

# 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.

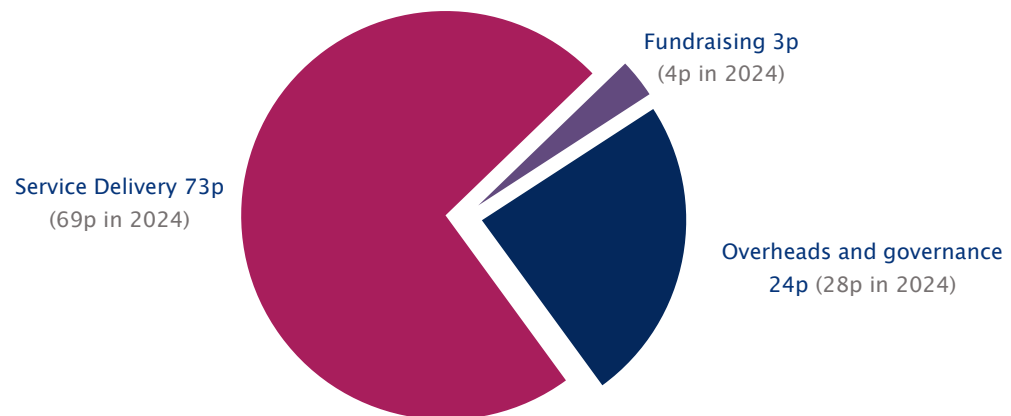
Simon Latham, Chair

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:



