Premises – £1.6M
by March 2023

- To provide the funds needed to purchase new office premises capital assets.
- To provide funds for asset management and risks associated with emergency building repairs.

We review the target level of reserves on an annual basis alongside the operating budget. The assessment takes account of income and expenditure risk within the budget and the need for sufficient liquidity to manage the day-to-day fluctuations in our receipts and payments.

Budgeting and financial decision-making

We prepare annual budgets for all activities and carefully monitor performance against these to ensure that any activity operating at a deficit and/or behind budget is carefully supervised, and opportunities are taken to mitigate risks and increase unrestricted funds. We use a cloud-based accountancy package that connects to our bank accounts and facilitates real-time scrutiny by trustee bank signatories and staff with profit and loss accountabilities.

Trustees have a Business Continuity and Disaster Recovery Plan and a Financial Emergency Response Plan to protect the interests of our service users, employees, trustees, creditors and stakeholders by outlining the steps that can be taken to avoid and/or manage crises.

A meeting schedule detailing priorities and regulatory deadlines for the Council of Management is published at least 12-months in advance and ensures trustees consider, monitor and approve our:

- 3 or 5-year corporate strategy and business plan.

- Annual budget and associated cashflow projections, income analyses, risk register and reserves policy.
- Actual income and expenditure results compared to budget and reforecast income and expenditure projections as the year progresses.
- Quarterly progress and financial management reports that:
 - Update high level risk assessments and risk mitigation actions.
 - Detail performance against contractual and grant funding conditions and key performance indicators, so that trustees can ensure we meet our obligations and any restricted income requirements.
 - Detail quarterly financial information including management accounts, balance sheets, cashflow projections, income analyses (received and projected income and restrictions where appropriate).

The Council's Finance Subcommittee considers financial reports each month to ensure:

- Trustees regularly receive and consider robust and up-to-date financial management information.
- Sources of income are analysed and reviewed so that any dependency on one source of funding (which could leave us vulnerable to increased financial risk) is assessed, and our diversification of income sources is monitored to protect against this.
- Regular review of planned and proposed expenditure, so that opportunities for cost efficiencies or the need to divest are realised.
- Actual results against budget are monitored within 3-weeks of each month-end.

Governance and management

Cambridge House and Talbot Limited is a registered charity (registration number 265103) and is constituted as a company registered in England and Wales and limited by guarantee (registration number 1050006). The company does not have share capital and is limited by the guarantee of the members to a maximum of £1 each. In line with the requirements of GDPR, we reviewed our company membership and the total number of such guarantees (i.e., our company members) at the year-end was 21 (2021– 21). The organisation's objects and powers are set out in the Articles of Association.

Cambridge House owns the whole of the issued ordinary share capital of Enterprise at Cambridge House Limited, a company registered in England and Wales. The subsidiary was used for non-primary purpose trading activities and ceased to trade during 2013–2014.

Trustees

Cambridge House is governed by the charity's trustees, who are also the company's directors and are collectively called the Council of Management (the Council). The members of the Council are elected at the company's annual general meeting.

Our Council meets a minimum of six times per year to manage the business of the organisation. It has appointed subcommittees to operate with delegated responsibilities:

- **Finance**
David Goode (Treasurer), Simon Latham (Chair, ex officio), David Coleman (Vice-Chair, ex officio), Anu Mensah and Fiona Shaw (until March 2022).
- **Governance, Risk and Inclusion**
Clarissa Lyons (Company Secretary), David Coleman (Vice-Chair), Simon Latham (Chair), Shveta Shah (until March 2022) and Amy Fraser.

Transformation

David Coleman (Vice–Chair), Simon Latham (Chair), Clarissa Lyons (Company Secretary), David Goode (Treasurer), Stephanie Tidball (trustee) and Mandy Samrai (co–opted adviser).

Our Council's governance structure is set out in our Governance Manual, which includes our code of governance and enshrines a clear distinction between the role of trustees, the Council, and the Chief Executive. Trustees concentrate on strategic matters, setting overall direction, ensuring clear organisational objectives and holding the Chief Executive to account. This is effected through reporting, both on performance and strategic matters, and formal appraisal of the Chief Executive's performance. The delegated responsibilities and accountabilities of the Chief Executive are set out in our Governance Manual and in their job description.

Trustees have reserved certain powers, which only they can exercise. These include those statutory powers that cannot be delegated, such as policies on risk and reserves, and decisions linked to major policy or programme initiatives, strategic planning, and changes to organisational structure.

Trustee recruitment, induction and training

Our Council completes skills audits to assess the skills of the existing trustees, identify 'skills gaps' and assess any skills being lost by the retirement of a trustee. New trustees are recruited through external advertising, volunteer bureaux, and direct approaches to professional bodies and other voluntary organisations.

The induction process for new trustees is detailed in the Governance Manual and is designed to acquaint them with our purposes, financial position, work programmes, structure, staff and current issues. To ensure continued development, trustees are offered the opportunity to attend training on key areas, such as financial reporting and strategic planning.

Trustee performance review

We reviewed our Governance Manual in June 22 to:

- Reflect proposed changes to the Charity Governance Code.
- Introduce trustee term limits in a way that is fair to trustees who exceed any new limits agreed.

Trustee terms of appointment

Each year the nearest in number to one third of the elected members of the Council stand down at the annual general meeting and are eligible for re–election. At 31 March 2022 the trustees had served for the following terms:

Role	Name	Length of service in current role
Chair	Simon Latham	3 years, 3 months
Vice Chair	David Coleman	3 years, 3 months
Company Secretary	Clarissa Lyons	4 years
Treasurer	David Goode	3 years, 6 months
Trustee	Amy Fraser	2 years
Trustee	Anu Mensah	2 years
Trustee	Fiona Shaw	2 years, 1 month – retired April 2022
Trustee	Shveta Shah	15 years – retired April 2022
Trustee	Stephanie Tidball	4 years

The appointment terms of trustees are as follows:

- Trustees may serve for three terms of three years, i.e., nine years in total, with possibility of extension to a fourth term of three years subject to a rigorous review of Cambridge House’s need:
 - For progressive refreshing of the Council of Management.
 - For governance continuity during periods of change management.
 - To retain diversity in accordance with the organisation’s Equality, Diversity and Inclusion policy and strategy.
 - To retain business critical skills and experience.
- Where trustee terms of office have been extended to a fourth term, the reasons for the extension will be explained in future annual reports.

As at March 2022, no trustee terms had been extended.

Equality, diversity and inclusion

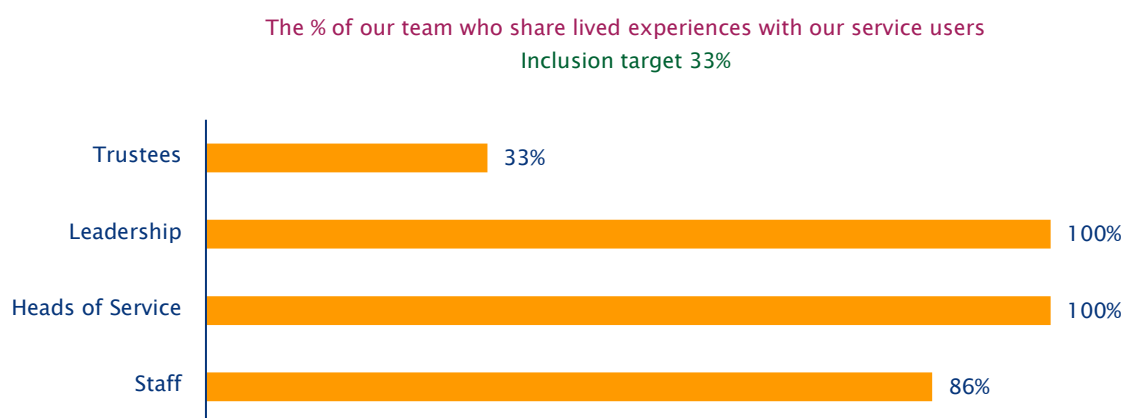
Equality, diversity and inclusion are core values of Cambridge House and we believe that:

- They are essential characteristics of a just and democratic society.
- Our society is beautifully diverse, but sadly unequal.
- Over and above the minimum standards required by law, it is our ethical and moral duty to:
 - Champion equality, diversity and people’s rights.
 - Challenge discrimination, prejudice and intolerance.
 - Tackle barriers to social inclusion.

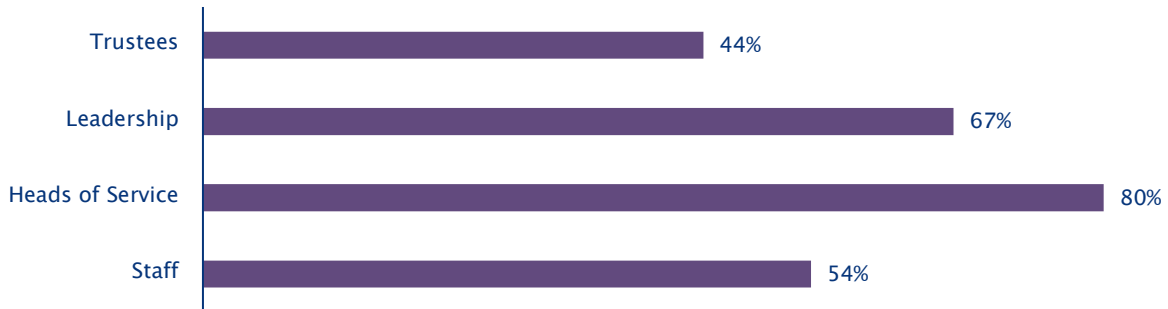
To this end, we establish credibility and legitimacy, and build our experiential knowledge by working to ensure our service users ‘see themselves’ reflected throughout our organisation.

Our Equality, Diversity and Inclusion (EDI) Policy includes an action plan with specific inclusion targets that are monitored annually by the Council. The plan also sets out:

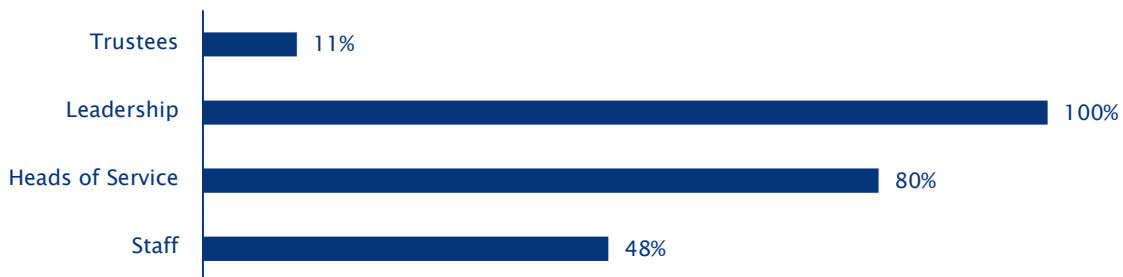
- The requirement that all staff and trustees attend equality, diversity and inclusion training.
- How we will implement targeted recruitment campaigns and connect with specialist organisations in order to engage with under-represented groups.
- The standards of behaviour we require so that our workplace is an environment where people are respected and safe from prejudice, stereotyping, bullying, harassment and discrimination.



The % of women on our team
Inclusion target 50%



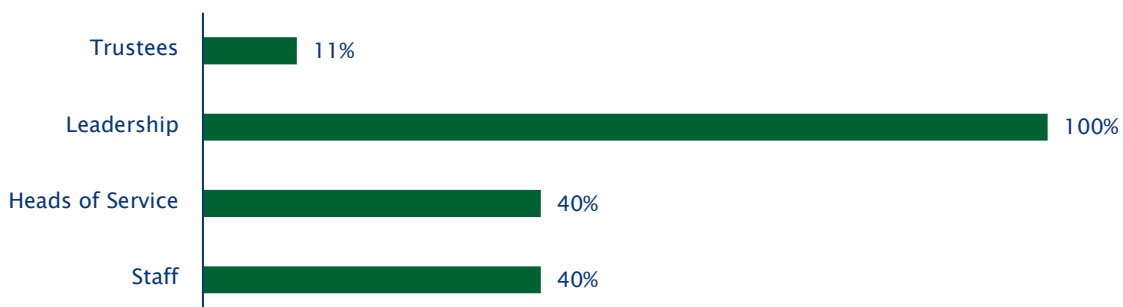
The % of our team who live with a mental or physical health condition, learn differently, or are disabled
Inclusion target 14%



% of our team from LGBTQIA+ communities
Inclusion target 6%



The % of our team from minoritised communities
Inclusion target 43%



Compared to our previous year's results:

- Trustee representation has remained unchanged and meets our EDI target for lived experience; has fallen below our targets for women, disabled people and minoritised communities; remained unchanged and below target for members of LGBTQIA+ communities. In compliance with our EDI plan, in January 2023 we will launch a recruitment campaign focusing on improving the diversity of the Council of Management and addressing skills gaps created by trustees retiring at the end of 2022.
- Staff representation exceeds our EDI targets in the majority of categories though future recruitment campaigns will focus on increasing the representation of LGBTQIA+ people in the Leadership Team if posts become vacant.

Quality and impact

We strive to find solutions to identifiable problems in the communities with which we work. Actual and potential service user needs, as well as gaps in service provision, are identified through:

- Analysis of research and demographic reports and data.
- Consultation with actual and potential service users, delivery partners and stakeholders.
- Competitor analyses.
- Policy reviews.
- Participation in professional and knowledge exchange networks.

In addition to confirming that all activities contribute to the delivery of our vision, we secure impact by ensuring that we have:

- Good governance, financial stewardship, risk management, operational and quality assurance capabilities and capacity.
- Been cost effective and can secure enough financial and partnership resources.
- Not unnecessarily duplicated the work of other providers.
- Clear impact evaluation criteria and associated measurable outcomes.
- Independent verification of our quality assurance processes.

Evidencing quality and impact

Our theory of change identifies the causal links between what we do and what we are trying to achieve. It also provides the theoretical framework to help us assess whether what we do is working as planned and how it can be improved. Quantitative and qualitative methods of collecting outcomes and outputs, including feedback from and consultation with service users and stakeholders, enable us to evidence impact. Accredited quality assurance and impact measurement schemes covering all areas of our work, ensure our impact is externally audited and verified.

Legal services

Our Law Centre has been awarded Centre of Excellence status by the London Legal Support Trust and is accredited by Lexcel, the Law Society's annually audited legal practice quality mark for excellence in legal practice management and excellence in client care.

Advocacy services

Our independent advocacy services are accredited by the Advocacy Quality Performance Mark (QPM) which works in conjunction with the Advocacy Code of Practice to enable providers to demonstrate how they are meeting the different standards set out in the code.

Safer Renting services

Our work supporting the private tenants of 'criminal landlords' is accredited by the Advice Quality Standard by the Advice Service Alliance.

Youth Empowerment and Disabled People's Empowerment services

The evaluation systems and impact measures for our empowerment activities have Project Oracle accreditation. We also use accredited Outcomes Stars to monitor service users' progress towards their personal development goals.

Governance

We are organisational members of the Chartered Institute of Fundraising and have Positive about Disability, Mindful Employer, London Living Wage Employer and Cyber Essentials quality marks.

Fundraising

We rely on fundraising to support all our work and it is important to us that everyone who engages with us has a positive experience. We work diligently to comply with the Fundraising Regulator's Fundraising Code of Practice, and to ensure that we fundraise in a respectful and compelling way that is consistent with our values.

Fundraising activity is carried out in accordance with our Ethical Fundraising and Data Protection Policies to ensure legal and regulatory compliance. They are reviewed regularly to ensure they also reflect best practice.

We are an organisational member of the Chartered Institute of Fundraising and have a published fundraising pledge to donors. Our Ethical Fundraising Policy governs our interactions with third parties, including, but not limited to, corporate and individual donors, local and national governments, other charities and public-sector agencies.

Our fundraising activities and compliance with regulations and best practice are scrutinised by our Council of Management and its Finance Subcommittee. No fundraising complaints have been received.

The Chief Executive and our Fundraising and Development Officers are our primary fundraisers. They are required to demonstrate an understanding of the Fundraising Regulator's Fundraising Code of Practice and make a commitment to uphold its values when they join Cambridge House. We do not engage any third-party fundraisers.

Our relationship with supporters

- We respect the rights of our supporters to clear, truthful information on our work and:
 - Openly report how we spend donated and statutory monies.
 - Are transparent and honest.
 - Do what we say we are going to do.
 - Answer all reasonable questions about our fundraising activities and costs.
 - Abide by the conditions attached to the donations and grants we receive.
 - Respect the privacy and contact preferences of all donors.
 - Respond promptly to requests to cease contact.
- We respond promptly to complaints and act as best we can to address their causes.
- We never accept a donation from someone we believe to be vulnerable or not in an informed position to decide about their donation.
- We never sell donor information to third parties and do our best to keep contact details up to date and accurate.
- We do not use techniques such as telemarketing or door-to-door collections.
- Paid fundraisers, whether staff or consultants, are compensated by a salary or fee. We do not pay finders' fees, commissions or other payments based on either the number of gifts received, or the value of funds raised.

Serious incident reporting

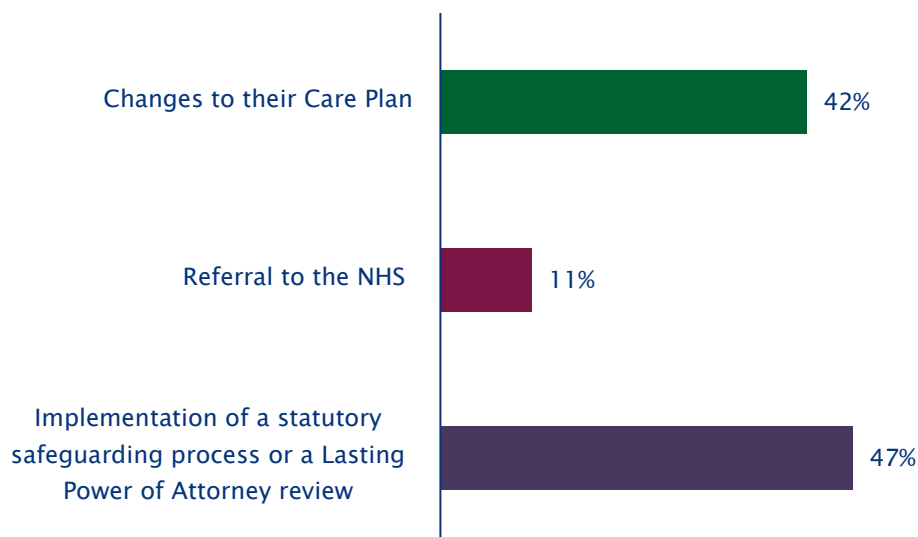
We have procedures for the reporting of serious incidents to the Charity Commission in accordance with the statutory requirement under section 169 of the Charities Act 2011. Trustees confirm that there were no serious incidents or other matters relating to Cambridge House and Talbot Limited during the year that should have been brought to the attention of the Charity Commission.

Safeguarding

Trustees recognise that being safe and free of abuse is central to ensuring the continued promotion of a person's wellbeing. In this spirit, as outlined in the 'making safeguarding personal' initiative and the Care Act 2014, we have policies and procedures in place to enable us to respond to all concerns of abuse appropriately, operating in line with the Pan London Multi-Agency Safeguarding Policy.

Our own policies and procedures for children and vulnerable adults were reviewed and updated during the year. Our trustee safeguarding lead to April 2022 was Shveta Shah with Amy Fraser being appointed subsequently, and our executive leads are the Chief Executive and the Heads of Service for Independent Advocacy and Education and Inclusion.

- **Internal alerts concerning the conduct of members of the Cambridge House team**
Trustees confirm that there were no allegations made against a trustee, an employee, an intern, or a volunteer during 2022 (0 alerts in 2021)
- **Internal alerts concerning the conduct of service users**
Many of our Education and Inclusion service users have profound and multiple learning disabilities and/or live with mental health conditions. This can sometimes lead to behavioural issues while they participate in Cambridge House activities. We raised 2 such alerts during the year (2 in 2021). All led to the development of new support plans with them, their carers (where appropriate) and members of our team.
- **External alerts concerning the treatment of Cambridge House service users by third parties**
Our service users sometimes report or demonstrate to us that their welfare has been put at risk by third parties. As a result, we raised 17 safeguarding alerts during the financial year (19 in 2021).
- **The 17 safeguarding alerts we raised during 2022 ensured our services users received additional formal support through:**



Networks and partnerships

We are firmly ‘outward looking’ and work collaboratively with a diversity of voluntary, community, private and public–sector partners to deliver services and exchange knowledge and information.

During the year, we remained members of:

Community Southwark, the umbrella body for the voluntary and community sector, volunteers and social action in Southwark. Our Chief Executive was Vice Chair of their Board of Trustees until December 2021.

The Global Social Economy Forum (GSEF), an international association that brings together local governments and civil society stakeholders committed to supporting the development of the social economy. Our Chief Executive was a member of their founding advisory committee.

Healthwatch Southwark, a consumer network established because of the health and social care reforms of 2012 to champion the views of local people who use health and social care services in Southwark. Our Chief Executive was a member of its Advisory Group until August 2020.

The Chartered Institute of Fundraising, the professional membership body for UK fundraising.

The International Federation of Settlements and Neighbourhood Centres, an association of organisations working to strengthen communities around the world.

London Youth, a network of diverse community youth organisations serving young people across London.

Locality, whose stated objective is to develop a network of ambitious and enterprising community–led organisations with a strong, collective voice and to inspire community action so that every neighbourhood thrives. Our Chief Executive was Vice Chair of their Board of Trustees until November 2019.

The National Council for Voluntary Organisations (NCVO), who champion the voluntary sector by connecting, representing and supporting voluntary organisations.

Southwark Legal Advice Network (SLAN), which aims to improve access to quality assured advice services and self–help information in Southwark for people in greatest need.

The Better Way Network, a national network of leaders who want to improve services and build strong communities. Our Chief Executive is a ‘Core Group’ member and the network’s thought leader on radical listening.

Our Chief Executive, Karin Woodley, holds roles as:

- A non–executive director of the Office of the Public Guardian and a member of its Audit and Risk Committee from October 2018.
- Chair of the Race Equality Foundation from May 2022.
- Trustee of the Felix Project from December 2021.

Our Chair, Simon Latham, was appointed Chief Operating of Bridge House Estates in February 2022. Cambridge House is currently in receipt of a grant from Bridge House Estate’s grant–giving body, City Bridge Trust (CBT). Simon holds no executive decision–making responsibilities in respect of CBT grant–giving, though will recuse himself if matters are raised in respect of Cambridge House’s grant at any relevant management board. Simon has notified his employer of my trusteeship of Cambridge House.

We are also very grateful for the support we receive from **Macfarlanes LLP**, a London–based law firm, who has been our corporate partner for over 30 years. In addition to providing us with legal services on a pro bono basis:

- Stephanie Tidball, one of our trustees, is Macfarlanes’ Head of Coaching and Partner Development.
- David Coleman, our Vice–Chair, is a former partner of Macfarlanes.
- Clarissa Lyons, our company secretary, is a former senior charity law solicitor at Macfarlanes.

Public benefit

Trustees have considered the Charity Commission's general guidance on public benefit, and taken it into account when reviewing our aims and objectives, and planning future activities.

Cambridge House provides public benefit by:

- Delivering specialist, personalised and integrated frontline services that help people in crisis and support them to build the resilience they need, both to make recurrence of crisis less likely and to improve the quality of their lives.
- Managing our building as a community hub so that it is a focal point for local communities and civic activity, a home for voluntary and community organisations, and a space where local people and statutory agencies can come together to promote and bring about positive social change.
- Generating and collating evidence of what delivery strategies are most effective at tackling poverty, social inequity and social injustice at a local and regional level, and establishing opportunities for evidence sharing and knowledge exchange.

We are satisfied that the aims of Cambridge House are carried out wholly in pursuit of the public benefit.

Staffing and remuneration

Cambridge House is accredited by Mindful Employer, Two Ticks Positive about Disabled People and the London Living Wage Foundation. These standards help to ensure our human resources policies:

- Are underpinned by a rigorous assessment methodology and a framework which reflects best workplace practice.
- Promote increased awareness of mental health and disability at work, and provide ongoing support for the organisation in the recruitment and retention of staff.
- Promote equality, diversity and inclusion and ensure that our workforce reflects the communities we serve.

Performance management

- We have a performance management and appraisal policy that:
 - Promotes a consistent approach to workforce supervision throughout Cambridge House.
 - Ensures that supervision is geared to achieving the organisation's objectives.
 - Enhances the quality of workforce performance.
 - Addresses the personal impact of work on our staff, volunteers and paid interns.

Staff remuneration

We recognise the importance of being transparent and accountable in all aspects of our work, including how we reward and recognise our staff and this is set out in a Staff Remuneration Policy. We are an accredited Living Wage Employer and this means that every employee and intern in our organisation earns at least the London Living Wage as set independently by the Living Wage Foundation.

Trustees are committed to ensuring that we pay our staff fairly and in a way which ensures we achieve the greatest impact in delivering our charitable objectives. In deciding on levels of pay the following factors are considered:

- The mission, aims, objectives and values of Cambridge House.
- The need to recruit, retain, motivate and, where relevant, promote suitably qualified people to exercise their different responsibilities and meet the organisation's needs.
- How any decision might impact on the overall pay policy for all staff.
- A significant increase in responsibilities or major change in job description.
- Our current Strategic Plan and how this might affect future needs.

- Our ability to pay.
- Appropriate available information on pay levels in other charities relative to size, budgets, responsibilities, etc.
- Our track record in recruiting and retaining high-performing staff.
- The likely impact of any decision on our public reputation, especially amongst our service users and stakeholders.

Salaries

We had a staff team of 32 full-time (41 in 2021) and 22 part-time (13 in 2021) staff representing a fulltime equivalent of 47 (49 in 2021) at the end of March 2022. For Cambridge House to run successfully, a range of specialist skills and disciplines are required, and we need to pay appropriately to ensure that we recruit people with the right experience. It is also important that we develop and retain our staff so that our services benefit from the team's growing knowledge. Many of our team develop expertise that is unique to them in the organisation and could not be quickly replaced and our staff pay scales are set with this in mind.

The salary of the Chief Executive is approved by our Council based on recommendations from our Finance Subcommittee. The Chief Executive requires a breadth and depth of expertise which requires drawing from the best senior level talent in a competitive market. They need to be able to command the respect of their peers, our stakeholders and our service users locally, nationally and internationally, through their experience and their credibility.

The Chief Executive's salary is reviewed to benchmark it against other charities in London relative to size, budgets, responsibilities and the competitiveness of the employment market. At the same time, we seek to keep salary costs under control. The Chief Executive's salary was last benchmarked in 2013–14 and will be reviewed in 2022–23.

Chief Executive's pay

Name	Title	2021–22	2020–21
Karin Woodley	Chief Executive	£78,023	£78,023

All other staff salaries are set by our Chief Executive and the management team using comparisons with charities of our size in London, and considering factors including inflation, Cambridge House's financial position and the other factors mentioned above. Salaries are openly stated in job adverts and we don't offer performance-related pay or a bonus scheme.

Pay awards

The annual pay increase for the Chief Executive, management team and staff was 0% in the year (1% in 2021), except for staff being paid the London Living Wage who received a cost-of-living increase of 0.9% (0.9% in 2021).

Pay ratio

The remuneration ratio for Cambridge House is considered alongside external market conditions for the specific roles and we aspire to a pay ratio that is less than 3:5. The ratio of our highest salary (£78,023) to our median salary £29,246 remained the same as in 2021 at was 2:67:1, which compares very favourably to the charity sector average of 5:1.

Volunteering and employability

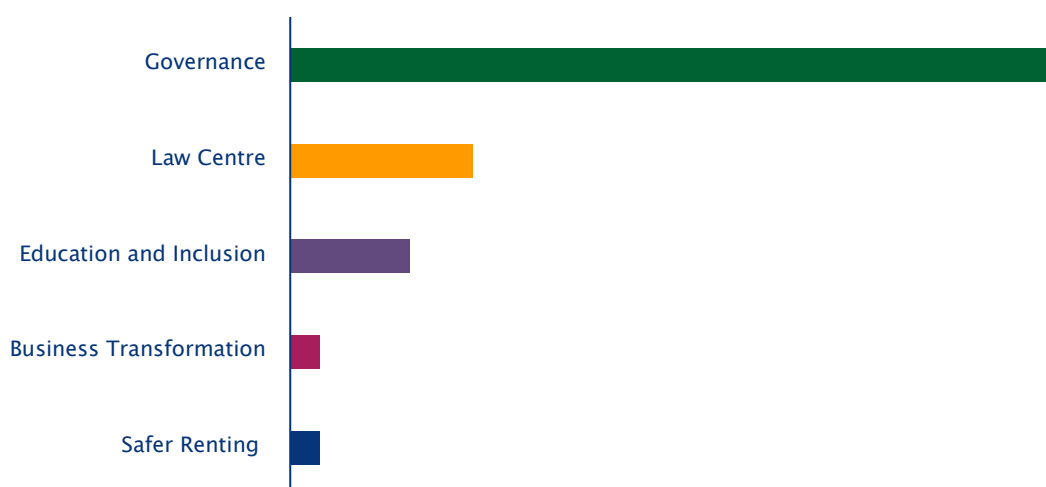
Volunteers make a vital contribution to our work by bringing their time, energy and enthusiasm to a range of our activities. We strive to provide them with opportunities to acquire skills and experiences that will help them improve their quality of life, develop their professional knowledge or progress into further education, employment and training.

Most of our volunteers find out about us through online recruitment, personal recommendation and business ‘Corporate Social Responsibility’ schemes. Our volunteers are not paid for their time, but they are reimbursed for out-of-pocket expenses such as travel. All our volunteers are provided with volunteer agreements which define their goals, our needs, and the level of support or training they will receive.

“Having volunteered since September 2021, I can safely say the team at Cambridge House are welcoming, insightful, efficient and dedicated to getting the best results for their clients. The experience has been incredibly informative and I have learnt so much– I would certainly recommend Cambridge House.”

Lily Granger, Law Centre Volunteer

The number of volunteers was 17 during the year (17 in 2021) and the number of voluntary hours contributed increased to 3,196 (2,926 in 2021). The financial value of the hours contributed by volunteers, based on the London Living Wage, was £34,767 (£31,747 in 2021). The percentage of volunteer time contributed to specific activities during the year is shown in the table below.



Internships

We have a 12-month paid internship programme that has been running since 2013 and offers opportunities for people to develop the skills and experience they need to develop a career. Our interns are externally recruited and receive the London Living Wage.

We had 2 internships during the year (6 in 2021), all were trainee caseworkers in our Safer Renting team and all progressed into permanent team roles during the year.

Risk management

Trustees regularly review and assess the risks faced by Cambridge House in all areas of our work and plan for the management of those risks. Our Risk Register and Risk Appetite Statement is reviewed annually by the Council to ensure that the material risks to which we are exposed are properly evaluated and managed. The Governance, Risk and Inclusion Subcommittee is responsible for:

- Overseeing risk appetite and risk tolerance appropriate to each service area.
- Considering the risk policy and strategy.
- Ensuring that there are adequate Cambridge House wide processes and systems for identifying and reporting risks and deficiencies, including emerging risks.
- Overseeing compliance with the stated risk appetite and policies and procedures related to risk management governance and the risk controls framework.
- Monitoring the alignment of the risk framework to Cambridge House's corporate strategy, supporting a culture of risk taking within sound risk governance.

Financial risks are supervised and monitored monthly by the Council's Finance Subcommittee and reported on quarterly at Council meetings.

Our leadership and management teams ensure that all plans and decisions consider the possibility of negative outcomes, and appropriate mitigating actions are implemented to address residual risks to a level trustees consider acceptable.

We recognise that, to achieve our objectives, the nature of some of our work requires acceptance of some risks which are outside of our control. These are risks which cannot be eliminated, so we ensure they are proactively and clearly monitored.

Trustees consider there to be appropriate systems and controls in place to monitor, manage and mitigate Cambridge House's exposure to risks. These include, among other control mechanisms, maintaining staff awareness of risks by embedding suitable approaches in the budgeting process, a strategy to rebuild free reserves, and reviews of key systems and processes by our Finance Subcommittee.

Our risk assessment and mitigation approach is proactive and:

- Involves the whole organisation in the identification of risks.
- Increases our capability to respond to unforeseen events by integrating risk management with business continuity management.
- Provides a register of prioritised risks, ranked for likelihood and impact with details of the strategic steps we take to mitigate the risks.
- Provides a framework for operational risk management and quarterly reporting by service teams.
- Integrates disaster recovery and crisis management into the deliberations of trustees.
- Reviews, and updates where required, our risk assessment methodology.

Principal Risks and Uncertainties

Our highest risk areas, ranked for likelihood and impact, have been identified as:

Risk	Mitigation Actions
Failure to generate sufficient income and to manage budget and liquidity effectively.	▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and real-time cash position. ▪ Sale of 1 Addington Square premises. ▪ Increase fundraising staff from 2 to 3 in 2022–23 ▪ Business Continuity and Disaster Recovery Plan and Finance Emergency Response Plan in place. ▪ Ensure ‘full cost recovery’ contract pricing and grant applications. ▪ Maintain diversified income base and high levels of unrestricted income to prevent reliance on single sources.
Major unforeseen costs, which create a significant overspend or necessitate significant and unplanned increases in expenditure.	▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and real-time cash position. ▪ Robust cloud-based accounting system in place. ▪ Prepare ‘keep, divest and/or novate’ plans as appropriate to reduce impact of loss making and/or unfunded services. ▪ Ongoing monitoring, assessment and evaluation of any emergent factors which have the potential to risk business activities at project and operational levels. ▪ Establish a designated ‘Continuity Reserve’ in 2022–23.
Partial or total loss of resources such as staff, equipment, management systems, information or premises, which could reduce service quality and impact, or disrupt our continuity of service.	▪ Business Continuity and Disaster Recovery Plan and Finance Emergency Response Plan in place. ▪ Complete a review of centralised and service support and knowledge management systems and devise improvement plan in 2022–23. ▪ Career objectives and development objectives discussed as part of the performance management process with a view to supporting succession planning and maintaining a corporate focus on learning and training. ▪ Regularly review Staff Remuneration (including benefits) Policy.
Competition from other providers resulting in the organisation being unable to sustain its current services.	▪ Regularly update pricing reviews, market comparisons and competitor analyses. ▪ Build strong relationships with commissioners and funders and build cross sector partnerships. ▪ Maintain participation in policy forums and think tanks to support future planning and proofing of services. ▪ Continue to focus on opportunities to innovate and respond to new and emerging needs in our communities. ▪ Continue to monitor and publish social impacts and maintain externally accredited quality assurance processes.

Auditors

Sayer Vincent LLP have indicated their willingness to continue in office and, in accordance with the provisions of the Companies Act 2006, it is proposed that they be re-appointed auditors for 2022–23. A resolution proposing their re-appointment will be submitted to the Annual General Meeting.

This Trustees' Annual Report is approved by trustees and the Strategic Report, which forms part of the Annual Report, is approved by trustees in their capacity as company directors.

Signed on behalf of the trustees/directors

Simon Latham, Chair

8 December 2022

Acknowledgements

Cambridge House fundraises for all its work.
We rely on relationships with many partners
throughout the country and internationally.

Our trustees sincerely thank all our supporters
and donors who make our work possible:

BBC Children in Need

Charterhouse-in-Southwark

City Bridge Trust

City of London Community Response Fund

Comic Relief

Darlington Borough Council

Elizabeth and Prince Zaiger Trust

Emmanuel College Cambridge

George Bairstow Charitable Trust

Greener City Fund (Mayor of London)

Groundwork London

Hertfordshire County Council

Ironmongers' Foundation

Jack Petchey Foundation

Julia and Hans Rausing Trust

Kusuma Trust

Legal Aid Agency

Legal Education Foundation

London Borough of Barking and Dagenham

London Borough of Bexley

London Borough of Croydon

London Borough of Enfield

London Borough of Greenwich

London Borough of Hackney

London Borough of Haringey

London Borough of Havering

London Borough of Hounslow

London Borough of Islington

London Borough of Kingston upon Thames

London Borough of Lambeth

London Borough of Lewisham

London Borough of Newham

London Borough of Richmond upon Thames

London Borough of Southwark

London Borough of Tower Hamlets

London Borough of Waltham Forest

London Borough of Wandsworth

London Housing Foundation Ltd

London Legal Support Trust

London Youth

Merchant Taylors Company

Mrs Maud van Norden's Charitable Foundation

National Lottery Covid-19 Response Fund

Newcomen Collett Foundation

Nottinghamshire County Council

Portal Trust

Postcode Community Trust

Rix-Thompson-Rothenberg Foundation

Robert Holman Memorial Trust

Shanly Foundation

Sir Jules Thorn Charitable Trust

Social Investment Business

St Olave's and St Saviour's Schools Foundation

The Access to Justice Foundation

The Arnold Clark Community Fund

The Austin and Hope Pilkington Trust

The Boshier Hinton Foundation

The Charterhouse Foundation

The Community Justice Fund

The Helen Isabella McMorran Charitable Foundation

The Law Centres Network

The Matrix Causes Fund (Matrix Chambers)

The Mayor's Fund for London

The Mayor's Young Londoners Fund

The Percy Bilton Charity

The Postcode Community Trust

The Swimathon Foundation

The Young Foundation

Our trustees also wish to thank the many organisations who have worked in partnership with Cambridge House – our success relies on collaboration

Ann Bernadt Children's Centre	Hackney Law Centre	Shelter
Ark Walworth Academy	Hart Club	Southwark Foodbank
Barca Leeds	Health Watch Southwark	Southwark Law Centre
Barton Hill Settlement	Herne Hill Velodrome	Southwark News
Birmingham Settlement	Housing Law Practitioners Association	Spa School
Blackfriars Settlement	HYP Southwark	St Giles Trust
Blue Elephant Theatre	InSpire	The Baytree Centre
Britain Has Class	International Federation of Settlements	The Better Way Network
British Red Cross	James Murray MP	The Centre for Housing Policy, University of York
Cambridge City Council Landlord's Forum	Karen Buck MP	The Chartered Institute of Environmental Health
Caspian Street Allotment	Kathryn Oliver & Iain Carroll	The Greater London Authority
Centre for London	Landlord Law Conference	The Grove Children's Centre
Chartered Institute for Housing	Leap Confronting Conflict	The Mayor's Private Rented Sector Team
Chartered Institute of Legal Executives	Legal Aid Practitioners Group	The Metropolitan Police Service
Childnet	Lives Not Knives	The National Residential Landlords Association
City Law School	London Borough of Waltham Forest Landlord Forum	The Old Vic
City University	London Legal Support Trust	The Renters' Reform Coalition
Coral	London Live	The Salmon Youth Centre
Crawford Children's centre	London School of Economics and Political Science	The School for Social Entrepreneurs
Creation Trust	London Youth	The Social Innovation Exchange
Crisis	Love Disfigure	The Young Foundation
Department for Levelling Up, Housing and Communities	LSE Housing and Communities	The Young Vic
Dr Anne Wilson	Macfarlanes LLP	The Law Centres Network
Dr Jill Stewart	McCarthy's Costs	Thick and Tight
Dr Julie Rugg	Mencap	TMC Legal Services Ltd
Dulwich Wood Children's Centre	Metropolitan Police Service	Tom Copley, Deputy Mayor for Housing
Esprima	MyBnk	UK Onward
Generation Rent	National Landlord's Association	UKIM Masjid Ibrahim & Islamic Centre, Newham
Get Outta The Gang	National Practitioners Support Service	University College London
Global Social Economy Forum	Nell Gwynn Children's centre	Victim Support Southwark
	NHS Talking Therapies	Warnes Costs Consultants
	Peckham Pulse	Wheels for Wellbeing
	Power to Change	Z2K
	Professor Matt Egan	
	Sheila McKechnie Foundation	

Charity reference and administrative information

President

HRH The Duke of Gloucester

Patrons

Dr Rowan Williams

Charles Arthur

Robert Park (Retired August 2022)

Trustees and directors

Simon Latham– Chair

David Coleman – Vice–Chair

David Goode – Treasurer

Clarissa Lyons – Company Secretary

Amy Fraser

Anu Mensah

Shveta Shah (Retired April 2022)

Fiona Shaw (Retired April 2022)

Stephanie Tidball

Co–opted adviser

Mandy Samrai (appointed to the Transformation Subcommittee May 2021)

Executive team

Leadership

Karin Woodley CBE – Chief Executive

Eusebio Barata – Corporate Director

Karen Bayne – Finance Director

Heads of Services

Gurminder Birdi –Law Centre

Jo Hrabí (Maternity Cover from December 2021) – Education and Inclusion

Max Puzey –Independent Advocacy

Roz Spencer – Safer Renting

Rachel Zipfel (Maternity Leave from December 2021) – Education and Inclusion

Financial adviser

Neal Howard Ltd

Auditors

Sayer Vincent, Invicta House, 108–114 Golden Lane, London EC1Y 0TL

Bankers

Royal Bank of Scotland, London City Office 63 Threadneedle Street, London EC2R 8LA

Registered office

To 11 12 2022	Cambridge House, 1 Addington Square, London SE5 0HF
From 12 12 2022	Cambridge House, Unit F, Ground Floor, The Printworks, 22 Amelia Street, London SE17 3PY

Reference and administrative details

Charity number, England and Wales: 265103

Company number: 1050006

VAT Registration Number: 802 6719 39

Independent auditor's report to the members of Cambridge House and Talbot

Opinion

We have audited the financial statements of Cambridge House and Talbot (the 'charitable company') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cambridge House and Talbot Ltd's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees

determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Noelia Serrano (Senior statutory auditor)

15 December 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2022

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Income from:							
Donations							
Donations and grants	2	36,909	60,167	97,076	226,378	212,701	439,079
Gifts in Kind – Pro bono services	2	59,464	–	59,464	–	–	–
Reduction to loans	2	1,625,267	–	1,625,267	–	–	–
Charitable activities							
Advocacy	3	352,405	–	352,405	440,532	–	440,532
Education and Inclusion Services	3	79,060	230,499	309,559	73,464	199,952	273,416
Law Centre	3	274,836	93,599	368,435	291,219	59,000	350,219
Safer Renting	3	195,500	116,698	312,198	114,755	164,022	278,777
Rental and venue hire income		324,298	–	324,298	356,967	–	356,967
Investments		5	–	5	3	–	3
Other		200	–	200	2,250	–	2,250
Total income		2,947,944	500,963	3,448,907	1,505,568	635,675	2,141,243
Expenditure on:							
Raising funds	4	69,888	–	69,888	60,162	–	60,162
Charitable activities							
Advocacy	4	365,879	60,167	426,046	306,086	212,701	518,787
Education and Inclusion Services	4	41,097	224,507	265,604	27,948	199,952	227,900
Law Centre	4	168,002	93,599	261,601	222,301	59,000	281,301
Safer Renting	4	231,021	116,698	347,719	120,612	164,022	284,634
Community Hub Services	4	549,218	–	549,218	675,780	–	675,780
Total expenditure		1,425,105	494,971	1,920,076	1,412,889	635,675	2,048,564
Net income before other recognised gains and losses		1,522,839	5,992	1,528,831	92,679	–	92,679
Gain / (loss) on revaluation of fixed assets		290,000	–	290,000	(2,295,000)	–	(2,295,000)
Net movement in funds		1,812,839	5,992	1,818,831	(2,202,321)	–	(2,202,321)
Reconciliation of funds:							
Total funds brought forward		1,118,513	–	1,118,513	3,320,834	–	3,320,834
Total funds carried forward	16	2,931,352	5,992	2,937,344	1,118,513	–	1,118,513

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

As at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets:					
Tangible assets	10		4,705,345		4,509,525
			4,705,345		4,509,525
Current assets:					
Debtors	11	311,100		294,004	
Cash at bank and in hand		96,482		147,117	
			407,582	441,121	
Liabilities:					
Creditors: amounts falling due within one year	12	(2,175,583)		(206,867)	
Net current (liabilities) / assets			(1,768,001)		234,254
Total assets less current liabilities			2,937,344		4,743,779
Creditors: amounts falling due after one year	14		–		(3,625,266)
Total net assets			2,937,344		1,118,513
The funds of the charity:	17a				
Restricted income funds			5,992		–
Unrestricted income funds:					
Designated funds		2,500,000		–	
General funds		431,352		1,118,513	
Total unrestricted funds			2,931,352		1,118,513
Total charity funds			2,937,344		1,118,513

Approved by the trustees on 8 December 2022 and signed on their behalf by

Simon Latham
Chair

Statement of cash flows

For the year ended 31 March 2022

	2022 £	£	2021 £	£
Cash flows from operating activities				
Net income for the reporting period (as per the statement of financial activities)	1,528,831		92,679	
Depreciation charges	94,180		155,975	
Dividends, interest and rent from investments	(5)		(3)	
(Increase) in debtors	(17,096)		(145,298)	
(Decrease)/increase in creditors	(1,656,550)		41,602	
Net cash provided by / (used in) operating activities		(50,640)		144,955
Cash flows from investing activities:				
Dividends, interest and rents from investments	5		3	
Net cash provided by investing activities		5		3
Change in cash and cash equivalents in the year		(50,635)		144,958
Cash and cash equivalents at the beginning of the year		147,117		2,159
Cash and cash equivalents at the end of the year		96,482		147,117
Analysis of cash and cash equivalents and of net debt				
	At 1 April 2021 £	Cash flows £	Other non- cash changes £	At 31 March 2022 £
Cash at bank and in hand	147,117	(50,635)	–	96,482
Total cash and cash equivalents	147,117	(50,635)	–	96,482
Loans falling due after more than one year	(3,625,266)	–	1,625,266	(2,000,000)
Total	(3,478,149)	(50,635)	1,625,266	(1,903,518)

1 Accounting policies

a) Statutory information

Cambridge House and Talbot is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address and principle place of business is Cambridge House, 1 Addington Square, London, SE5 0HF.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Charity has a subsidiary, Enterprise at Cambridge House Limited. The subsidiary is currently dormant and therefore consolidated financial statements have not been prepared.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

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

d) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. With the sale of 1 Addington Square, the related SIB loans have been recognised within current liabilities. The repayment of the loans is contingent on the sale and so is not considered to be an issue in considering the charitable company as a going concern.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

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

h) Fund accounting

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

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

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

j) Allocation of support costs

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

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area occupied by each activity.

● Raising Funds	4%
● Advocacy	22%
● Education and Inclusion Services	14%
● Law Centre	14%
● Safer Renting	18%
● Community Hub Services	28%

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

1 Accounting policies (continued)

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

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

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

● Freehold Property	50 years
● Computer and office equipment	4 years

The freehold property was revalued to the sale during the year and the property was sold after year end. The revaluation reserve has been fully utilised as part of the recognition of the decrease in value of the property in the previous year.

l) Investments in subsidiaries

Investments in subsidiaries are at cost.

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

o) 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.

p) Financial instruments

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

q) Pensions

The charity participates in two sections of The Pensions Trust, a multi-employer pension scheme. One section effectively provides benefits based on final pensionable pay, "The Growth Plan". The assets of this section are held separately from those of the charity. It is not possible to separately identify the assets and liabilities of participating employers on a consistent and reasonable basis and therefore the charity accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

The other section, The Unitised Ethical Plan, is a segregated defined contribution pension scheme. The assets of this section are also held separately from those of the charity. The amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

2 Income from charitable donations

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Donations and grants:						
Gifts	3,469	–	3,469	3,819	–	3,819
Grants	22,000	60,167	82,167	107,061	212,701	319,762
CJRS Income	11,440	–	11,440	115,498	–	115,498
	36,909	60,167	97,076	226,378	212,701	439,079
Gifts in Kind – Pro bono services	59,464	–	59,464	–	–	–
Reduction to loans	1,625,267	–	1,625,267	–	–	–
	1,721,640	60,167	1,781,807	226,378	212,701	439,079

The reduction to the loan is fully disclosed in note 14. Gifts in kind in 2021 totalled £21,897 as noted in note 8 but have not been recognised due to the material nature in that period.

3 Income from charitable activities

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
London Borough of Waltham Forest	37,382	–	37,382	48,256	–	48,256
London Borough of Barking & Dagenham	100,098	–	100,098	98,172	–	98,172
London Borough of Richmond upon Thames	19,933	–	19,933	122,378	–	122,378
London Borough of Kingston upon Thames	133,960	–	133,960	133,960	–	133,960
Other services	61,032	–	61,032	37,766	–	37,766
Sub-total for Advocacy	352,405	–	352,405	440,532	–	440,532
London Borough of Southwark	–	21,147	21,147	–	18,347	18,347
Greater London Authority – Young Children in Need	–	43,610	43,610	–	44,926	44,926
Grant making trusts	–	23,968	23,968	–	23,968	23,968
National Lottery	–	33,751	33,751	–	18,037	18,037
The Henry Smith Charity	–	66,473	66,473	–	73,624	73,624
Other Services	–	41,550	41,550	–	21,050	21,050
	79,060	–	79,060	73,464	–	73,464
Sub-total for Education and Inclusion Services	79,060	230,499	309,559	73,464	199,952	273,416

3 Income from charitable activities (continued)

	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
Access to Justice Foundation	–	40,000	40,000	–	–	–
City Bridge Trust	–	41,167	41,167	–	–	–
London Borough of Southwark	126,778	–	126,778	127,951	–	127,951
Legal Aid Agency	86,277	–	86,277	58,272	–	58,272
Other services	61,781	–	61,781	104,996	–	104,996
Grant making trusts	–	12,432	12,432	–	59,000	59,000
Sub-total for Law Centre	274,836	93,599	368,435	291,219	59,000	350,219
London Borough of Waltham Forest	55,429	–	55,429	43,429	–	43,429
London Borough of Haringey	51,000	–	51,000	–	–	–
London Borough of Lambeth	44,000	–	44,000	33,800	–	33,800
Comic Relief	–	45,698	45,698	–	50,022	50,022
Trust for London	–	–	–	–	59,000	59,000
The Tudor Trust	–	46,000	46,000	–	40,000	40,000
Other services	45,071	–	45,071	37,526	–	37,526
Grant making trusts	–	25,000	25,000	–	15,000	15,000
Sub-total for Safer Renting	195,500	116,698	312,198	114,755	164,022	278,777
Total income from charitable activities	901,801	440,796	1,342,597	919,970	422,974	1,342,944

4a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	Support costs £	2022 Total £	2021 Total £
Staff costs (note 6)	54,508	311,629	197,168	193,169	252,582	146,151	–	178,718	1,333,924	1,394,311
Other staff costs (note 6)	–	24,465	1,218	3,250	2,962	1,268	–	4,333	37,496	38,737
Activity cost	–	5,364	13,389	11,353	22,556	197,361	–	1,311	251,336	299,066
Premises cost	–	–	–	–	–	2,631	–	25,210	27,841	56,965
Office cost	–	–	–	–	410	(31)	1,895	52,965	55,240	27,881
Depreciation	–	–	–	–	–	94,180	–	–	94,180	155,975
Audit & accountancy	–	–	–	–	–	–	13,175	2,979	16,154	15,647
Legal & professional	–	–	–	–	–	–	–	61,677	61,677	200
Irrecoverable VAT	–	–	–	–	–	–	–	32,402	32,402	53,983
Bad debts written off	–	–	–	–	–	–	–	9,826	9,826	5,799
	54,508	341,458	211,775	207,772	278,510	441,560	15,070	369,422	1,920,076	2,048,564
Support costs	14,777	81,273	51,719	51,719	66,496	103,438	–	(369,422)	–	–
Governance costs	603	3,315	2,110	2,110	2,713	4,220	(15,070)	–	–	–
Total expenditure 2022	69,888	426,046	265,604	261,601	347,719	549,218	–	–	1,920,076	
Total expenditure 2021	60,162	518,787	227,900	281,301	284,634	675,780	–	–		2,048,564

4b Analysis of expenditure (prior year)

	Charitable activities								2021 Total £
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	Support costs £	
Staff costs (note 6)	49,454	396,388	156,412	203,191	219,110	180,130	–	189,626	1,394,311
Other staff costs (note 6)	–	16,308	2,111	2,620	–	9,623	–	8,075	38,737
Activity cost	–	13,292	12,270	11,245	19,125	243,134	–	–	299,066
Premises cost	–	–	–	–	–	1,257	–	55,708	56,965
Office cost	–	–	–	–	–	–	1,839	26,042	27,881
Depreciation	–	–	–	–	–	155,975	–	–	155,975
Audit & accountancy	–	–	–	–	–	–	12,650	2,997	15,647
Legal & professional	–	–	–	–	–	–	–	200	200
Irrecoverable VAT	–	–	–	–	–	–	–	53,983	53,983
Bad debts written off	–	–	–	–	–	–	–	5,799	5,799
	49,454	425,988	170,793	217,056	238,235	590,119	14,489	342,430	2,048,564
Support costs	10,273	89,032	54,789	61,637	44,516	82,183	–	(342,430)	–
Governance costs	435	3,767	2,318	2,608	1,884	3,477	(14,489)	–	–
Total expenditure 2021	60,162	518,787	227,900	281,301	284,634	675,780	–	–	2,048,564

5 Net income for the year

This is stated after charging / (crediting):

	2022 £	2021 £
Depreciation	94,180	155,975
(Gain)/Loss on revaluation of fixed asset	(290,000)	2,295,000
Interest payable	–	359
Auditor's remuneration (excluding VAT):		
Audit	9,975	9,500
Other services	3,350	3,200
	3,350	3,200

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

Staff costs were as follows:

	2022 £	2021 £
Salaries and wages	1,191,770	1,247,367
Redundancy and termination costs	891	–
Social security costs	108,059	112,747
Employer's contribution to defined contribution pension schemes	33,204	34,197
	1,333,924	1,394,311
Agency staff costs	18,000	18,883
Training, expenses and recruitment	19,496	19,854
	1,371,420	1,433,048

The redundancy and termination costs were settled and paid by the balance sheet date.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
£70,000 – £79,999	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £196,148 (2021: £187,638).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2021: £nil). No charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

No trustees were reimbursed expenses in the year (2021: £nil)

7 Staff numbers

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

	2022 No.	2021 No.
Advocacy	11	13
Education & Inclusion Services	15	12
Law Centre	5	5
Community Hub Services	5	7
Safer Renting	10	9
Support	6	6
	52	52

8 Related party transactions

S Tidball (trustee) is an employee of Macfarlanes LLP. During the year Cambridge House and Talbot received pro bono advice and legal services from Macfarlanes LLP worth an estimated £59,464 (£21,897 in 2021). This has been included in the statement of financial activities under donations.

K Woodley (Chief Executive) is a trustee of:

– Community Southwark who rented office and venue space from Cambridge House and Talbot at a cost of £48,445 (£64,594 in 2021). This fee income has been included in 'Rental and venue hire income' in the statement of financial activities.

Simon Latham, Chair of trustees, is an employee of the City of London Corporation and Chief Operating Officer of Bridge House Estates. Cambridge House is currently in receipt of a grant from The City Bridge Trust which is Bridge House Estate's grant-giving body. Simon Latham has notified City of London Corporation of his trusteeship of Cambridge House, holds no decision-making responsibilities in respect of City Bridge Trust grant-giving, and will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

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

10 Tangible fixed assets

	Freehold property £	Computer equipment £	Total £
Cost or valuation			
At the start of the year	4,500,000	359,588	4,859,588
Gain on revaluation	200,000	–	200,000
At the end of the year	4,700,000	359,588	5,059,588
Depreciation			
At the start of the year	–	350,063	350,063
Charge for the year	90,000	4,180	94,180
Eliminated on revaluation	(90,000)	–	(90,000)
At the end of the year	–	354,243	354,243
Net book value			
At the end of the year	4,700,000	5,345	4,705,345
At the start of the year	4,500,000	9,525	4,509,525

The property was sold following the year end as disclosed in note 19. The revaluation in the year then brings the property in-line with the market value.

All of the above assets are used for charitable purposes.

11 Debtors

	2022 £	2021 £
Trade debtors	206,042	210,147
Prepayments	3,557	4,488
Accrued income	101,501	75,812
Other debtors	–	3,557
	311,100	294,004

12 Creditors: amounts falling due within one year

	2022 £	2021 £
Bank loans	2,000,000	–
Trade creditors	62,858	60,351
Taxation and social security	14,104	19,535
Other creditors	37,858	37,122
Accruals	14,865	19,493
Deferred income (note 13)	45,898	70,366
	2,175,583	206,867

Further details on the banks loans is included on note 14.

13 Deferred income

Deferred income comprises of grant income received in the year for projects to take place in the next financial year.

	2022 £	2021 £
Balance at the beginning of the year	70,366	17,367
Amount released to income in the year	(70,366)	(17,367)
Amount deferred in the year	45,898	70,366
	<u>45,898</u>	<u>70,366</u>
Balance at the end of the year	<u>45,898</u>	<u>70,366</u>

14 Creditors: amounts falling due after one year

	2022 £	2021 £
Bank loans	–	3,625,266
	<u>–</u>	<u>3,625,266</u>

The bank loans have fallen due within the next year due to the sale of 1 Addington Square. As such, the full amount remaining, after a negotiated reduction, has been recognised with current liabilities at the year end.

The loans are secured on a Pari Passu legal charge basis between the Futurebuilders Fund and Communitybuilders Fund over the freehold property.

15 Pension scheme

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum (payable monthly)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

15 Pension scheme (continued)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2019 to 31 January 2025:	£11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

	2022 £	2021 £	2020 £
Present value of provision	2,483	12,451	14,753

Reconciliation of opening and closing provisions

	2022 £	2021 £
Provision at start of period	12,451	14,753
Unwinding of the discount factor (interest expense)	72	331
Deficit contribution paid	(3,151)	(3,059)
Remeasurements – impact of any change in Remeasurements – amendments to the contribution schedule	(57) (6,832)	426 –
Provision at end of period	2,483	12,451

Income and expenditure impact

	2022 £	2021 £
Interest expense	72	331
Remeasurements – impact of any change in Remeasurements – amendments to the	(57) (6,832)	426 –
Contributions paid in respect of future service*	*	*
Costs recognised in income and expenditure	*	*

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company.

Assumptions	2022 %	2021 %	2020 %
Rate of discount	2.35	.66	2.53

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

16a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	2,205,345	2,500,000	–	4,705,345
Net current assets excluding loans	226,007	–	5,992	231,999
Loans included in current liabilities	(2,000,000)	–	–	(2,000,000)
Net assets at 31 March 2022	431,352	2,500,000	5,992	2,937,344

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	4,509,525	–	–	4,509,525
Net current assets	234,254	–	–	234,254
Long term liabilities – loans	(3,625,266)	–	–	(3,625,266)
Net assets at 31 March 2021	1,118,513	–	–	1,118,513

17a Movements in funds (current year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
Restricted donations:					
The Clothworkers' Foundation	–	3,500	(3,500)	–	–
School for Social Entrepreneurs	–	1,667	(1,667)	–	–
Social Investment Business	–	5,000	(5,000)	–	–
Trust for London	–	50,000	(50,000)	–	–
<i>Education and Inclusion Services</i>					
Charterhouse-in-Southwark	–	10,000	(10,000)	–	–
Van Norden Charitable Trust	–	2,000	(2,000)	–	–
Arnold Clark	–	1,000	(1,000)	–	–
Ironmongers' Foundation	–	3,188	(3,188)	–	–
BBC Children in Need	–	23,968	(17,976)	–	5,992
National Lottery	–	66,473	(66,473)	–	–
Kusuma Trust	–	7,911	(7,911)	–	–
Sports England	–	1,090	(1,090)	–	–
The Edward Gostling Foundation	–	3,085	(3,085)	–	–
London Youth CVC Summer Grant	–	3,977	(3,977)	–	–
Jack Petchey Foundation	–	500	(500)	–	–
London Youth Getting Active	–	1,000	(1,000)	–	–
The Mayor's Young Londoners Fund	–	43,610	(43,610)	–	–
The Henry Smith Charity	–	41,550	(41,550)	–	–
London Borough of Southwark	–	21,147	(21,147)	–	–
<i>Law Centre</i>					
Access to Justice Fund	–	40,000	(40,000)	–	–
London Legal Support Trust	–	10,000	(10,000)	–	–
City Bridge Trust	–	41,167	(41,167)	–	–
Law Centre Network	–	2,432	(2,432)	–	–
<i>Safer Renting</i>					
The Austin & Hope Pilkington Trust	–	5,000	(5,000)	–	–
Tudor Trust	–	46,000	(46,000)	–	–
London Housing Foundation	–	20,000	(20,000)	–	–
Comic Relief	–	45,698	(45,698)	–	–
Total restricted funds	–	500,963	(494,971)	–	5,992
Unrestricted funds:					
Designated funds:					
Continuity Planning fund	–	–	–	900,000	900,000
Future Purchase of Premises fund	–	–	–	1,600,000	1,600,000
Total designated funds	–	–	–	2,500,000	2,500,000
General funds	1,118,513	3,237,944	(1,425,105)	(2,500,000)	431,352
Total unrestricted funds	1,118,513	3,237,944	(1,425,105)	–	2,931,352
Total funds	1,118,513	3,738,907	(1,920,076)	–	2,937,344

The narrative to explain the purpose of each fund is given at the foot of the note below.

17b Movements in funds (prior year)

	At 1 April 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2021 £
Restricted funds:					
Restricted donations:					
School for Social Entrepreneurs	–	8,333	(8,333)	–	–
Groundwork London	–	2,129	(2,129)	–	–
Law Centres Network	–	5,147	(5,147)	–	–
London Community Response Fund	–	34,098	(34,098)	–	–
The Tudor Trust	–	2,000	(2,000)	–	–
Access to Justice Fund	–	70,854	(70,854)	–	–
National Lottery Community Fund	–	72,140	(72,140)	–	–
London Borough of Southwark	–	18,000	(18,000)	–	–
Education and Inclusion Services					
BBC Children in Need	–	23,968	(23,968)	–	–
National lottery	–	73,624	(73,624)	–	–
The Mayor's Young Londoners Fund	–	44,926	(44,926)	–	–
Newcomen Collet Foundation	–	1,000	(1,000)	–	–
Percy Bilton	–	6,250	(6,250)	–	–
Schroder Charity Trust	–	5,000	(5,000)	–	–
London Youth CVC Summer Grant	–	4,787	(4,787)	–	–
Jack Petchey Foundation	–	1,000	(1,000)	–	–
The Henry Smith Charity	–	21,050	(21,050)	–	–
London Borough of Southwark	–	18,347	(18,347)	–	–
Law Centre					
London Legal Support Trust	–	10,000	(10,000)	–	–
City Bridge Trust	–	49,000	(49,000)	–	–
Safer Renting					
Trust for London	–	59,000	(59,000)	–	–
Tudor Trust	–	40,000	(40,000)	–	–
London Housing Foundation	–	15,000	(15,000)	–	–
Comic Relief	–	50,022	(50,022)	–	–
Total restricted funds	–	635,675	(635,675)	–	–
Unrestricted funds:					
Revaluation reserve	2,163,786	–	(2,163,786)	–	–
General funds	1,157,048	1,505,568	(1,544,103)	–	1,118,513
Total unrestricted funds	3,320,834	1,505,568	(3,707,889)	–	1,118,513
Total funds	3,320,834	2,141,243	(4,343,564)	–	1,118,513

Purposes of restricted funds**Education and Inclusion Services**

These funds are to deliver specific youth and disabled people's empowerment services in accordance with restrictions agreed with the funder.

Law Centre

These funds are to deliver specific legal services in accordance with restrictions agreed with the funder.

Safer Renting

These funds are to deliver specific private rented sector tenants services in accordance with restrictions agreed with the funder.

17b Purposes of restricted funds (continued)**Core Services**

These funds were to develop long term business strategy, subject to restrictions agreed with the funder.

Purposes of designated funds**Continuity Planning fund**

These funds have been designated to protect the continuity of the organisation's services for service users in the event of a large variation of income, to bridge cashflow problems, provide a buffer to allow contingency actions to be effected and address spending commitments and potential liabilities in the event of a winding-up.

Future Purchase of Premises fund

These funds have been designated to provide the funds needed to purchase new office premises capital assets and to provide funds for asset management and risks associated with emergency building repairs.

Purposes of revaluation reserve

The revaluation reserve represents the difference in value between fixed assets held at valuation compared to their net book value had they been held at cost. Due to the revaluation in 2021, the reserve has been utilised in recognising the resulting loss on revaluation.

18 Trading subsidiary

Enterprise at Cambridge House Limited, the charitable company's trading subsidiary (Company Number: 06740813) was incorporated on the 4 November 2008.

The company ceased to trade in September 2013. The results of the undertaking have not been consolidated as they were immaterial.

The charity holds all the share capital of Enterprise at Cambridge House Limited.

Relevant financial information regarding Enterprise at Cambridge House Limited is as follows:

	2022 £	2021 £
Assets	243	243
Liabilities	<u>(2,306)</u>	<u>(2,306)</u>
Total funds	<u><u>(2,063)</u></u>	<u><u>(2,063)</u></u>

19 Post balance sheet events

The sale of 1 Addington Square completed in August 2022 and the related SIB administered loans were then subsequently paid off.

20 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Accounts

Company number: 1050006

Charity number: 265103

Cambridge House

Fighting poverty, social inequity and injustice for 132 years

Annual Report and Accounts for the year ended 31 March 2021

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Strategic Report

Welcome

Our roots lie in radical change, in a desire to tackle poverty, social inequity and injustice in the communities we serve. It is testament to the dedication and agility of our staff and volunteers that we maintained all our frontline services and increased our voice and influence throughout 2020–21.

Some of the year's highlights included:

- Our 'access to justice and protection of rights' teams securing substantial financial settlements for service users whose homes or jobs were placed illegally at risk under the cover of 'pandemic-confusion'.
- Safer Renting's research report 'Journeys in the Shadow Private Rented Sector' being voted Most Influential Housing Report of 2020 by Inside Housing's 'Thinkhouse Review'.
- Every team sharing their frontline experience of structural inequalities and the greater impacts of Covid-19 on our communities with policy makers, statutory agencies and other charities.
- Our Youth Empowerment and Safer Renting teams increasing their service capacity by nearly 100%.
- Our Disabled People's Empowerment and Advocacy teams offering new or increased support for carers and statutory services.
- The unexpected benefits that pandemic-innovations to our service delivery model have offered in terms of more flexible access for service users and extended reach.

Covid-19 social distancing restrictions meant that our team primarily worked from home and our frontline services were delivered digitally and face-to-face as restrictions allowed. Our community hub continued to provide office spaces to resident organisations, and the nursery, rehabilitation

clinics and resource distribution activities continued in the building.

Despite the financial, logistical and service demand challenges presented by the pandemic, we successfully managed our resources and achieved further improvements in our overall financial position and liquidity. This stands us in good stead for the future uncertainties posed by Covid-19 recovery, on-going Brexit negotiations and the UK's economic decline.

As the year progressed we realised that we were at a pivotal point for Cambridge House. We had a real opportunity to focus on the difference we want to make in society and ensure everything we do as an organisation supports with delivering this difference.

We've expanded from our Southwark roots into a regional organisation, working in communities across London. Our work is varied and far reaching, from access to justice and protection of rights, to crisis mitigation and resilience building or helping support the development of social policy and practice through our research and influencing.

In terms of the work we do and the communities and people we support, we have come a long way since our inception 132 years ago but our focus on radical change hasn't wavered.

The need for the work we do is increasing rapidly and its importance is evidenced by the significant social, financial and health inequities highlighted during the pandemic.

As a result, we have to increase our reach and impact, so we can support more people to deal with the crises they face. We must also challenge and tackle the societal problems and barriers that create those crises in the first place.

During the year, trustees agreed a future strategy (for implementation from 2022–23 to 2026–27) focused on transforming the lives of the people we support and transforming society, so we deal with the issues that affect their lives. What links the two areas is our commitment to putting people with lived experience at the heart of our work.

We can't do all of this with our current way of working. We want to focus on our core mission of supporting people and pushing for change in policy and practice. We can't do that as effectively as we want to while managing a building that is increasingly unsuited to who we are and what we do. Resources that could be focused on increasing our reach and impact and on supporting more people, are instead being used to maintain our building. More and more of those resources are being taken up in doing so each year. That doesn't deliver against our mission, isn't true to our radical roots and isn't sustainable.

The impact of Covid-19 has increased the need for the work we do, but it has also demonstrated our adaptability as an organisation and our ability to continue to deliver great support to the communities and people we serve in new ways, without access to our current building.

Our future lies away from our current building – still rooted in Southwark with a physical base in the area and serving our local community, but one that better meets our present and future needs and allows us to focus much more of our resources on delivering against our mission.

We have therefore taken the difficult decision to sell our 1 Addington Square building. This will put us on a much more sustainable financial footing and free us up to focus on our core work of supporting people in crisis and challenging the systems that led them there.

We know this is a big change, one that will affect our staff, the people who use our services and the organisations who currently use our community hub. We will work with everyone who is affected by this to do whatever we can to support them as we go through the process of selling the building and transitioning to the new way of working.

We are enormously proud of the way our team have managed their own pandemic-related anxiety and distress, embraced improvisation and learning, and designed ways to navigate social-distancing restrictions so that our support for our communities was maintained and responsive to changing need. We also give special thanks to Nikki Dawson who served as trustee for 10 years and stood down in March 2021. Nikki's advice and guidance on marketing and fundraising will be missed.

We are extremely fortunate to have many passionate and committed supporters, staff, volunteers and trustees. Our success is a consequence of their dedication and hard work and we recognise that despite the pandemic's serious personal consequences for each of them, their commitment hasn't wavered –we wholeheartedly thank them all.

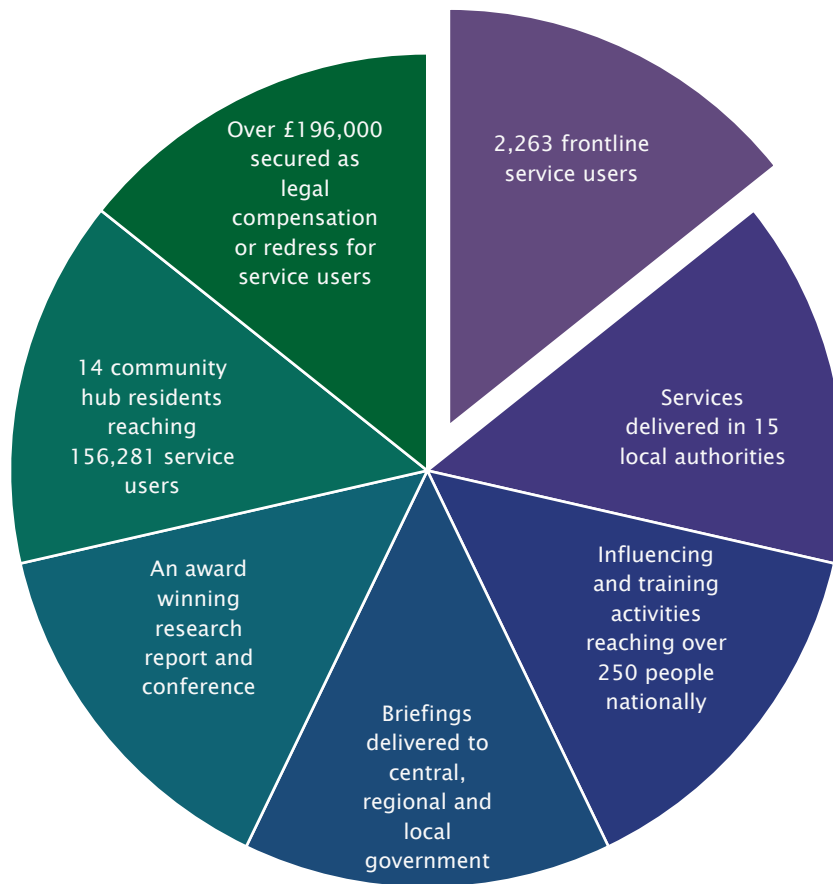
Simon Latham, Chair

Karin Woodley CBE, Chief Executive

Covid-19 and our response

The pandemic's impact	Our response
The lives of our service users were disproportionately affected by: ▪ Severe isolation, confusion and fear. ▪ High infection and mortality rates. ▪ Deteriorating health and wellbeing and increased suicidal ideation. ▪ Growingly precarious employment and/or housing situations. ▪ Lack of information. ▪ Reduced access to support services.	We remained available and responsive by: ▪ Transforming our delivery approaches and support activities to address changing needs and demands. ▪ Mobilising our networks and increasing collaboration with statutory agencies, charities and community groups. ▪ Increasing our influencing, training and knowledge exchange activities for statutory and civil society organisations. ▪ Developing new guidance and support processes for members of our team supporting service users facing severe anxiety and distress.
Our existing ways of delivering services were curtailed by social distancing requirements.	We embraced innovation and: ▪ Pivoted our delivery models away from venue-based activities to outreach and online methods, including the provision of IT to digitally excluded service users in care homes. ▪ Created new ways of meeting both the existing and the new needs of our service users. ▪ Designed online socialising platforms so that service users could stay in touch with and support each other safely between organised activities. ▪ Utilised local parks so that we could provide socially distanced and in-person wellbeing support including 1:1 mentoring and conversations, group walks and fitness sessions. ▪ Secured 'essential service' status for several of our Disabled People's Empowerment Services so that we could reinstate a range of face-to-face activities. ▪ Implemented additional cleaning and social distancing measures to maintain delivery of essential services from our community hub throughout the year.
Our office-based working methods had to change.	We adapted our processes by: ▪ Upgrading every member of staff's IT and equipment to enable effective home/remote working. ▪ Increasing the digital skills and capacity of our team. ▪ Embracing online communication methods so that we were able to support the wellbeing of staff while they worked in new ways and maintain responsive team and governance processes. ▪ Reducing our reliance on paper-based processes by digitising files and upgrading our use of digital CRM software.
We faced extreme business uncertainty.	We addressed very significant reductions in our income generating potential by: ▪ Securing Covid-19 support from government and charity funders, including the furlough scheme and dedicated Covid-response grants. ▪ Maintaining close contact with existing funders and stakeholders and agreeing changes to the terms of their support when needed.

The year at a glance



£250K operating surplus



79p in every £1 spent on service delivery



Our aims, objectives and activities

Vision

We have a vision of a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives.

Values

We are pioneering, inclusive, collaborative and reflective.

Aims and objectives

Transforming lives

Frontline and personalised empowerment, access to justice and resilience-building services in London for families and people living in areas of high deprivation who are:

- Dealing with crisis.
- Denied their rights to justice.
- Affected by poverty, social inequity and injustice.

Transforming society

- Creating the evidence and undertaking the influencing and thought-leadership activities needed to improve social policy and practice and dismantle the structural barriers that exclude people or trap them in cycles of despair.
- Supporting civil society organisations to extend their reach and impact by providing a community hub in the London Borough of Southwark.

Our theory of change



History

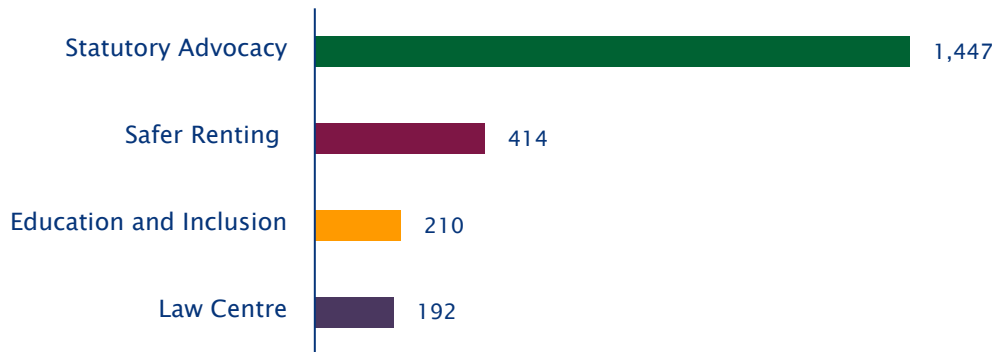
We were founded in 1889 to support people living in London’s ‘slum’ neighbourhoods. As one of the earliest members of the university settlement movement, our innovative work led the Victorian anti-poverty movement, paved the way for the modern welfare state and responded to problems of inequality and social injustice.

Achievements and performance

Overview

2,263 people accessed our frontline services

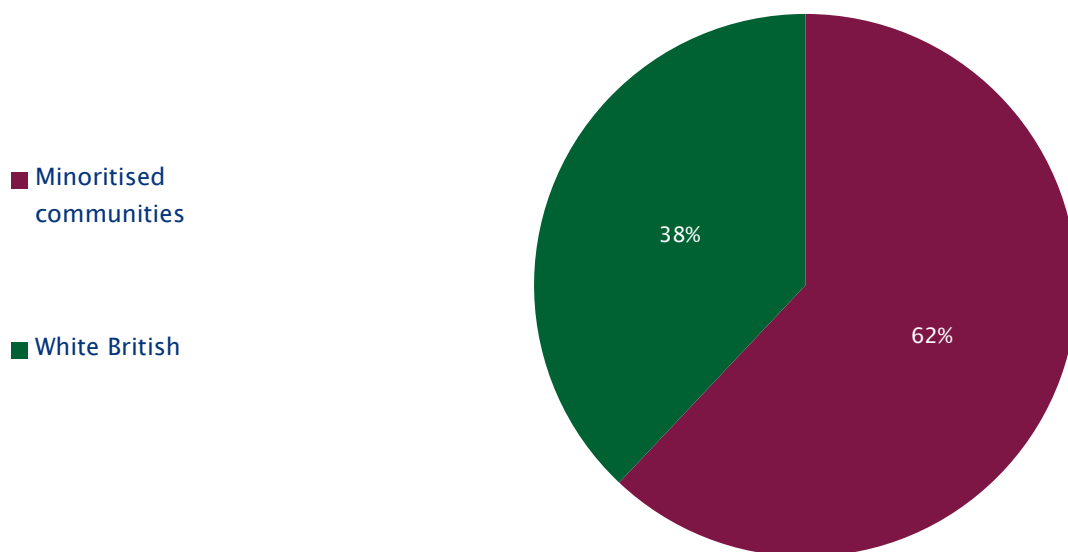
The number of people who accessed each of our services



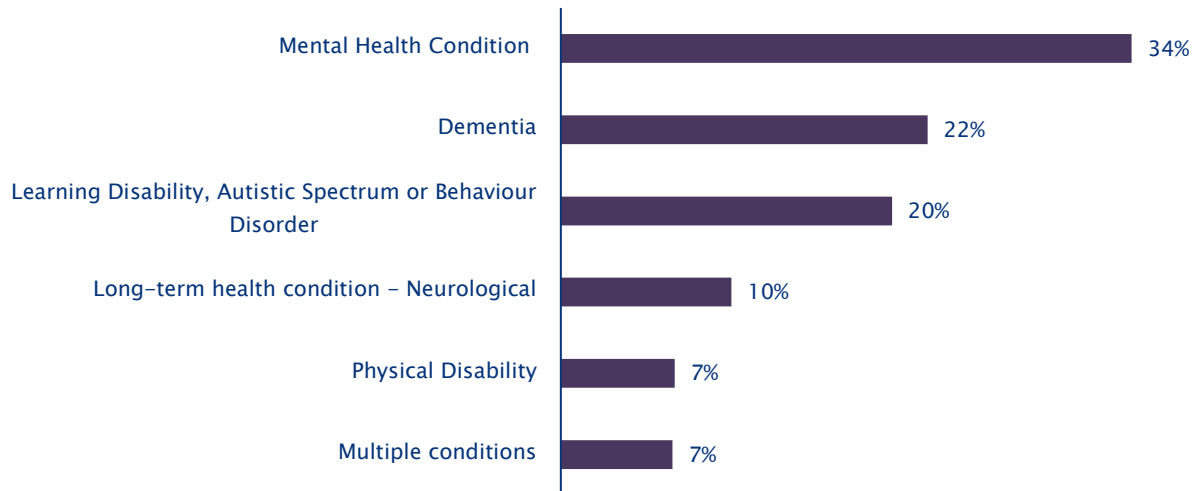
We delivered these services in 15 local authorities

London Boroughs				County and Borough Councils
Barking & Dagenham	Kingston upon Thames	Richmond upon Thames	Waltham Forest	Darlington
Haringey	Lambeth	Southwark	Wandsworth	Nottinghamshire
Havering	Newham	Tower Hamlets	Westminster	West Sussex

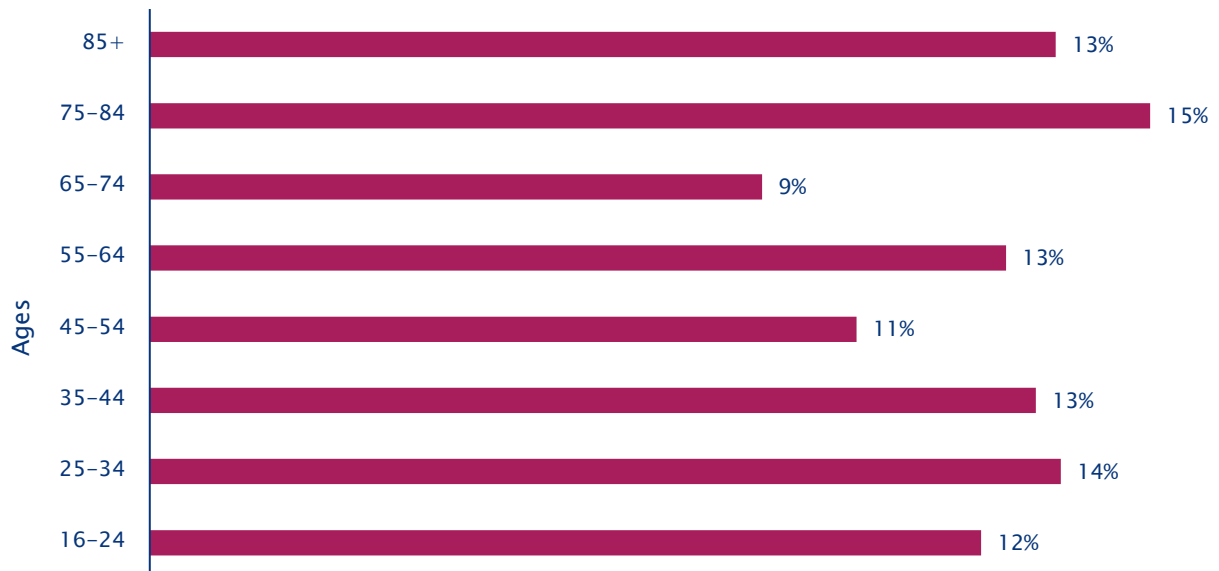
62% of our service users were from minoritised ('Black, Asian or minority ethnic') communities



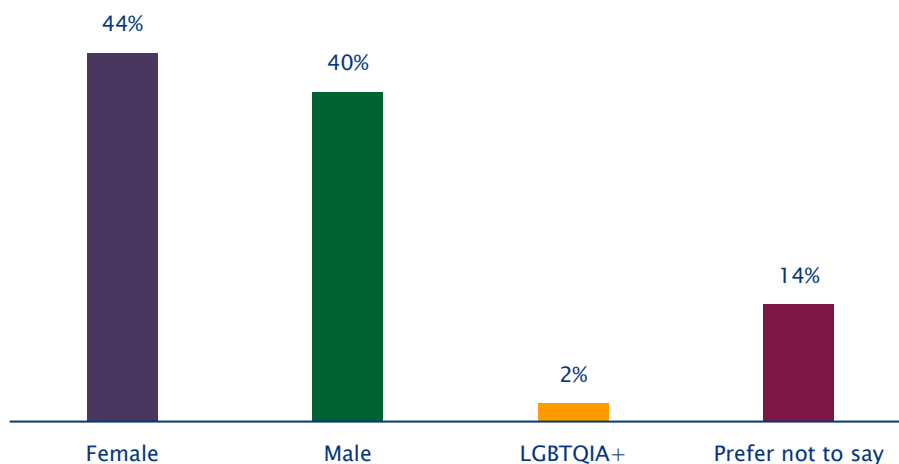
72% of our service users were disabled, live with a mental, behavioural or physical health condition or learn differently



The ages of our service users



The genders, sexes and sexuality of our service users



Research, influencing and thought leadership

Safer Renting – Protecting tenants from criminal landlords

- Published their research report, 'Journeys in the Shadow Private Rented Sector' making 11 recommendations to tackle obstacles to enforcement and justice, calling on the Government, local authorities, the Crown Prosecution Service and the Metropolitan Police to take coordinated enforcement action aimed at building the cases required for robust prosecution of criminal landlords.

Journeys in the Shadow Private Rented Sector' was voted Most Influential Housing Report of 2020 by Inside Housing's 'Thinkhouse Review'

- Tackled illegal eviction threats across London as an accredited training partner for the Metropolitan Police Service (MPS). Our on-line training materials are used to train all new recruits and for continuous professional development across the MPS. We also work with local police teams to embed good policing practices.
- Worked with the Government's Ministry of Housing, Communities and Local Government (now Department for Levelling Up, Housing and Communities), local authorities, private rented sector professional bodies, voluntary sector and tenants groups to tackle poor quality, unsafe and insecure private sector tenancies; confront criminality; change behaviour; disseminate good practice; and share our evidence on what is happening on the 'frontline'.
- Initiated a partnership project to create a method of recording numbers of illegal evictions.
- Initiated a pilot in Newham to work with faith communities and better connect with excluded communities affected by criminal landlords.
- Participated in the formation of a new Renters' Reform Coalition.
- Attracted national media coverage including, for example, the Observer and BBC News.
- Secured funding for further research.

Radical Listening – Involving excluded citizens in conversations about social reform

"I have learned about ...the kind of listening which specifically sets out to disrupt power imbalances, puts people first rather than organisational structures or 'ways of doing things', and results in radical change."

Laura Seebohm of Changing Lives article @ Carnegie UK

We advocated nationally for Radical Listening to be used to reconnect with communities, address complex challenges, tackle unconscious bias, and transform systems through conversational leadership and practice including:

- Speaking at roundtables of up to 75 people and leading a current series of thematic debates for 10 to 30 leaders at a time – attended by 187 charity and local authority leaders across the UK.
- Delivering a challenge seminar on Radical Listening for the Office for Civil Society.
- Providing direct support to other civil society organisations including, for example, Shelter (England and Scotland), Mencap (UK) and the Social Innovation Exchange (Hong Kong).

Protecting statutory rights to independent advocacy during the pandemic

The workload and resource impact of Covid-19 on local government, the NHS and care services resulted in less referrals of eligible people to statutory advocacy services across the UK. Our Advocacy Services team responded by providing training through a variety of multisector partnerships and convened meetings with local authority commissioners to analyse the reasons for and address deteriorating support for residents living with mental health and mental capacity conditions.

Protecting the mental health of young people

- We delivered teacher training on ways to enhance support for young people's mental health to 60 staff at the Ark Walworth Academy in Southwark. The training included recognising the signs and symptoms of Adverse Childhood Experiences (ACEs) and the use of psychological tools to improve communication with young people in distress including, 'The Window of Tolerance' and Neuro-Linguistic Programming (NLP) techniques.
- We shared our experience of adapting our work and inspiring young people during the pandemic with the Greater London Authority.

156,281 people reached by organisations based in our community hub

- Covid restrictions meant we were unable to provide spaces for the 100–150 local people and organisations who usually hold meetings and events in our community hub each year, meaning a reduction in attendee numbers of up to 30,000 and earned income losses of circa £12,000 each month.
- The majority of our 14 resident organisations maintained services throughout the year combining homeworking with digital and face-to-face service delivery as social distancing restrictions allowed.

Our resident organisations

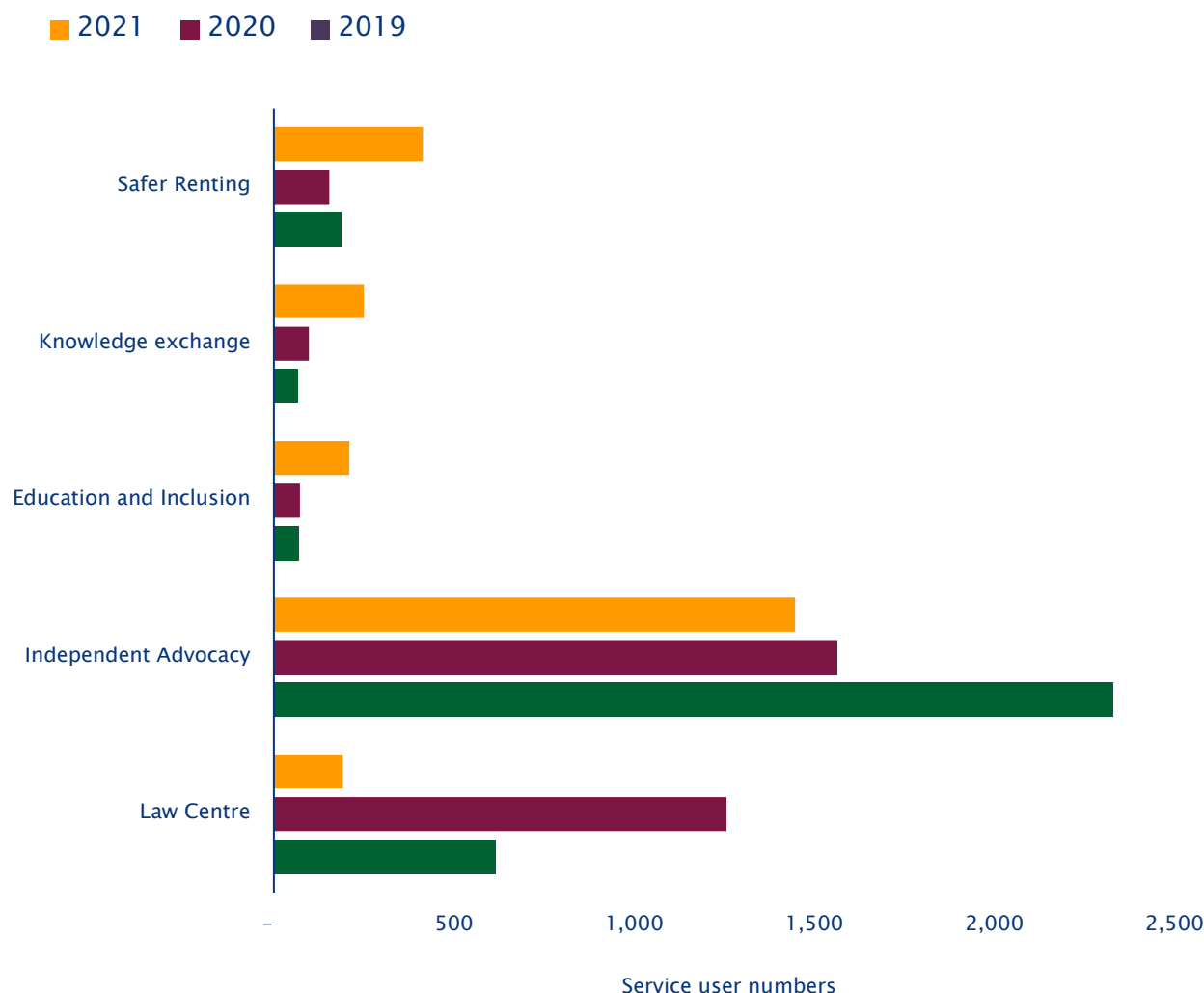
1st Place Children and Play Centre	Improving Health Ltd
Britain Has Class	Lambeth and Southwark Mind
Brook Young People	Leap Confronting Conflict (until May 2020)
Change Grow Live	Maintaining Health Partners
Community Southwark	SCCD Training
Contact for families with disabled children	SDA Independent Living
Elevated Minds CIC	United Voices of the World

Calculating our reach

The number of service users during the year has been calculated by collating the following data:

- The number of individual people and their families who accessed each of Cambridge House's services. This information is recorded and analysed throughout the year on service-based computerised attendance and case-management databases.
- Information on the number of service users reached by organisations licensing offices and/or service delivery spaces in our community hub is provided by the organisations and/or collected from their annual reports.

Using 2019 as a benchmark; the impact of the pandemic on our service user numbers was varied with legal, advocacy and our community hub services seeing numbers fall significantly due to social distancing restrictions and/or changes to court and local authority statutory processes, while our Safer Renting, Education and Inclusion and knowledge exchange activities experienced increased demand as follows:



Independent advocacy services

Protecting the voices, choices and rights of vulnerable adults and children

We worked with 1,447 service users in line with the requirements of the Mental Health Act 1983, Mental Capacity Act 2005, Care Act 2014 and Deprivation of Liberty Safeguards and Community Treatment Orders.

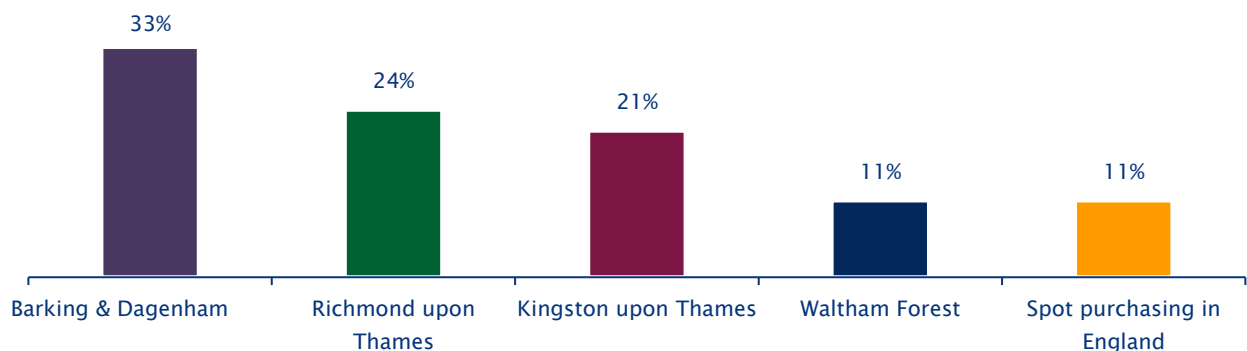
J's story

Following brain injury caused by a fall, J was hospitalised and then involuntarily detained with 1:1 supervision in a Residential Neuro Rehabilitation facility under special Covid-19 measures while funding for handover to Local Authority care was agreed.

We were appointed as J's Independent Mental Capacity Advocate under Deprivation of Liberty Safeguards legislation and supported J successfully to:

- Challenge the validity of the Mental Capacity Assessment under which J was detained.
- Persuade the local authority to commission a second assessment which found that J had capacity to make decisions.
- Have 1:1 supervision ended and a 'Change of Accommodation' decision agreed.
- Raise a complaint regarding the failure of the Clinical Commissioning Group and the local authority to act jointly in accordance with Mental Capacity Act 2005 Code of Practice guidance.

Our team delivered 'rights-based' legal safeguarding services in eleven local authorities with activity distributed by contract and through spot purchasing as follows:



We successfully resolved 98% of issues through the following eight advocacy specialisms:

- Appropriate Adults.
- Generic advocacy, Learning Disability.
- Generic advocacy, Mental Health.
- Independent Mental Capacity Advocacy.
- Independent Advocacy under the Care Act.
- Independent Mental Health Advocacy.
- NHS Complaint's Advocacy.
- Relevant Person's Representative.

"I have found the Independent Mental Capacity Advocacy (IMCA) service extremely helpful and supportive in my role representing my father. Both initial and subsequent contact was prompt and comprehensive. The IMCA was reassuring and able to answer any queries I had. She helped explain my role more fully, how the system worked and what help she could offer. I would definitely use the service again and recommend it to others in a similar situation."

Local resident, Barking and Dagenham

Law Centre

Enabling people living with complex needs to save their homes, keep their jobs and protect their families

As a Legal Aid Agency accredited provider, we delivered free, independent and expert legal services in housing, employment, discrimination and welfare benefit law to 157 clients supporting 35 dependents and secured over £60,588 in legal compensation or out of court settlements for our clients.

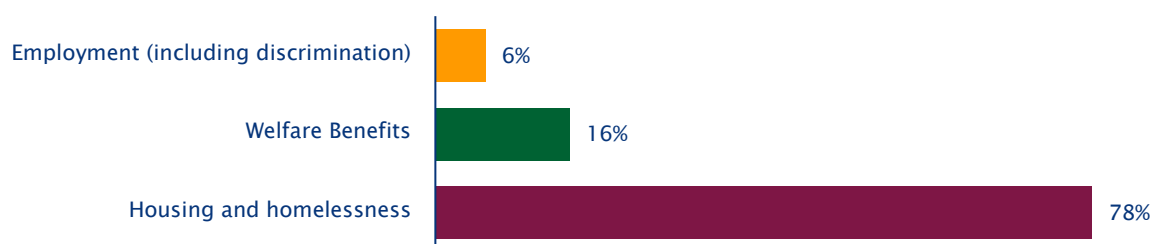
M's story

M, a kitchen steward with Chronic Fatigue Syndrome and depression, had requested reasonable adjustments, including redeployment, from their employer that had been refused. Subsequently, M was dismissed from work on the basis of a capability assessment.

We supported M by:

- Filing an unfair dismissal and disability discrimination claim against the employer in the Employment Tribunal.
- Successfully negotiating a pre-hearing damages settlement of £25,000 and an agreed reference.

Our case work in Southwark and neighbouring boroughs was distributed as follows:



The Courts imposed stays on possession and eviction matters during the pandemic which led to a significant reduction in referrals and our fee earning capacity during the year. Nevertheless, housing insecurity and poor conditions remained a significant issue throughout the Capital.

P's story

P is a young care-leaver and was granted a general needs assured tenancy with no further support.

P's home was in a state of very serious disrepair including a condemned boiler, damp in the bedroom and bathroom, and defective windows. P had also fallen into rent arrears.

The landlord had brought a possession case against P for the arrears but the case had been delayed by pandemic restrictions on eviction proceedings. During this time the condition of P's home had continued to deteriorate and become increasingly unsafe and unhealthy.

We prepared a counter claim for disrepair and successfully secured a pre-trial damages settlement of £7,000 plus legal costs and:

- Prevented repossession, and therefore future homelessness.
- Ensured the landlord completed the repairs needed to make P's home safe.
- Enabled P to pay-off the rent arrears.

Safer Renting services

Making private renting safe for all

We provided advice and support to 208 vulnerable households caring for 206 dependents in 5 London Boroughs and secured over £136,000 in legal compensation or out of court settlements for our clients. To increase tenants' awareness of their rights, we also published a series of 10 tenancy advice guides.

H's story

H is a recently separated mother of three. Her family was threatened with eviction. Safer Renting wrote a letter before action, warning the landlord not to evict the family without a court order. Texts from the landlord in response suggested he was likely to proceed with his threat regardless and so the team supported the family to obtain an ex-parte injunction against the landlord to block his threat. However, the landlord had concealed his address and so H was unable to send him the injunction. He came to their house with a friend at 11pm on a Friday night and forced his way in, armed with an electric drill and crowbar. H tried giving the landlord a copy of the injunction at that point: he screwed it up and H was kicked in the stomach during the physical assault that followed. Terrified by the violence, H's 8-year-old son screamed for help at the window, which was answered by several neighbours. They called the police and attempted to restrain the landlord. The police arrived. H gave the police a copy of the injunction and asked that they enforce it.

The police then took a statement from the landlord who claimed that he had been the victim of an assault. The police arrested the neighbours and the landlord, but released the landlord soon afterwards, keeping the neighbours in custody overnight. H was terrified to see the landlord retrieving his tools from outside their home in the small hours of the morning, knowing the people that had come to protect her family were in custody.

Safer Renting were called the next morning. They were unable to get through to the custody suite by telephone and went in person and explained the background to the case to the police and to establish their duty to enforce the injunction against the landlord. The police officer on shift duty undertook to review the case. The neighbours were released from custody on bail that afternoon. However the case was not reviewed; an investigation was finally undertaken a year later, at which point it was decided not to prosecute the neighbours.

Safer Renting referred the case to a housing solicitor who brought a successful claim for £25,000 damages against the landlord who, it was said by the presiding judge, "had lied and lied and lied." No police prosecution was ever taken against the landlord.

We achieved the following outcomes for our service users:



Service user feedback:

- 93% said we explained their rights and how to protect them well or very well, none rating us as poor or very poor.
- 93% said we achieved outcomes well or very well, none rating us as poor or very poor.
- 86% said we understood their needs well or very well, none rating us as poor or very poor.

Disabled People's Empowerment services

Enabling disabled children and adults to take control of their lives and futures

We build the skills and resilience of children and adults living with profound learning disabilities and complex needs through a varied portfolio of services, which also provide essential respite for their parents and carers:

- SENSational Sports: For young people, aged 11 to 25 years, weekly swimming (hydrotherapy) and trampolining (rebound therapy).
- Camberwell Incredibles and Super Saturdays Arts Clubs: For people, aged 19 to 55 years, weekly social, creative, independent living and personal development sessions, and a diversity of trips and special activities.
- SuperTeens Arts Club: For children, aged 11 to 25 years, weekly after-school arts sessions, as well as special trips.

The distribution of service users was as follows:



Normal service delivery was very significantly curtailed by the pandemic's social distancing restrictions. Given lockdown's disproportionately severe impact on our 35 service users and their parents and carers – particularly their health, wellbeing and social isolation, we provided:

- Shopping support.
- Personalised art packs for online games which were also a source of support and enjoyment for many parents and carers.
- Sensory activity packs to service user's homes.
- Art materials and iPads to some of our service users in care homes.
- A SENSational Sports online workout video.
- A series of online activities with themes chosen by the clubs each week.
- Face-to-face and socially distanced 'open air' activities in local parks and the Herne Hill velodrome.

Reintroducing face-to-face activities

In September 2020, Southwark Council recognised Camberwell Incredibles and Super Saturdays Arts Clubs as essential support services and we were able to reinstate the clubs in our building.

In February 2021, though our normal sports venues remained closed, Spa School in Camberwell gave us access to their sports hall and we began to provide weekly sessions in dance, circuit training, music and relaxation techniques to our SENSports participants.

K's story

K has been affected by shielding throughout the pandemic and more recently, after returning to in-person and group sessions in our community hub, by ill health, surgery and possible cancer treatment. This will mean that he is unlikely to be able to return to Cambridge House any time soon. However, throughout this whole period since the beginning of the pandemic K has been a keen participant of Zoom sessions – often turning up early with pre-prepared ideas and work ready and raring to go. His concentration span seems to have improved from these sessions and they have given him a more central voice in the group. He has been stoical in not letting his shielding restrictions or ill health get in the way of his friendships and prominent role in the group.

Youth Empowerment services

Investing in young people so they thrive as adults

Our RISE team designed online materials and activities, including an online platform for sharing information and resources to 40 young people aged 16 to 24 years. This represents a 60% increase in the number of participants.

1:1 sessions and group workshops were successfully adapted to online and ‘Covid-safe’ outdoor spaces.

“I appreciate you guys listening to me, being welcoming and making me feel comfortable and secure enough to show my emotions. I am excited for the next meeting and will be sure to contact you if needed. Thank you both once again x.”

Young Person via WhatsApp following her initial Zoom mentoring session

Increases in demand primarily due to increased referrals from schools, Child and Adolescent Mental Health Services (CAMHS) and Social Services meant recruitment for our 2021 cohort exceeded our target by 213%.

We were often the only source of support our young people could access during Covid-19 restrictions, so we increased the number of 1:1 activities by 198% to help them deal with crises exacerbated by the pandemic.

While there were obvious downsides to the service being delivered remotely, we found that many young people appreciated being able to access support without having to leave their home and this gave them more flexibility to access the service.

X's story

X lives in supported accommodation having recently come out of an abusive relationship that had resulted in her being hospitalised.

X was referred to our RISE service by her social worker.

During initial conversations with us using Zoom, X's struggle with confidence and self-esteem was evident and she attributed this to her experience of unhealthy family relationships.

We supported X to improve her sense of self-worth by:

- Challenging her notions of beauty and increasing her confidence in her appearance
- Discussing healthy relationships and boundaries
- Developing a home exercise programme and healthy living plan
- Liaising regularly with X's social worker

Since coming to us, X has:

- Gained self-confidence – she no longer calls herself ‘ugly’ and is able to go out in public without make up
- Has learned how to manage her anger and to walk away from arguments
- Created a new CV and joined a hair and beauty course in a professional salon
- Stuck to her exercise training routine

X remains a RISE participant.

Events after the year end

Building sale

May 2021

We publicly announced our intention to sell our building at 1 Addington Square and implemented a communications strategy to engage all our internal and external stakeholders in discussions about our future plans and their needs and concerns.

November 2021

Our property was marketed for sale with a marketing valuation of £4.5M.

March 2022

- Head of terms for the sale of our property were agreed, subject to contract, entitling us to continue to deliver legal and empowerment services from the building at peppercorn rent for 6-months after completion, and our resident organisations to enter into new licences on existing terms and licence fees for their then current 12 or 15 month terms.
- SIB agreed to accept a full and final settlement of the outstanding borrowing to be funded from the proceeds of the sale of 1 Addington Square, at a figure of £2m rather than £3.6m.

Law Centre

The Law Centre was awarded a Legal Aid Agency contract to provide housing and debt advice in North Hertfordshire from 1 April 2021.

Safer Renting

Safer Renting was invited to work up a proposal for a two-year action research partnership with Urban Impact Health and Guy's and St Thomas Foundation to test ways to reduce housing-induced health conditions to commence during 2022–23.

Leadership

We were delighted that our Chief Executive, Karin Woodley, was:

- Made a Commander of the British Empire (CBE) in the Queen's 2021 Birthday Honours list for services to social justice.
- Appointed the Race Equality Foundation's Chair of Trustees in February 2022.

Operational aims and objectives

We continued to implement our 2017 – 2022 Strategic Plan objectives which are to:

- Enhance the reach and impact of our activities.
- Enhance our organisational capacity and resilience.

Achieving our priorities in 2020–21

Delivering positive impact for individuals, families and communities facing severe and complex needs by:	
Digitally delivering services in response to Covid-19 social distancing restrictions.	Successful
Participating in Covid-19 response and recovery networks and activities.	Successful
Reviewing our service user engagement strategy to address Covid-19 recovery needs.	Successful
Updating our feedback and complaints policy.	Successful
Enhancing organisational capacity, resilience and sustainability by:	
Implementing a Covid-19 emergency response plan.	Successful
Reviewing corporate strategy in response to Covid-19 recovery and other needs.	Successful
Updating internal IT systems and equipment.	Successful
Reviewing our staff remuneration policy.	Successful
Agreeing a risk appetite statement to complement our risk register.	Successful
Reviewing our trustee performance review policy.	Successful

Our priorities for 2021–22

Delivering positive impact for individuals, families and communities facing severe and complex needs by:	
Delivering services in response to Covid-19 restrictions and the recovery needs of service users.	
Participating in Covid-19 response and recovery networks and activities.	
Agreeing a 5-year corporate strategy for the period 2022–23 to 2026–27.	
Enhancing organisational capacity, resilience and sustainability by:	
Marketing our building at 1 Addington Square for sale.	
Agreeing financial forecasts for 2022–23 to 2024–25.	
Agreeing interim office and service delivery accommodation for 2022–23.	
Completing a review of the organisation's policy frameworks.	
Reviewing our Governance Manual to reflect the updated Charity Governance Code.	

Financial review

Overview

Our financial position improved significantly during the year. This is a major achievement given the uncertain economic climate and the impact of Covid-19 on all areas of our operation. We enhanced our financial resilience and sustainability by:

- Generating an operating surplus of £248,656 (£193,799 in 2020 and £72,921 in 2019).
- Returning an overall surplus after depreciation, of £92,679 (£38,187 in 2020 and £82,931 deficit in 2019).
- Returning a £234,254 cash reserve (compared to net liabilities of £14,400 in 2020 and £191,429 in 2019).

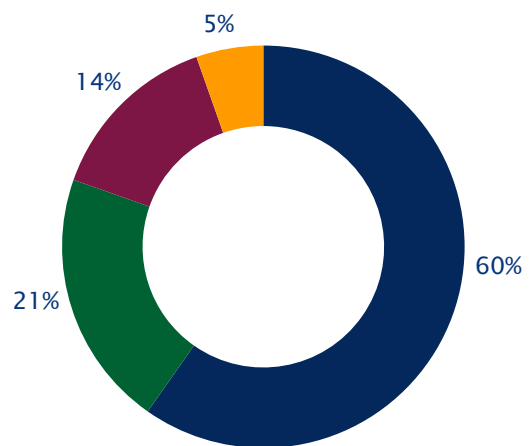
Total Income £2.14m

■ Earned income £1,279,190

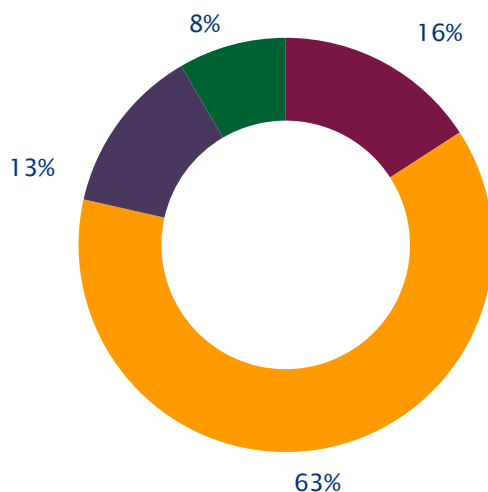
■ Charitable income £442,272

■ Public sector grants £304,283

■ Job Retention Scheme Grants £115,498



Total Operating Expenditure £1.89m



■ Direct cost of services £300,323

■ Direct delivery staffing costs £1,185,893

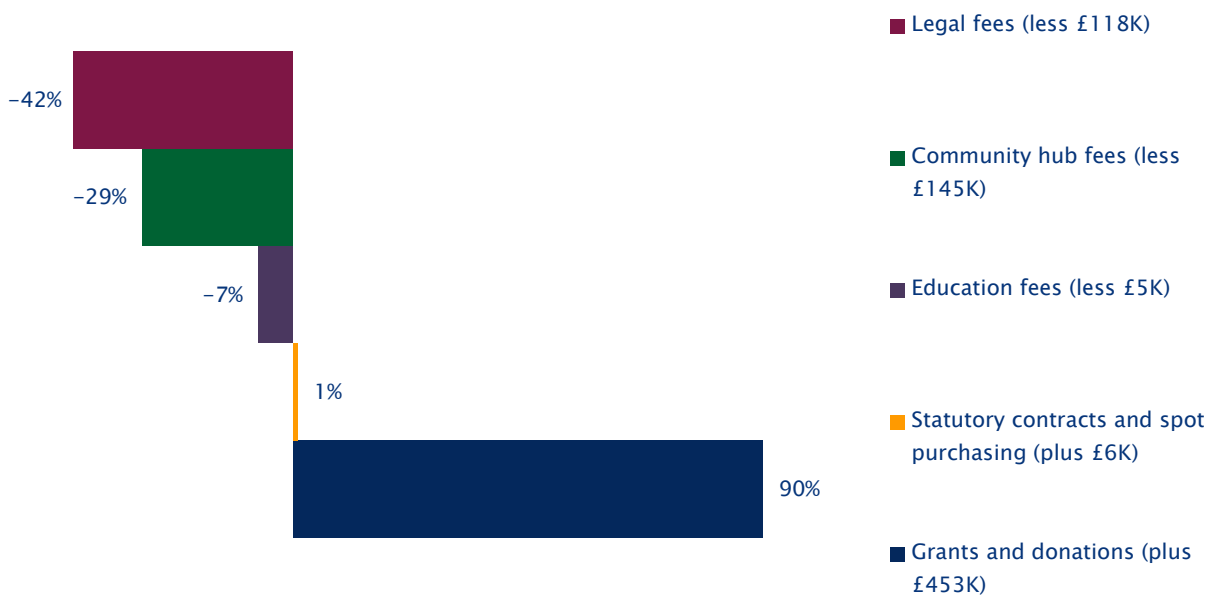
■ Core staffing costs £247,155

■ Overheads £159,218

Income

During the year, our total income increased by £191,093 (10%) to £2,141,243 (£1,950,150 in 2020). A 110% rise in grants and donations to £862,053 (£408,934 in 2020) was the most significant change with £327,753 being statutory Covid-19 support grants (including £115,498 from the Job Retention Scheme). Earned income remained our greatest source of income despite it reducing by 17% to £1,279,190 due to Covid-19 impacts on all sources (£1,541,215 in 2020).

Changes in income during the year



Earned income distribution



Expenditure

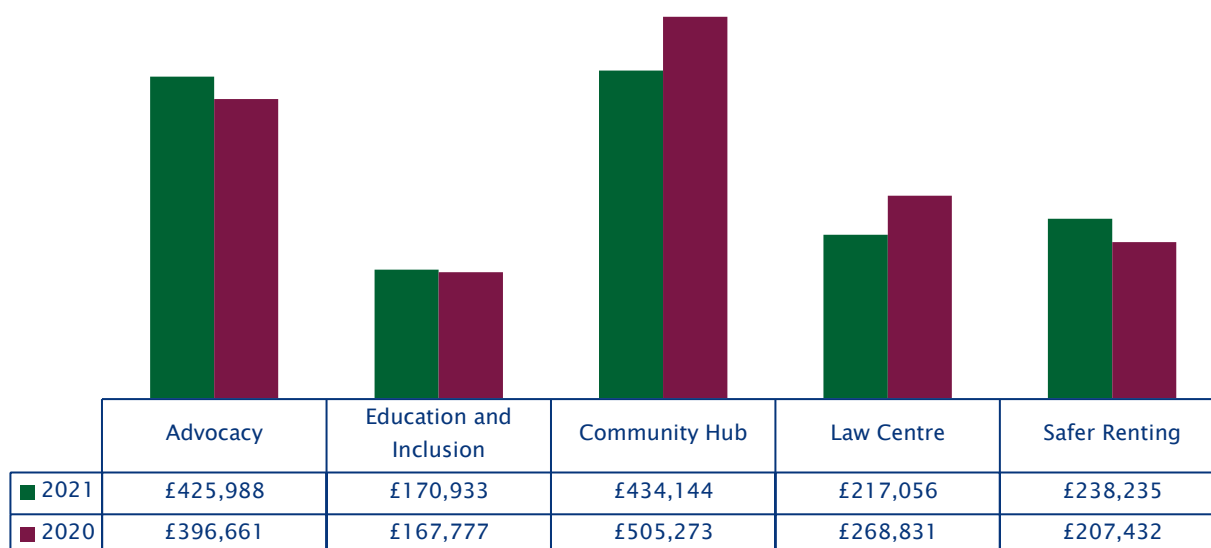
Our total expenditure for the year was £2,048,562 (£1,911,963 in 2020). It comprised operating expenditure of £1,892,589 (£1,756,351 in 2020), and non-operating expenditure (i.e., depreciation) of £155,975 (£155,612 in 2020).

Staffing remained our largest cost at £1,433,048 i.e., 76% of operating expenditure (78% in 2020). £1,185,893 (83%) of the staffing costs related to the direct delivery of services and reflects the people intensive nature of our frontline services and their reliance on high service user to staff ratios.

Increases in expenditure were incurred to fulfil the Covid-19 social distancing and cleaning requirements of the community hub, and overhead costs associated with the remote working needs of our staff.

All services increased expenditure on frontline services in response to increased income from grants and fees except the Law Centre where the Covid-19 impact on the civil justice system, particularly the stay on possession hearings, reduced earned income and therefore expenditure.

Direct service expenditure



Trustees' responsibilities

As trustees we are also the directors of Cambridge House for company law purposes. We are responsible for preparing this Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires us to prepare annual financial statements which give a true and fair view of the state of Cambridge House's affairs, including our incoming resources and their application, and net income or expenditure. In preparing our financial statements, we are required to:

- Select suitable accounting policies, and apply them consistently.
- Observe the methods and principles in the charities' statement of recommended practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable 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 is inappropriate to presume that the charitable company will continue in operation.

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

In so far as we are aware:

- There is no relevant audit information of which our auditor is unaware.
- Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

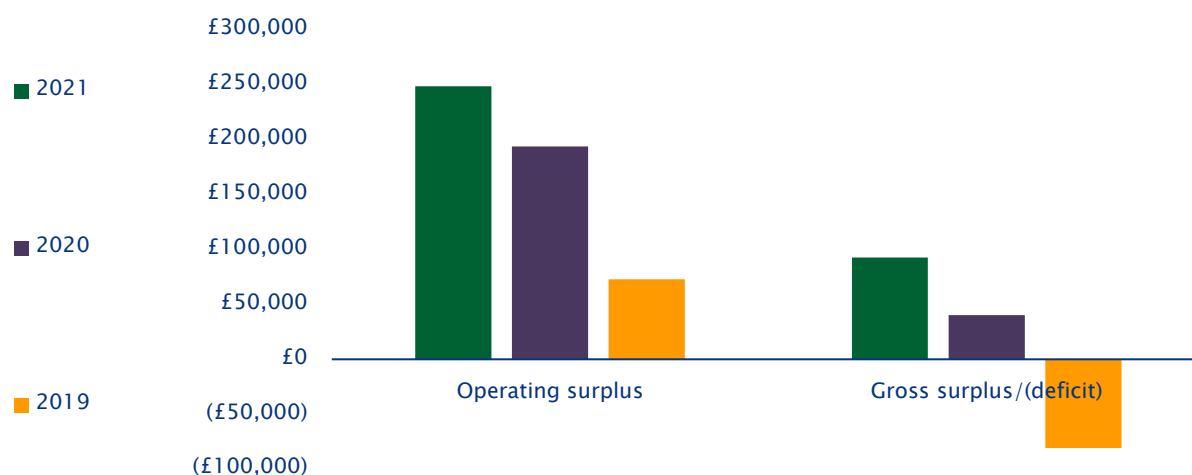
Trustees are also responsible for the maintenance and integrity of the corporate and financial information included on our website.

We note that, legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislations in other jurisdictions.

Going concern statement

Trustees are of the view that Cambridge House remains a going concern and that we will have adequate resources available to meet our obligations for at least twelve months from the date of approving these accounts.

Continued improvement in our financial position



In reaching this view, our Council have considered the following:

- We have neither the intention nor the immediate need to liquidate. Trustees continuously review our operations, including exploring options to ensure that we are financially sustainable for the foreseeable future and can continue to deliver high quality services and social impact.
- We continue to work in close partnership with Social Investment Business who administer the Communitybuilders and Futurebuilders Investment Funds secured to finance our 2009–2012 building refurbishment and extension project. This has included securing capital and interest repayment holidays to 31 December 2022, and ensuring the loan repayment terms are integrated in our business planning processes with the intention of improving our long-term sustainability.
- Having decided to dispose of our building at 1 Addington Square, the market value was estimated at £4.5M which is sufficient to repay outstanding creditors, including loans to SIB of £3.6M. The building is currently under offer with the sale progressing on track.
- Even without expected sales proceeds, our cash flow forecast remains positive for the going concern period.

Reserves policy

In August 2020, trustees updated our reserves policy to ensure that it is aligned to Cambridge House's 2017–2022 Strategic Plan, and we build readily realisable reserves to a level that supports:

Continuity Planning

- To protect the continuity of the organisation's services for service users in the event of a large variation of income.
- To bridge cashflow problems.
- To provide a buffer to allow contingency actions to be effected.
- To address spending commitments and potential liabilities in the event of a winding-up.

Asset Management

- To provide the funds needed to upkeep and replace capital assets.
- To address risks associated with emergency building repairs.

Service Innovation and Development

- To provide funds to enable the organisation to respond to new service users and/or needs as quickly as possible.
- To enable the organisation to take advantage of opportunities to innovate.

Having drawn from reserves in previous years to finance the building repair and extension programme, exploit opportunities to grow and deliver Cambridge House's charitable objectives and implement a business turnaround plan, trustees recognise that the current level of reserves is considerably below the desired amount. At the end of the year, we held free reserves of £234,254. This is an improvement on the previous year's negative £14,400 and further indication of our improving overall financial position.

Our strategy to address risks associated with this lack of reserves is outlined in the Going Concern statement above.

To address long-term financial sustainability, trustees have set the following liquid reserve targets based on an assessment of the risks and opportunities facing Cambridge House, and the current and future needs of our service users:

Year	Target	Purpose
31 03 2023	£514,000	27% of annual expenditure to provide for Continuity Planning.
31 03 2024	£628,000	33% of annual expenditure to provide for Continuity Planning and Asset Management.
31 03 2026	£723,000	38% of annual expenditure, to provide for Continuity Planning, Asset Management, and Service Innovation and Development.

We review the target level of reserves on an annual basis alongside the operating budget. The assessment takes account of income and expenditure risk within the budget, commitments to repay the loan secured on the building, and the need for sufficient liquidity to manage the day-to-day fluctuations in our receipts and payments.

Budgeting and financial decision-making

We prepare annual budgets for all activities and carefully monitor performance against these to ensure that any activity operating at a deficit and/or behind budget is carefully supervised, and opportunities are taken to mitigate risks and increase unrestricted funds. We use a cloud-based accountancy package that connects to our bank accounts and facilitates real-time scrutiny by trustee bank signatories and staff with profit and loss accountabilities.

Trustees have a Business Continuity and Disaster Recovery Plan and a Financial Emergency Response Plan to protect the interests of our service users, employees, trustees, creditors and stakeholders by outlining the steps that can be taken to avoid and/or manage crises.

A meeting schedule detailing priorities and regulatory deadlines for the Council of Management is published at least 12-months in advance and ensures trustees consider, monitor and approve our:

- 3 or 5-year corporate strategy and business plan.
- Annual budget and associated cashflow projections, income analyses, risk register and reserves policy.
- Actual income and expenditure results compared to budget and reforecast income and expenditure projections as the year progresses.
- Quarterly progress and financial management reports that:
 - Update high level risk assessments and risk mitigation actions.
 - Detail performance against contractual and grant funding conditions and key performance indicators, so that trustees can ensure we meet our obligations and any restricted income requirements.
 - Detail quarterly financial information including management accounts, balance sheet, cashflow projections, income analyses (received and projected income and restrictions where appropriate).

The Council's Finance Subcommittee considers financial reports each month and meets at least 3 times each year to ensure:

- Trustees regularly receive and consider robust and up-to-date financial management information.
- Sources of income are analysed and reviewed so that any dependency on one source of funding (which could leave us vulnerable to increased financial risk) is assessed, and our diversification of income sources is monitored to protect against this.
- Regular review of planned and proposed expenditure, so that opportunities for cost efficiencies or the need to divest are realised.
- Actual results against budget are monitored within 3-weeks of each month-end.

Governance and management

Cambridge House and Talbot Limited is a registered charity (registration number 265103) and is constituted as a company registered in England and Wales and limited by guarantee (registration number 1050006). The company does not have share capital and is limited by the guarantee of the members to a maximum of £1 each. In line with the requirements of GDPR, we reviewed our company membership and the total number of such guarantees (i.e., our company members) at the year-end was 21 (2020–21). The organisation's objects and powers are set out in the Articles of Association.

Cambridge House owns the whole of the issued ordinary share capital of Enterprise at Cambridge House Limited, a company registered in England and Wales. The subsidiary was used for non-primary purpose trading activities and ceased to trade during 2013–2014.

Trustees

Cambridge House is governed by the charity's trustees, who are also the company's directors and are collectively called the Council of Management (the Council). The members of the Council are elected at the company's annual general meeting.

Our Council meets a minimum of six times per year to manage the business of the organisation. It has appointed subcommittees to operate with delegated responsibilities:

- **Finance**
David Goode (Treasurer), Simon Latham (Chair, ex officio), David Coleman (Vice-Chair, ex officio), Anu Mensah and Fiona Shaw.
- **Governance, Risk and Inclusion (formerly Governance and Risk)**
Clarissa Lyons (Company Secretary), David Coleman (Vice-Chair), Simon Latham (Chair), Shveta Shah and Amy Fraser.
- **Transformation (formerly Asset Optimisation)**
David Coleman (Vice-Chair), Simon Latham (Chair), Clarissa Lyons (Company Secretary), David Goode (Treasurer), Stephanie Tidball (trustee) and Mandy Samrai (co-opted adviser).

Our Council's governance structure is set out in our Governance Manual, which includes our code of governance and enshrines a clear distinction between the role of trustees, the Council, and the Chief Executive. Trustees concentrate on strategic matters, setting overall direction, ensuring clear organisational objectives and holding the Chief Executive to account. This is effected through reporting, both on performance and strategic matters, and formal appraisal of the Chief Executive's performance. The delegated responsibilities and accountabilities of the Chief Executive are set out in our Governance Manual and in their job description.

Trustees have reserved certain powers, which only they can exercise. These include those statutory powers that cannot be delegated, such as policies on risk and reserves, and decisions linked to major policy or programme initiatives, strategic planning, and changes to organisational structure.

Trustee recruitment, induction and training

Our Council completes skills audits to assess the skills of the existing trustees, identify 'skills gaps' and assess any skills being lost by the retirement of a trustee. New trustees are recruited through external advertising, volunteer bureaux, and direct approaches to professional bodies and other voluntary organisations.

The induction process for new trustees is detailed in the Governance Manual and is designed to acquaint them with our purposes, financial position, work programmes, structure, staff and current issues. To ensure continued development, trustees are offered the opportunity to attend training on key areas, such as financial reporting and strategic planning.

Trustee performance review

We reviewed our processes for evaluating trustee performance during the year and conducted individual annual reviews for each member of our Council. Following the review process the Council agreed to:

- Expand the terms of reference for the Governance and Risk Subcommittee to include responsibility for diversity and inclusion matters.
- Review the Governance Manual in 2021–22 to:
 - Reflect proposed changes to the Charity Governance Code.
 - Introduce trustee term limits in a way that is fair to trustees who exceed any new limits agreed.

Trustee terms of appointment

Each year the nearest in number to one third of the elected members of the Council stand down at the annual general meeting and are eligible for re-election. At 31 March 2021 the trustees had served for the following terms:

Role	Name	Length of service in current role
Chair	Simon Latham	2 years, 3 months
Vice Chair	David Coleman	2 years, 3 months
Company Secretary	Clarissa Lyons	3 years
Treasurer	David Goode	2 years, 6 months
Trustee	Nikki Dawson	10 years (retired March 2021)
Trustee	Amy Fraser	1 year
Trustee	Anu Mensah	1 year
Trustee	Fiona Shaw	1 year, 1 month
Trustee	Shveta Shah	14 years
Trustee	Stephanie Tidball	3 years

After the year end the Council agreed to implement in 2022, subject to applicable provisions in the Articles of Association relating to election and re-election, the following changes to the appointment terms of trustees:

- Trustees may serve for three terms of three years, i.e., nine years in total, with possibility of extension to a fourth term of three years subject to a rigorous review of Cambridge House's need:
 - For progressive refreshing of the Council of Management.
 - For governance continuity during periods of change management.
 - To retain diversity in accordance with the organisation's Equality, Diversity and Inclusion policy and strategy.
 - To retain business critical skills and experience.
- Where trustee terms of office have been extended to a fourth term, the reasons for the extension will be explained in future annual reports.

Equality, diversity and inclusion

Equality, diversity and inclusion are core values of Cambridge House and we believe that:

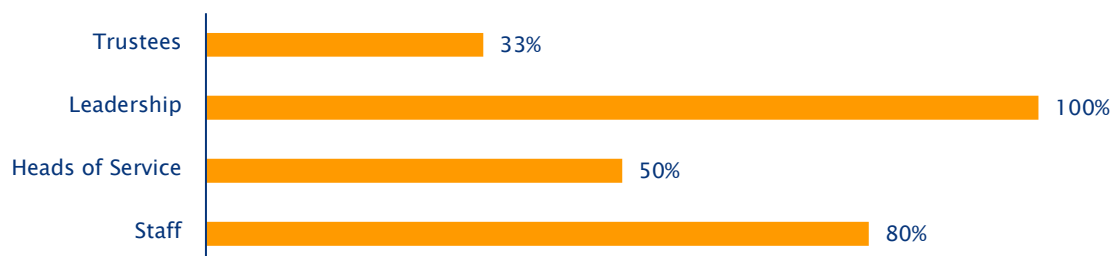
- They are essential characteristics of a just and democratic society.
- Our society is beautifully diverse, but sadly unequal.
- Over and above the minimum standards required by law, it is our ethical and moral duty to:
 - Champion equality, diversity and people's rights.
 - Challenge discrimination, prejudice and intolerance.
 - Tackle barriers to social inclusion.

To this end, we establish credibility and legitimacy, and build our experiential knowledge by working to ensure our service users 'see themselves' reflected throughout our organisation.

Our Equality, Diversity and Inclusion Policy includes an action plan with specific inclusion targets that are monitored annually by the Council. The plan also sets out:

- The requirement that all staff and trustees attend equality, diversity and inclusion training.
- How we will implement targeted recruitment campaigns and connect with specialist organisations in order to engage with under-represented groups.
- The standards of behaviour we require so that our workplace is an environment where people are respected and safe from prejudice, stereotyping, bullying, harassment, and discrimination.

The % of our team who share lived experiences with our service users
Inclusion target 33%

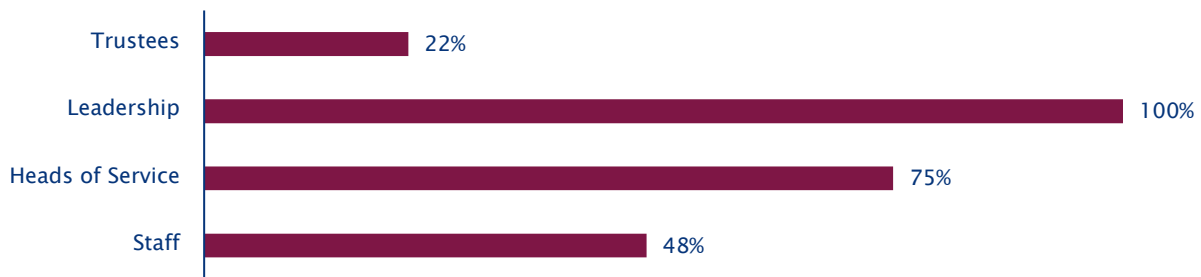


The % of women on our team
Inclusion target 50%



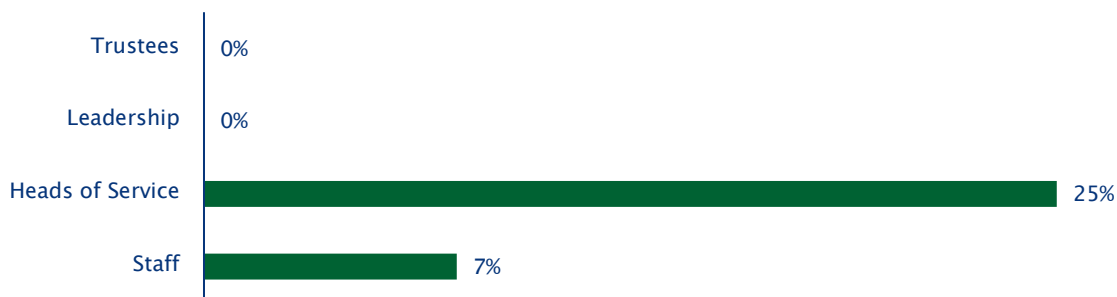
The % of our team who live with a mental or physical health condition, learn differently, or are disabled

Inclusion target 14%



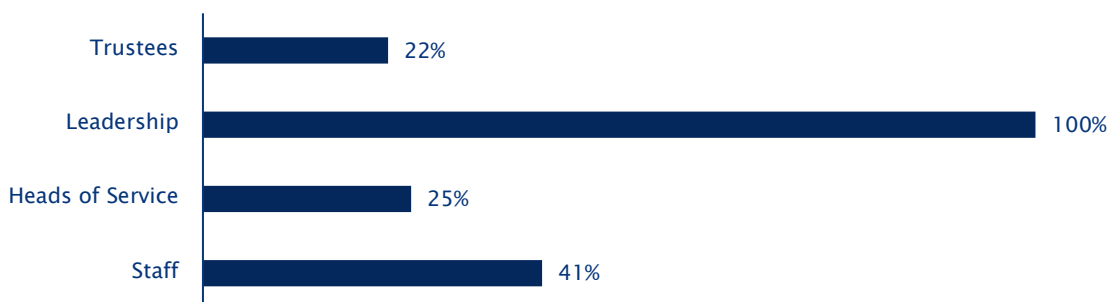
% of our team from LGBTQIA+ communities

Inclusion target 6%



The % of our team from minoritised communities

Inclusion target 43%



Quality and impact

We strive to find solutions to identifiable problems in the communities with which we work. Actual and potential service user needs, as well as gaps in service provision, are identified through:

- Analysis of research and demographic reports and data.
- Consultation with actual and potential service users, delivery partners and stakeholders.
- Competitor analyses.
- Policy reviews.
- Participation in professional and knowledge exchange networks.

In addition to confirming that all activities contribute to the delivery of our vision, we secure impact by ensuring that we have:

- Good governance, financial stewardship, risk management, operational and quality assurance capabilities and capacity.
- Been cost effective and can secure enough financial and partnership resources.
- Not unnecessarily duplicated the work of other providers.
- Clear impact evaluation criteria and associated measurable outcomes.
- Independent verification of our quality assurance processes.

Evidencing quality and impact

Our theory of change identifies the causal links between what we do and what we are trying to achieve. It also provides the theoretical framework to help us assess whether what we do is working as planned and how it can be improved. Quantitative and qualitative methods of collecting outcomes and outputs, including feedback from and consultation with service users and stakeholders, enable us to evidence impact. Accredited quality assurance and impact measurement schemes covering all areas of our work, ensure our impact is externally audited and verified.

Legal services

Our Law Centre has been awarded Centre of Excellence status by the London Legal Support Trust and is accredited by Lexcel, the Law Society's annually audited legal practice quality mark for excellence in legal practice management and excellence in client care.

Advocacy services

Our independent advocacy services are accredited by the Advocacy Quality Performance Mark (QPM) which works in conjunction with the Advocacy Code of Practice to enable providers to demonstrate how they are meeting the different standards set out in the code.

Safer Renting services

Our work supporting the private tenants of 'criminal landlords' is accredited by the Advice Quality Standard by the Advice Service Alliance.

Youth Empowerment and Disabled People's Empowerment services

The evaluation systems and impact measures for our empowerment activities have London Youth Quality Mark and Project Oracle accreditation. We also use accredited Outcomes Stars to monitor service users' progress towards their personal development goals.

Governance

We are organisational members of the Chartered Institute of Fundraising and have Positive about Disability, Mindful Employer, London Living Wage Employer and Cyber Essentials quality marks.

Fundraising

We rely on fundraising to support all our work and it is important to us that everyone who engages with us has a positive experience. We work diligently to comply with the Fundraising Regulator's Fundraising Code of Practice, and to ensure that we fundraise in a respectful and compelling way that is consistent with our values.

Fundraising activity is carried out in accordance with our Ethical Fundraising and Data Protection Policies to ensure legal and regulatory compliance. They are reviewed regularly to ensure they also reflect best practice.

We are an organisational member of the Chartered Institute of Fundraising and have a published fundraising pledge to donors. Our Ethical Fundraising Policy governs our interactions with third parties, including, but not limited to, corporate and individual donors, local and national governments, other charities and public-sector agencies.

Our fundraising activities and compliance with regulations and best practice are scrutinised by our Council of Management and its Finance Subcommittee. No fundraising complaints have been received.

The Chief Executive and our Fundraising and Development Officers are our primary fundraisers. They are required to demonstrate an understanding of the Fundraising Regulator's Fundraising Code of Practice and make a commitment to uphold its values when they join Cambridge House. We do not engage any third-party fundraisers.

Our relationship with supporters

- We respect the rights of our supporters to clear, truthful information on our work and:
 - Openly report how we spend donated and statutory monies.
 - Are transparent and honest.
 - Do what we say we are going to do.
 - Answer all reasonable questions about our fundraising activities and costs.
 - Abide by the conditions attached to the donations and grants we receive.
 - Respect the privacy and contact preferences of all donors.
 - Respond promptly to requests to cease contact.
- We respond promptly to complaints and act as best we can to address their causes.
- We never accept a donation from someone we believe to be vulnerable or not in an informed position to decide about their donation.
- We never sell donor information to third parties and do our best to keep contact details up to date and accurate.
- We do not use techniques such as telemarketing or door-to-door collections.
- Paid fundraisers, whether staff or consultants, are compensated by a salary or fee. We do not pay finders' fees, commissions or other payments based on either the number of gifts received, or the value of funds raised.

Serious incident reporting

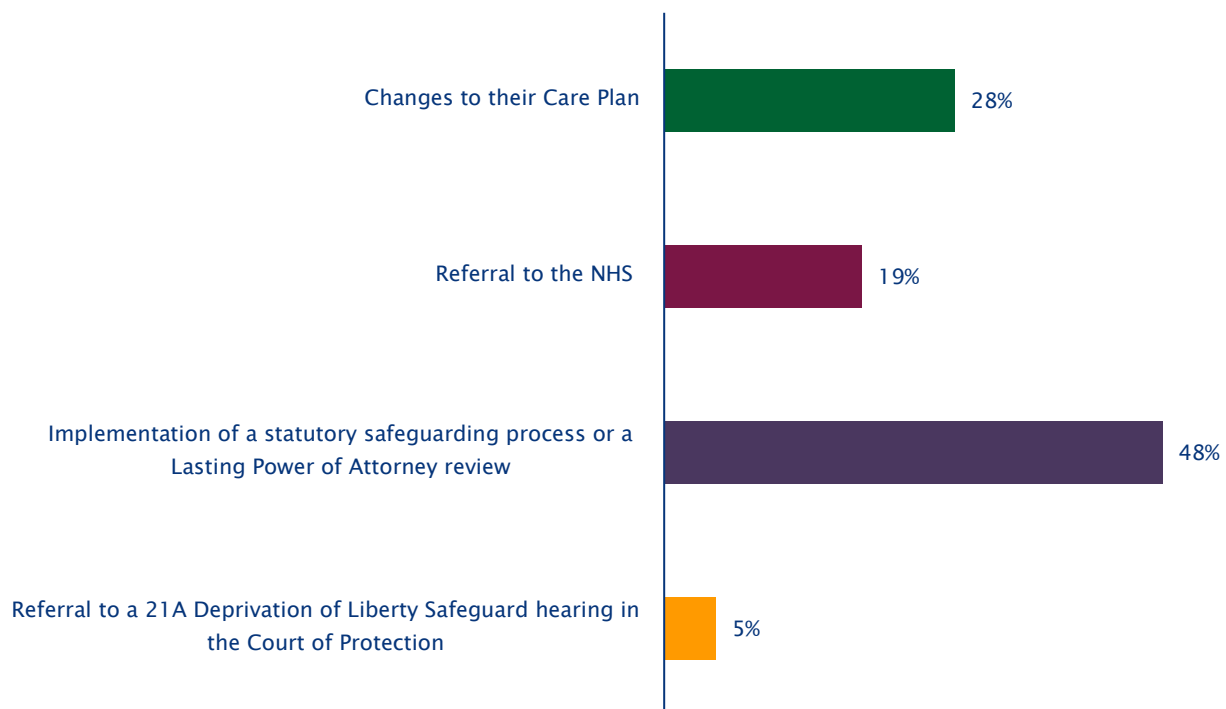
We have procedures for the reporting of serious incidents to the Charity Commission in accordance with the statutory requirement under section 169 of the Charities Act 2011. Trustees confirm that there were no serious incidents or other matters relating to Cambridge House and Talbot Limited during the year that should have been brought to the attention of the Charity Commission.

Safeguarding

Trustees recognise that being safe and free of abuse is central to ensuring the continued promotion of a person's wellbeing. In this spirit, as outlined in the 'making safeguarding personal' initiative and the Care Act 2014, we have policies and procedures in place to enable us to respond to all concerns of abuse appropriately, operating in line with the Pan London Multi-Agency Safeguarding Policy.

Our own policies and procedures for children and vulnerable adults were reviewed and updated during the year. Our trustee safeguarding lead is Shveta Shah, and our executive leads are the Chief Executive and the Heads of Service for Independent Advocacy and Education and Inclusion.

- **Internal alerts concerning the conduct of members of the Cambridge House team**
Trustees confirm that there were no allegations made against a trustee, an employee, an intern, or a volunteer during 2020–21.
- **Internal alerts concerning the conduct of service users**
Many of our Education and Inclusion service users have profound and multiple learning disabilities and/or live with mental health conditions. This can sometimes lead to behavioural issues while they participate in Cambridge House activities. We raised 2 such alerts during the year (10 in 2020). All led to the development of new support plans with them, their carers (where appropriate) and members of our team.
- **External alerts concerning the treatment of Cambridge House service users by third parties**
Our service users sometimes report or demonstrate to us that their welfare has been put at risk by third parties. As a result, we raised 19 safeguarding alerts during the financial year (16 in 2020).
- **The 21 safeguarding alerts we raised during 2019–20 ensured our services users received additional formal support through:**



Networks and partnerships

We are firmly ‘outward looking’ and work collaboratively with a diversity of voluntary, community, private and public–sector partners to deliver services and exchange knowledge and information. Co–location with, and acting as a landlord to other voluntary and community sector organisations in Cambridge House is another important element of this stance.

During the year, we remained members of:

Community Southwark, the umbrella body for the voluntary and community sector, volunteers and social action in Southwark. Our Chief Executive was Vice Chair of their Board of Trustees until December 2021.

The Global Social Economy Forum (GSEF), an international association that brings together local governments and civil society stakeholders committed to supporting the development of the social economy. Our Chief Executive was a member of their founding advisory committee.

Healthwatch Southwark, a consumer network established because of the health and social care reforms of 2012 to champion the views of local people who use health and social care services in Southwark. Our Chief Executive was a member of its Advisory Group until August 2020.

The Chartered Institute of Fundraising, the professional membership body for UK fundraising.

The International Federation of Settlements and Neighbourhood Centres, an association of national, regional and local organisations working to strengthen communities around the world.

London Youth, a network of diverse community youth organisations serving young people across London.

Locality, whose stated objective is to develop a network of ambitious and enterprising community–led organisations with a strong, collective voice and to inspire community action so that every neighbourhood thrives. Our Chief Executive was Vice Chair of their Board of Trustees until November 2019.

The National Council for Voluntary Organisations (NCVO), who champion the voluntary sector by connecting, representing and supporting voluntary organisations.

Southwark Legal Advice Network (SLAN), which aims to improve access to quality assured advice services and self–help information in Southwark for people in greatest need.

The Better Way Network, a national network of leaders who want to improve services and build strong communities. Our Chief Executive is a ‘Core Group’ member and the network’s thought leader on radical listening.

In addition:

Our Chief Executive, Karin Woodley, held roles as:

- A judge for the Third Sector Awards.
- A non–executive director of the Office of the Public Guardian and a member of its Audit and Risk Committee.
- A member of the Power to Change Community Business Panel until June 2021.

We are also very grateful for the support we receive from **Macfarlanes LLP**, a London–based law firm, who has been our corporate partner for over 30 years. In addition to providing us with legal services on a pro bono basis:

- Stephanie Tidball, one of our trustees, is Macfarlanes’ Head of Coaching and Partner Development.
- David Coleman, our Vice–Chair, is a former partner of Macfarlanes.
- Clarissa Lyons, our company secretary, is a former senior charity law solicitor at Macfarlanes.

Public benefit

Trustees have considered the Charity Commission's general guidance on public benefit, and taken it into account when reviewing our aims and objectives, and planning future activities.

Cambridge House provides public benefit by:

- Delivering specialist, personalised and integrated frontline services that help people in crisis and support them to build the resilience they need both to make recurrence of crisis less likely and to improve the quality of their lives.
- Managing our building as a community hub so that it is a focal point for local communities and civic activity, a home for voluntary and community organisations, and a space where local people and statutory agencies can come together to promote and bring about positive social change.
- Generating and collating evidence of what delivery strategies are most effective at tackling poverty, social inequity and social injustice at a local and regional level, and establishing opportunities for evidence sharing and knowledge exchange.

We are satisfied that the aims of Cambridge House are carried out wholly in pursuit of the public benefit.

Staffing and remuneration

Cambridge House is accredited by Mindful Employer, Two Ticks Positive about Disabled People and the London Living Wage Foundation. These standards help to ensure our human resources policies:

- Are underpinned by a rigorous assessment methodology and a framework which reflects best workplace practice.
- Promote increased awareness of mental health and disability at work, and provide ongoing support for the organisation in the recruitment and retention of staff.
- Promote equality, diversity and inclusion and ensure that our workforce reflects the communities we serve.

Performance management

- We have a performance management and appraisal policy that:
 - Promotes a consistent approach to workforce supervision throughout Cambridge House.
 - Ensures that supervision is geared to achieving the organisation's objectives.
 - Enhances the quality of workforce performance.
 - Addresses the personal impact of work on our staff, volunteers and paid interns.

Staff remuneration

We recognise the importance of being transparent and accountable in all aspects of our work, including how we reward and recognise our staff and this is set out in a Staff Remuneration Policy. We are an accredited Living Wage Employer and this means that every employee and intern in our organisation earns at least the London Living Wage as set independently by the Living Wage Foundation.

Trustees are committed to ensuring that we pay our staff fairly and in a way which ensures we achieve the greatest impact in delivering our charitable objectives. In deciding on levels of pay the following factors are considered:

- The mission, aims, objectives and values of Cambridge House.
- The need to recruit, retain, motivate and, where relevant, promote suitably qualified people to exercise their different responsibilities and meet the organisation's needs.
- How any decision might impact on the overall pay policy for all staff.
- A significant increase in responsibilities or major change in job description.
- Our current Strategic Plan and how this might affect future needs.

- Our ability to pay.
- Appropriate available information on pay levels in other charities relative to size, budgets, responsibilities, etc.
- Our track record in recruiting and retaining high-performing staff.
- The likely impact of any decision on our public reputation, especially amongst our service users and stakeholders.

Salaries

We had a staff team of 41 full-time (39 in 2020) and 13 part-time (13 in 2020) staff (49 full time equivalent) at the end of March 2021. For Cambridge House to run successfully, a range of specialist skills and disciplines are required, and we need to pay appropriately to ensure that we recruit people with the right experience. It is also important that we develop and retain our staff so that our services benefit from the team's growing knowledge. Many of our team develop expertise that is unique to them in the organisation and could not be quickly replaced and our staff pay scales are set with this in mind.

The salary of the Chief Executive is approved by our Council based on recommendations from our Finance Subcommittee. The Chief Executive requires a breadth and depth of expertise which requires drawing from the best senior level talent in a competitive market. They need to be able to command the respect of their peers, our stakeholders and our service users locally, nationally and internationally, through their experience and their credibility.

The Chief Executive's salary is reviewed to benchmark it against other charities in London relative to size, budgets, responsibilities and the competitiveness of the employment market. At the same time, we seek to keep salary costs under control. The Chief Executive's salary was last benchmarked in 2013–14.

Chief Executive's pay

Name	Title	2020–21	2019–20
Karin Woodley	Chief Executive	£78,023	£77,250

All other staff salaries are set by our Chief Executive and the management team using comparisons with charities of our size in London, and considering factors including inflation, Cambridge House's financial position and the other factors mentioned above. Salaries are openly stated in job adverts and we don't offer performance-related pay or a bonus scheme.

Pay awards

The annual pay increase for the Chief Executive, management team and staff was 1% in the year (0% in 2020), except for staff being paid the London Living Wage who received a cost-of-living increase of 0.9% (1.9% in 2020).

Pay ratio

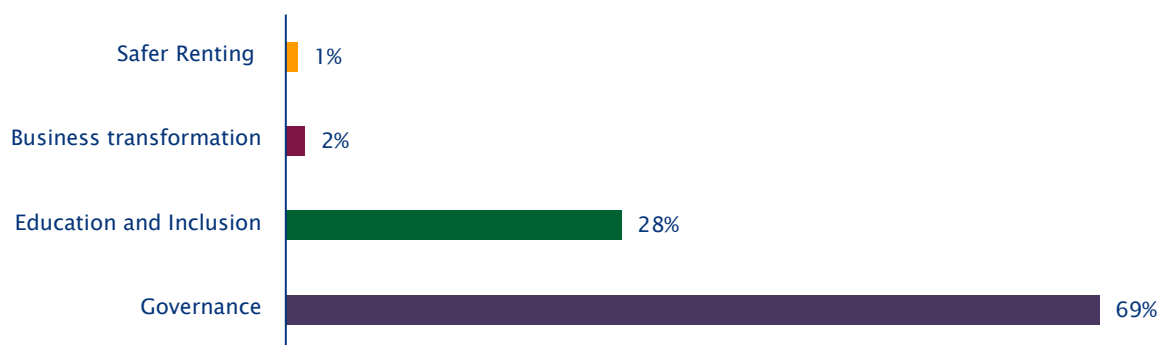
The remuneration ratio for Cambridge House is considered alongside external market conditions for the specific roles and we aspire to a pay ratio that is less than 3:5. The ratio of our highest salary (£78,023) to our median salary (£29,246) was 2:67:1 (2:4:1 in 2019–20), which compares very favourably to the charity sector average of 5:1.

Volunteering and employability

Volunteers make a vital contribution to our work by bringing their time, energy and enthusiasm to a range of our activities. We strive to provide them with opportunities to acquire skills and experiences that will help them improve their quality of life, develop their professional knowledge or progress into further education, employment and training.

Most of our volunteers find out about us through online recruitment, personal recommendation and business ‘Corporate Social Responsibility’ schemes. Our volunteers are not paid for their time, but they are reimbursed for out-of-pocket expenses such as travel. All our volunteers are provided with volunteer agreements which define their goals, our needs, and the level of support or training they will receive.

The number of volunteers reduced to 17 during the year (35 in 2020) as a result of social distancing restrictions. However, the number of voluntary hours worked increased to 2,926 (2,136 in 2020) as they helped us to address the challenges posed by the pandemic. The financial value of the hours contributed by volunteers, based on the London Living Wage, was £31,747 (£22,535 in 2020). The percentage of volunteer time contributed to specific activities during the year is shown in the table below.



Internships

We have a 12-month paid internship programme that has been running since 2013 and offers opportunities for people to develop the skills and experience they need to develop a career. Our interns are externally recruited and receive the London Living Wage.

We had 6 internships during the year (6 in 2020), all were trainee caseworkers in our Safer Renting team. 2, having begun their internships in 2020, progressed into permanent team roles and 4 new recruits joined us during the year.

Risk management

Trustees regularly review and assess the risks faced by Cambridge House in all areas of our work and plan for the management of those risks. Our Risk Register and Risk Appetite Statement is reviewed annually by the Council to ensure that the material risks to which we are exposed are properly evaluated and managed. The Governance, Risk and Inclusion Subcommittee is responsible for:

- Overseeing risk appetite and risk tolerance appropriate to each service area.
- Considering the risk policy and strategy.
- Ensuring that there are adequate Cambridge House wide processes and systems for identifying and reporting risks and deficiencies, including emerging risks.
- Overseeing compliance with the stated risk appetite and policies and procedures related to risk management governance and the risk controls framework.
- Monitoring the alignment of the risk framework to Cambridge House’s corporate strategy, supporting a culture of risk taking within sound risk governance.

Financial risks are supervised and monitored monthly by the Council's Finance Subcommittee and reported on quarterly at Council meetings.

Our leadership and management teams ensure that all plans and decisions consider the possibility of negative outcomes and appropriate mitigating actions are implemented to address residual risks to a level trustees consider acceptable.

We recognise that, to achieve our objectives, the nature of some of our work requires acceptance of some risks which are outside of our control. These are risks which cannot be eliminated, so we ensure they are proactively and clearly monitored.

Trustees consider there to be appropriate systems and controls in place to monitor, manage and mitigate Cambridge House's exposure to risks. These include, among other control mechanisms, maintaining staff awareness of risks by embedding suitable approaches in the budgeting process, a strategy to rebuild free reserves, and reviews of key systems and processes by our Finance Subcommittee.

Our risk assessment and mitigation approach is proactive and:

- Involves the whole organisation in the identification of risks.
- Increases our capability to respond to unforeseen events by integrating risk management with business continuity management.
- Provides a register of prioritised risks, ranked for likelihood and impact.
- Provides a framework for operational risk management and quarterly reporting by service teams.
- Integrates disaster recovery and crisis management into the deliberations of trustees.
- Reviews, and updates where required, our risk assessment methodology.

Principal Risks and Uncertainties

Our highest risk areas, ranked for likelihood and impact, have been identified as:

- Failure to generate sufficient income and to manage budget and liquidity effectively.
- Major unforeseen costs, which create a significant overspend or necessitate significant and unplanned increases in expenditure.
- Partial or total loss of resources such as staff, equipment, management systems, information or premises, which could reduce service quality and impact, or disrupt our continuity of service.
- Competition from other providers resulting in the organisation being unable to sustain its current services.

Auditors

Sayer Vincent LLP have indicated their willingness to continue in office and, in accordance with the provisions of the Companies Act 2006, it is proposed that they be re-appointed auditors for 2021–22. A resolution proposing their re-appointment will be submitted to the Annual General Meeting.

This Trustees' Annual Report is approved by trustees and the Strategic Report, which forms part of the Annual Report, is approved by trustees in their capacity as company directors.

Signed on behalf of the trustees/directors

Simon Latham, Chair

Date 17 March 2022

Acknowledgements

Our trustees sincerely thank all our supporters and donors who make our work possible

BBC Children in Need

Charterhouse–in–Southwark

City Bridge Trust

City of London Community Response Fund

Comic Relief

Darlington Borough Council

Elizabeth and Prince Zaiger Trust

Emmanuel College Cambridge

George Bairstow Charitable Trust

Greener City Fund (Mayor of London)

Groundwork London

Hertfordshire County Council

Jack Petchey Foundation

Julia and Hans Rausing Trust

Legal Aid Agency

Legal Education Foundation

London Borough of Barking and Dagenham

London Borough of Bexley

London Borough of Croydon

London Borough of Enfield

London Borough of Greenwich

London Borough of Hackney

London Borough of Haringey

London Borough of Havering

London Borough of Hounslow

London Borough of Islington

London Borough of Kingston upon Thames

London Borough of Lambeth

London Borough of Lewisham

London Borough of Newham

London Borough of Richmond upon Thames

London Borough of Southwark

London Borough of Tower Hamlets

London Borough of Waltham Forest

London Borough of Wandsworth

London Housing Foundation Ltd

London Legal Support Trust

London Youth

Merchant Taylors Company

Mrs Maud van Norden's Charitable Foundation

National Lottery Covid–19 Response Fund

Newcomen Collett Foundation

Nottinghamshire County Council

Postcode Community Trust

Rix–Thompson–Rothenberg Foundation

Robert Holman Memorial Trust

Shanly Foundation

Sir Jules Thorn Charitable Trust

Social Investment Business

St Olave's and St Saviour's Schools Foundation

The Access to Justice Foundation

The Austin and Hope Pilkington Trust

The Boshier Hinton Foundation

The Charterhouse Foundation

The Community Justice Fund

The Helen Isabella McMorran Charitable Foundation

The Law Centres Network

The Matrix Causes Fund (Matrix Chambers)

The Mayor's Fund for London

The Mayor's Young Londoners Fund

The Postcode Community Trust

The Swimathon Foundation

The Young Foundation

Trust for London

Tudor Trust

University of Cambridge, St John's College

West Berkshire Council

West Sussex County Council

Westminster City Council

We also wish to thank our partners – our success relies on collaboration

Ann Bernadt Children's Centre

Ark Walworth Academy

Barca Leeds

Barton Hill Settlement

Birmingham Settlement

Blackfriars Settlement

Blue Elephant Theatre

Britain Has Class

British Red Cross

Cambridge City Council
Landlord's Forum

Caspian Street Allotment

Centre for London

Chartered Institute for
Housing

Chartered Institute of Legal
Executives

Childnet

City Law School

City University

Crawford Children's centre

Creation Trust

Crisis

Department for Levelling Up,
Housing and Communities

Dr Anne Wilson

Dr Jill Stewart

Dr Julie Rugg

Dulwich Wood Children's
Centre

Esprima

Generation Rent

Get Outta The Gang

Global Social Economy Forum

Hackney Law Centre

Hart Club

Health Watch Southwark

Herne Hill Velodrome

Housing Law Practitioners
Association

HYP Southwark

InSpire

International Federation of
Settlements

James Murray MP

Karen Buck MP

Kathryn Oliver & Iain Carroll

Landlord Law Conference

Leap Confronting Conflict

Legal Aid Practitioners Group

Lives Not Knives

London Borough of Waltham
Forest Landlord Forum

London Legal Support Trust

London Live

London School of Economics
and Political Science

London Youth

Love Disfigure

LSE Housing and
Communities

Macfarlanes LLP

McCarthy's Costs

Metropolitan Police Service

MyBnk

National Landlord's
Association

National Practitioners Support
Service

Nell Gwynn Children's centre

NHS Talking Therapies

Peckham Pulse

Power to Change

Professor Matt Egan

Sheila McKechnie Foundation

Shelter

Southwark Foodbank

Southwark Law Centre

Southwark News

Spa School

St Giles Trust

The Better Way Network

The Centre for Housing
Policy, University of York

The Chartered Institute of
Environmental Health

The Greater London Authority

The Grove Children's Centre

The Mayor's Private Rented
Sector Team

The Metropolitan Police
Service

The National Residential
Landlords Association

The Old Vic

The Renters' Reform Coalition

The Salmon Youth Centre

The School for Social
Entrepreneurs

The Social Innovation
Exchange

The Young Foundation

The Young Vic

The Law Centres Network

TMC Legal Services Ltd

Tom Copley, Deputy Mayor
for Housing

UK Onward

University College London

Victim Support Southwark

Wheels for Wellbeing

Z2K conference for Housing
Advisers

Charity reference and administrative information

President

HRH The Duke of Gloucester

Patrons

Dr Rowan Williams

Charles Arthur

Robert Park

Trustees and directors

Simon Latham– Chair

David Coleman – Vice–Chair

David Goode – Treasurer

Clarissa Lyons – Company Secretary

Nikki Dawson (Retired March 2021)

Amy Fraser (née Hennessy)

Anu Mensah

Shveta Shah

Fiona Shaw

Stephanie Tidball

Co-opted adviser

Mandy Samrai (appointed to the Transformation Subcommittee May 2021)

Executive team

Leadership

Karin Woodley CBE – Chief Executive

Eusebio Barata – Corporate Director

Karen Bayne – Finance Director

Heads of Services

Gurminder Birdi –Law Centre

Jo Hrabí (Maternity Cover from December 2021) – Education and Inclusion

Max Puzey –Independent Advocacy

Roz Spencer – Safer Renting

Rachel Zipfel (Maternity Leave from December 2021) – Education and Inclusion

Financial adviser

Neal Howard Ltd

Auditors

Sayer Vincent, Invicta House, 108–114 Golden Lane, London EC1Y 0TL

Bankers

Royal Bank of Scotland, London City Office 63 Threadneedle Street, London EC2R 8LA

Registered office

Cambridge House, 1 Addington Square, London SE5 0HF

Reference and administrative details

Charity number, England and Wales: 265103

Company number: 1050006

VAT Registration Number: 802 6719 39

Independent auditor's report to the members of Cambridge House and Talbot

Opinion

We have audited the financial statements of Cambridge House and Talbot (the 'charitable company') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cambridge House and Talbot's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other Information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report including the strategic report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

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

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

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

Noelia Serrano (Senior statutory auditor)

Date: 17 March 2022

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Charitable donations	2	226,378	212,701	439,079	35,050	–	35,050
Charitable activities							
Advocacy	3	440,532	–	440,532	446,591	–	446,591
Education and Inclusion Services	3	73,464	199,952	273,416	80,005	126,062	206,067
Law Centre	3	291,219	59,000	350,219	422,494	58,100	480,594
Safer Renting	3	114,755	164,022	278,777	89,445	189,723	279,168
Rental and venue hire income		356,967	–	356,967	501,670	–	501,670
Investments		3	–	3	10	–	10
Other		2,250	–	2,250	1,000	–	1,000
Total income		1,505,568	635,675	2,141,243	1,576,265	373,885	1,950,150
Expenditure on:							
Raising funds	4	60,162	–	60,162	48,804	–	48,804
Charitable activities							
Advocacy	4	306,086	212,701	518,787	481,679	–	481,679
Education and Inclusion Services	4	27,948	199,952	227,900	94,034	126,062	220,096
Law Centre	4	222,301	59,000	281,301	269,590	58,100	327,690
Safer Renting	4	120,612	164,022	284,634	60,219	189,723	249,942
Community Hub Services	4	675,780	–	675,780	583,752	–	583,752
Total expenditure		1,412,889	635,675	2,048,564	1,538,078	373,885	1,911,963
Net income before other recognised losses		92,679	–	92,679	38,187	–	38,187
(Loss) on revaluation of fixed assets		(2,295,000)	–	(2,295,000)	–	–	–
Net movement in funds	5	(2,202,321)	–	(2,202,321)	38,187	–	38,187
Reconciliation of funds:							
Total funds brought forward		3,320,834	–	3,320,834	3,282,648	–	3,282,648
Total funds carried forward		1,118,513	–	1,118,513	3,320,834	–	3,320,834

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

Balance sheet

Company no. 1050006

As at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets:					
Tangible assets	10		4,509,525		6,960,500
Current assets:					
Debtors	11	294,004		148,706	
Cash at bank and in hand		147,117		2,159	
		<u>441,121</u>		<u>150,865</u>	
Liabilities:					
Creditors: amounts falling due within one year	12	(206,867)		(165,265)	
Net current liabilities			<u>234,254</u>		<u>(14,400)</u>
Total assets less current liabilities			<u>4,743,779</u>		<u>6,946,100</u>
Creditors: amounts falling due after one year	14		(3,625,266)		(3,625,266)
Total net assets			<u><u>1,118,513</u></u>		<u><u>3,320,834</u></u>
The funds of the charity:	17a				
Restricted income funds			–		–
Unrestricted income funds:					
Revaluation reserve		–		2,163,786	
General funds		1,118,513		1,157,048	
		<u>1,118,513</u>		<u>3,320,834</u>	
Total unrestricted funds			<u>1,118,513</u>		<u>3,320,834</u>
Total charity funds			<u><u>1,118,513</u></u>		<u><u>3,320,834</u></u>

Approved by the trustees on 17 March 2022 and signed on their behalf by

Simon Latham
Chair

Statement of cash flows

For the year ended 31 March 2021

	Note	2021 £	£	2020 £	£
Cash flows from operating activities					
Net (expenditure)/income for the reporting period (as per the statement of financial activities)		92,679		38,187	
Depreciation charges		155,975		155,617	
Dividends, interest and rent from investments		(3)		(10)	
(Increase)/decrease in debtors		(145,298)		(11,264)	
Decrease/(increase) in creditors		41,602		(166,037)	
Net cash provided by operating activities			144,955		16,493
Cash flows from investing activities:					
Dividends, interest and rents from investments		3		10	
Purchase of fixed assets		–		(16,774)	
Net cash used in investing activities			3		(16,764)
Cash flows from financing activities:					
Repayments of borrowing		–		–	
Net cash used in financing activities			–		–
Change in cash and cash equivalents in the year			144,958		(271)
Cash and cash equivalents at the beginning of the year			2,159		2,431
Cash and cash equivalents at the end of the year			147,117		2,159
Analysis of cash and cash equivalents and of net debt					
	At 1 April 2020 £	Cash flows £	Other non- cash changes £	At 31 March 2021 £	
Cash at bank and in hand	2,159	144,958		147,117	
Overdraft facility repayable on demand	(20,198)	20,198		–	
Total cash and cash equivalents	(18,039)	165,156		147,117	
Loans falling due after more than one year	(3,625,266)	–	–	(3,625,266)	
Total	(3,643,305)	165,156	–	(3,478,149)	

1 Accounting policies

a) Statutory information

Cambridge House and Talbot is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address and principle place of business is Cambridge House, 1 Addington Square, London, SE5 0HF.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

The Charity has a subsidiary, Enterprise at Cambridge House Limited. The subsidiary is currently dormant and therefore consolidated financial statements have not been prepared.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. 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. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

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

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

d) Going concern

The trustees consider that the organisation remains a going concern and have prepared the financial statements on a going concern basis. The trustees meet regularly to review the financial position and cashflow to ensure that liabilities can be paid as they fall due whilst the needs of service users and stakeholders continue to be met for the foreseeable future. The Going Concern Statement on page 22 of the Strategic Report's Financial Review sets out the risks and mitigating steps being taken, and further sets out that further significant improvement to the cash flow has already been achieved in 2021/22 despite difficult pandemic circumstances.

e) Income

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

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

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

1 Accounting policies (continued)**f) Donations of gifts, services and facilities**

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

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

h) Fund accounting

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

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

i) Expenditure and irrecoverable VAT

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

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

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

j) Allocation of support costs

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

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area occupied by each activity.

● Raising Funds	3%
● Advocacy	26%
● Education and Inclusion Services	16%
● Law Centre	18%
● Safer Renting	13%
● Community Hub Services	24%

Notes to the financial statements

For the year ended 31 March 2021

1 Accounting policies (continued)

j) Allocation of support costs (continued)

This year, costs of raising funds have been separated out and support and governance costs allocated. The prior year figures have also been reanalysed on the same basis in order for them to remain comparative.

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

k) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

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

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

● Freehold Property	50 years
● Computer and office equipment	4 years

The freehold property was revalued during the year and the property was put up for sale following the year end. The expected realisable value based on the property revaluation carried out in the year is lower than the value in use resulting in a loss on revaluation of £2,295,000 to bring the property to market value, which is recognised on the statement of financial activity. The revaluation reserve has been fully utilised as part of the recognition of the decrease in value of the property.

l) Investments in subsidiaries

Investments in subsidiaries are at cost.

m) Debtors

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

n) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

o) 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.

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

1 Accounting policies (continued)**p) Financial instruments**

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

q) Pensions

The charity participates in two sections of The Pensions Trust, a multi-employer pension scheme. One section effectively provides benefits based on final pensionable pay, "The Growth Plan". The assets of this section are held separately from those of the charity. It is not possible to separately identify the assets and liabilities of participating employers on a consistent and reasonable basis and therefore the charity accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

The other section, The Unitised Ethical Plan, is a segregated defined contribution pension scheme. The assets of this section are also held separately from those of the charity. The amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

2 Income from charitable donations

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Gifts	3,819	–	3,819	3,275	–	3,275
Grants	107,061	212,701	319,762	31,775	–	31,775
CRJS Income	115,498	–	115,498	–	–	–
	<u>226,378</u>	<u>212,701</u>	<u>439,079</u>	<u>35,050</u>	<u>–</u>	<u>35,050</u>

Notes to the financial statements

For the year ended 31 March 2021

3 Income from charitable activities

	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
London Borough of Waltham Forest	48,256	–	48,256	48,256	–	48,256
London Borough of Barking & Dagenham	98,172	–	98,172	116,390	–	116,390
London Borough of Richmond upon Thames	122,378	–	122,378	154,084	–	154,084
London Borough of Kingston upon Thames	133,960	–	133,960	112,742	–	112,742
Other services	37,766	–	37,766	15,119	–	15,119
Sub-total for Advocacy	440,532	–	440,532	446,591	–	446,591
London Borough of Southwark	–	18,347	18,347	–	18,347	18,347
Greater London Authority – Young Londoners Fund	–	44,926	44,926	–	29,951	29,951
Children in Need	–	23,968	23,968	–	23,968	23,968
Grant making trusts	–	18,037	18,037	–	53,796	53,796
National Lottery	–	73,624	73,624	–	–	–
The Henry Smith Charity	–	21,050	21,050	–	–	–
Other Services	73,464	–	73,464	80,005	–	80,005
Sub-total for Education and Inclusion Services	73,464	199,952	273,416	80,005	126,062	206,067
London Borough of Southwark	127,951	–	127,951	140,864	–	140,864
Legal Aid Agency	58,272	–	58,272	98,522	–	98,522
Other services	104,996	–	104,996	183,108	–	183,108
Grant making trusts	–	59,000	59,000	–	58,100	58,100
Sub-total for Law Centre	291,219	59,000	350,219	422,494	58,100	480,594
London Borough of Enfield	–	–	–	10,600	–	10,600
London Borough of Waltham Forest	43,429	–	43,429	42,506	–	42,506
London Borough of Hounslow	–	–	–	19,600	–	19,600
London Borough of Lambeth	33,800	–	33,800	–	–	–
Westminster City Council	–	–	–	15,500	–	15,500
Comic Relief	–	50,022	50,022	–	49,329	49,329
Trust for London	–	59,000	59,000	–	51,000	51,000
The Tudor Trust	–	40,000	40,000	–	50,000	50,000
Other services	37,526	–	37,526	1,239	–	1,239
Grant making trusts	–	15,000	15,000	–	39,394	39,394
Sub-total for Safer Renting	114,755	164,022	278,777	89,445	189,723	279,168
Total income from charitable activities	919,970	422,974	1,342,944	1,038,534	373,885	1,412,419

4a Analysis of expenditure (current year)

	Charitable activities									
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	Support costs £	2021 Total £	2020 Total £
Staff costs (note 6)	49,454	396,388	156,412	203,191	219,110	180,130	–	189,626	1,394,311	1,351,896
Other staff costs (note 6)	–	16,308	2,111	2,620	–	9,623	–	8,075	38,737	22,270
Activity cost	–	13,292	12,270	11,245	19,125	243,134	–	–	299,066	264,031
Premises cost	–	–	–	–	–	1,257	–	55,708	56,965	22,363
Office cost	–	–	–	–	–	–	–	27,881	27,881	20,607
Depreciation	–	–	–	–	–	155,975	–	–	155,975	155,612
Audit & accountancy	–	–	–	–	–	–	9,500	6,147	15,647	14,464
Legal & professional	–	–	–	–	–	–	–	200	200	22,609
Irrecoverable VAT	–	–	–	–	–	–	–	53,983	53,983	38,111
Bad debts written off	–	–	–	–	–	–	–	5,799	5,799	–
	49,454	425,988	170,793	217,056	238,235	590,119	9,500	347,419	2,048,564	1,911,963
Support costs	10,423	90,329	55,587	62,535	45,164	83,381	–	(347,419)	–	–
Governance costs	285	2,470	1,520	1,710	1,235	2,280	(9,500)	–	–	–
Total expenditure 2021	60,162	518,787	227,900	281,301	284,634	675,780	–	–	2,048,564	
Total expenditure 2020	48,804	481,679	220,096	327,690	249,942	583,752	–	–		1,911,963

This year, costs of raising funds have been separated out and support and governance costs allocated. The prior year figures have also be reanalysed on the same basis in order for them to remain comparative.

4b Analysis of expenditure (Prior year)

	Charitable activities								
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	Support costs £	2020 Total £
Staff costs (note 6)	38,994	368,231	140,705	255,080	192,060	148,735	–	208,091	1,351,896
Other staff costs (note 6)	–	14,785	395	1,300	2,733	–	–	3,057	22,270
Activity cost	–	13,645	26,677	12,451	12,640	198,618	–	–	264,031
Premises cost	–	–	–	–	–	1,873	–	20,490	22,363
Office cost	–	–	–	–	–	435	–	20,172	20,607
Depreciation	–	–	–	–	–	155,612	–	–	155,612
Audit & accountancy	–	–	–	–	–	–	9,150	5,314	14,464
Legal & professional	–	–	–	–	–	–	–	22,609	22,609
Irrecoverable VAT	–	–	–	–	–	–	–	38,111	38,111
Bad debts written off	–	–	–	–	–	–	–	–	–
	38,994	396,661	167,777	268,831	207,433	505,273	9,150	317,844	1,911,963
Support costs	9,535	82,639	50,855	57,212	41,320	76,283	–	(317,844)	–
Governance costs	275	2,379	1,464	1,647	1,190	2,196	(9,150)	–	–
Total expenditure 2020	48,804	481,679	220,096	327,690	249,942	583,752	–	–	1,911,963

Notes to the financial statements

For the year ended 31 March 2021

5 Net movement in funds

This is stated after charging:

	2021 £	2020 £
Depreciation	155,975	155,617
Loss on revaluation of fixed asset	2,295,000	–
Interest payable	359	2,493
Auditor's remuneration (excluding VAT):		
Audit	9,500	9,150
Other services	3,200	3,150

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

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	1,247,367	1,192,636
Social security costs	112,747	104,384
Employer's contribution to defined contribution pension schemes	34,197	31,851
	1,394,311	1,328,871
Agency staff costs	18,883	17,519
Training, expenses and recruitment	19,854	27,776
	1,433,048	1,374,166

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2021 No.	2020 No.
£70,000 – £79,999	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £187,638 (2020: £165,281).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2020: £nil). No charity trustee received payment for professional or other services supplied to the charity (2020: £nil).

No trustees were reimbursed expenses in the year (2020: £nil)

7 Staff numbers

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

	2021 No.	2020 No.
Advocacy	13	13
Education & Inclusion Services	12	13
Law Centre	5	7
Community Hub Services	7	7
Safer Renting	9	7
Support	6	5
	52	52

8 Related party transactions

S Tidball (trustee) is an employee of Macfarlanes LLP. During the year Cambridge House and Talbot received pro bono advice and legal services from Macfarlanes LLP worth an estimated £21,897 (£12,000 in 2020). This has not been included in the statement of financial activities this year due to its material nature.

K Woodley (Chief Executive) is a trustee of:

– Community Southwark who rented office and venue space from Cambridge House and Talbot at a cost of £64,594 (£60,301 in 2020). This fee income has been included in 'Rental and venue hire income' in the statement of financial activities.

Simon Latham, Chair of trustees, is an employee of the City of London Corporation and Chief Operating Officer of Bridge House Estates. Cambridge House is currently in receipt of a grant from The City Bridge Trust which is Bridge House Estate's grant-giving body. Simon Latham has notified City of London Corporation of his trusteeship of Cambridge House, holds no decision-making responsibilities in respect of City Bridge Trust grant-giving, and will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

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

10 Tangible fixed assets

	Freehold property £	Computer equipment £	Total £
Cost or valuation			
At the start of the year	7,550,000	359,588	7,909,588
Revaluation	(3,050,000)	–	(3,050,000)
At the end of the year	4,500,000	359,588	4,859,588
Depreciation			
At the start of the year	604,000	345,088	949,088
Charge for the year	151,000	4,975	155,975
Eliminated on revaluation	(755,000)	–	(755,000)
At the end of the year	–	350,063	350,063
Net book value			
At the end of the year	4,500,000	9,525	4,509,525
At the start of the year	6,946,000	14,500	6,960,500

The freehold property was revalued during the year and the property was put up for sale following the year end. The expected realisable value based on the property revaluation carried out in the year is lower than the value in use resulting in a loss on revaluation of £2,295,000 to bring the property to market value, which is recognised on the statement of financial activity. The revaluation reserve has been fully utilised as part of the recognition of the decrease in value of the property.

All of the above assets are used for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2021

11 Debtors

	2021 £	2020 £
Trade debtors	210,147	65,028
Prepayments	4,488	2,907
Accrued income	75,812	77,227
Other debtors	3,557	3,544
	<u>294,004</u>	<u>148,706</u>

12 Creditors: amounts falling due within one year

	2021 £	2020 £
Overdraft	–	20,198
Trade creditors	60,351	76,741
Taxation and social security	19,535	880
Accruals	19,493	8,852
Deferred income	70,366	17,367
Other creditors	37,122	41,227
	<u>206,867</u>	<u>165,265</u>

13 Deferred income

Deferred income comprises of grant income received in the year for projects to take place in the next financial year.

	2021 £	2020 £
Balance at the beginning of the year	17,367	53,703
Amount released to income in the year	(17,367)	(53,703)
Amount deferred in the year	70,366	17,367
	<u>70,366</u>	<u>17,367</u>

14 Creditors: amounts falling due after one year

	2021 £	2020 £
Bank loans	3,625,266	3,625,266
	<u>3,625,266</u>	<u>3,625,266</u>

The latest loan terms stipulate capital repayments of £120,000 per year, and an agreement has been reached with SIB that the current full capital and interest repayment holiday will continue to at least 31 December 2022. Thereafter, the repayment holiday will be subject to review. As a result, the full balance of the loans have been disclosed as falling due after more than one year.

The loans are secured on a Pari Passu legal charge basis between the Futurebuilders Fund and Communitybuilders Fund over the freehold property.

15 Pension scheme

The company participates in the scheme, a multi-employer scheme which provides benefits to some 950 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2019 to 31 January 2025:	£11,243,000 per annum (payable monthly and increasing by 3% each on 1st April)

Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2014. This valuation showed assets of £793.4m, liabilities of £969.9m and a deficit of £176.5m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2016 to 30 September 2025:	£12,945,440 per annum (payable monthly and increasing by 3% each on 1st April)
From 1 April 2016 to 30 September 2028:	£54,560 per annum (payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

Notes to the financial statements

For the year ended 31 March 2021

15 Pension scheme (continued)

Key assumptions	2021 %	2020 %
Discount rate	0.66	2.53
Amounts recognised in the profit and loss account:	2021 £	2020 £
Net interest on defined benefit liability/(asset)	331	226
The effect of any curtailment or settlement	–	–
Remeasurements – impact of any change in assumptions	426	(400)
Total costs	757	(174)

The amounts included in the balance sheet arising from the charity's obligations in respect of defined benefit plans are as follows:

	2021 £	2020 £
Present value of defined benefit obligations	12,451	14,753
Deficit in scheme	12,451	14,753

Movements in the present value of defined benefit obligations:

	2021 £	2020 £
Liabilities at 1 April 2020	14,753	17,897
Deficit contributions paid	(3,059)	(2,970)
Interest cost	331	226
Remeasurements – impact of any change in assumptions	426	(400)
At 31 March 2021	12,451	14,753

16a Analysis of net assets between funds (current year)

	Revaluation reserve £	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	–	4,509,525	–	4,509,525
Net current assets	–	234,254	–	234,254
Long term liabilities	–	(3,625,266)	–	(3,625,266)
Net assets at 31 March 2021	–	1,118,513	–	1,118,513

16b Analysis of net assets between funds (prior year)

	Revaluation reserve £	General unrestricted £	Restricted £	Total funds £
Tangible fixed assets	2,163,786	4,796,714	–	6,960,500
Net current (liabilities)	–	(14,400)	–	(14,400)
Long term liabilities	–	(3,625,266)	–	(3,625,266)
Net assets at 31 March 2020	2,163,786	1,157,048	–	3,320,834

17a Movements in funds (current year)

	At 1 April 2020	Income & gains	Expenditure & losses	Transfers	At 31 March 2021
	£	£	£	£	£
Restricted funds:					
Restricted donations:					
School for Social Entrepreneurs	–	8,333	(8,333)	–	–
Groundwork London	–	2,129	(2,129)	–	–
Law Centres Network	–	5,147	(5,147)	–	–
London Community Response Fund	–	34,098	(34,098)	–	–
The Tudor Trust	–	2,000	(2,000)	–	–
Access to Justice Fund	–	70,854	(70,854)	–	–
National Lottery Community Fund	–	72,140	(72,140)	–	–
London Borough of Southwark	–	18,000	(18,000)	–	–
Education and Inclusion Services					
BBC Children in Need	–	23,968	(23,968)	–	–
National lottery	–	73,624	(73,624)	–	–
The Mayor's Young Londoners Fund	–	44,926	(44,926)	–	–
Newcomen Collet Foundation	–	1,000	(1,000)	–	–
Percy Bilton	–	6,250	(6,250)	–	–
Schroder Charity Trust	–	5,000	(5,000)	–	–
London Youth CVC Summer Grant	–				
Funding	–	4,787	(4,787)	–	–
Jack Petchey Foundation	–	1,000	(1,000)	–	–
The Henry Smith Charity	–	21,050	(21,050)	–	–
London Borough of Southwark	–	18,347	(18,347)	–	–
Law Centre					
London Legal Support Trust	–	10,000	(10,000)	–	–
City Bridge Trust	–	49,000	(49,000)	–	–
Safer Renting					
Trust for London	–	59,000	(59,000)	–	–
Tudor Trust	–	40,000	(40,000)	–	–
London Housing Foundation	–	15,000	(15,000)	–	–
Comic Relief	–	50,022	(50,022)	–	–
Total restricted funds	–	635,675	(635,675)	–	–
Unrestricted funds:					
Revaluation reserve	2,163,786	–	(2,163,786)	–	–
General funds	1,157,048	1,505,568	(1,544,103)	–	1,118,513
Total unrestricted funds	3,320,834	1,505,568	(3,707,889)	–	1,118,513
Total funds	3,320,834	2,141,243	(4,343,564)	–	1,118,513

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2021

17b Movements in funds (prior year)

	At 2 April 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2020 £
Restricted funds:					
<i>Education and Inclusion Services</i>					
Charterhouse-in-Southwark	–	6,456	(6,456)	–	–
BBC Children in Need	–	23,968	(23,968)	–	–
St Olave's and St Saviour's Schools	–	3,000	(3,000)	–	–
London Youth	–	9,149	(9,149)	–	–
The Mayor's Young Londoners Fund	–	44,927	(44,927)	–	–
Jack Petchey Foundation	–	2,000	(2,000)	–	–
London Borough of Southwark	–	18,347	(18,347)	–	–
The Postcode Community Trust	–	6,953	(6,953)	–	–
George Bairstow Charitable Trust	–	1,600	(1,600)	–	–
The Swimathon Foundation	–	2,500	(2,500)	–	–
CamberwellCommunity Council	–	2,356	(2,356)	–	–
Rix-Thompson Rothenberg	–	4,806	(4,806)	–	–
Law Centre					
London Legal Support Trust	–	10,000	(10,000)	–	–
City Bridge Trust	–	48,100	(48,100)	–	–
Safer Renting					
Legal Education Foundation	–	5,394	(5,394)	–	–
Trust for London	–	51,000	(51,000)	–	–
Tudor Trust	–	50,000	(50,000)	–	–
The Matrix Causes Fund (Matrix	–	4,000	(4,000)	–	–
London Housing Foundation Ltd	–	30,000	(30,000)	–	–
Comic relief	–	49,329	(49,329)	–	–
Total restricted funds	–	373,885	(373,885)	–	–
Unrestricted funds:					
Revaluation reserve	2,197,066	–	–	(33,280)	2,163,786
General funds	1,085,582	1,576,265	(1,538,078)	33,280	1,157,048
Total unrestricted funds	3,282,648	1,576,265	(1,538,078)	–	3,320,834
Total funds	3,282,648	1,950,150	(1,911,963)	–	3,320,834

Purposes of restricted funds**Education and Inclusion Services**

These funds are to deliver specific youth and disabled people's empowerment services in accordance with restrictions agreed with the funder.

Law Centre

These funds are to deliver specific legal services in accordance with restrictions agreed with the funder

Safer Renting

These funds are to deliver specific private rented sector tenants services in accordance with restrictions agreed with the funder.

Purposes of revaluation reserve

The revaluation reserve represents the difference in value between fixed assets held at valuation compared to their net book value had they been held at cost. Due to the revaluation this year, the reserve has been utilised in recognising the resulting loss on revaluation.

Notes to the financial statements

For the year ended 31 March 2021

18 Trading subsidiary

Enterprise at Cambridge House Limited, the charitable company's trading subsidiary (Company Number: 06740813) was incorporated on the 4 November 2008.

The company ceased to trade in September 2013 although has continued to incur some expenditure. The results of the undertaking have not been consolidated as they were immaterial.

The charity holds all the share capital of Enterprise at Cambridge House Limited.

Relevant financial information regarding Enterprise at Cambridge House Limited is as follows:

	2021 £	2020 £
Assets	243	243
Liabilities	<u>(2,306)</u>	<u>(2,306)</u>
Total funds	<u><u>(2,063)</u></u>	<u><u>(2,063)</u></u>

21 Post balance sheet events

In February 2022 the charity entered into the final stages of agreeing the sale of the freehold property. At the time of reporting no formal contracts had been signed and so the trustees consider the valuation included in the financial statements to be appropriate given the further discussions to be concluded on ahead of completion.

In March 2022 the charity entered into negotiations with SIB in relation to the outstanding loan with the intention to reduce the final amount repayable. As at the reporting date, an agreement had been reached to reduce the loan repayable amount to £2m. As this decision was made after the year end, no adjustments have been included in the financial statements to reflect this and this will be included in the financial statements for the next period.

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.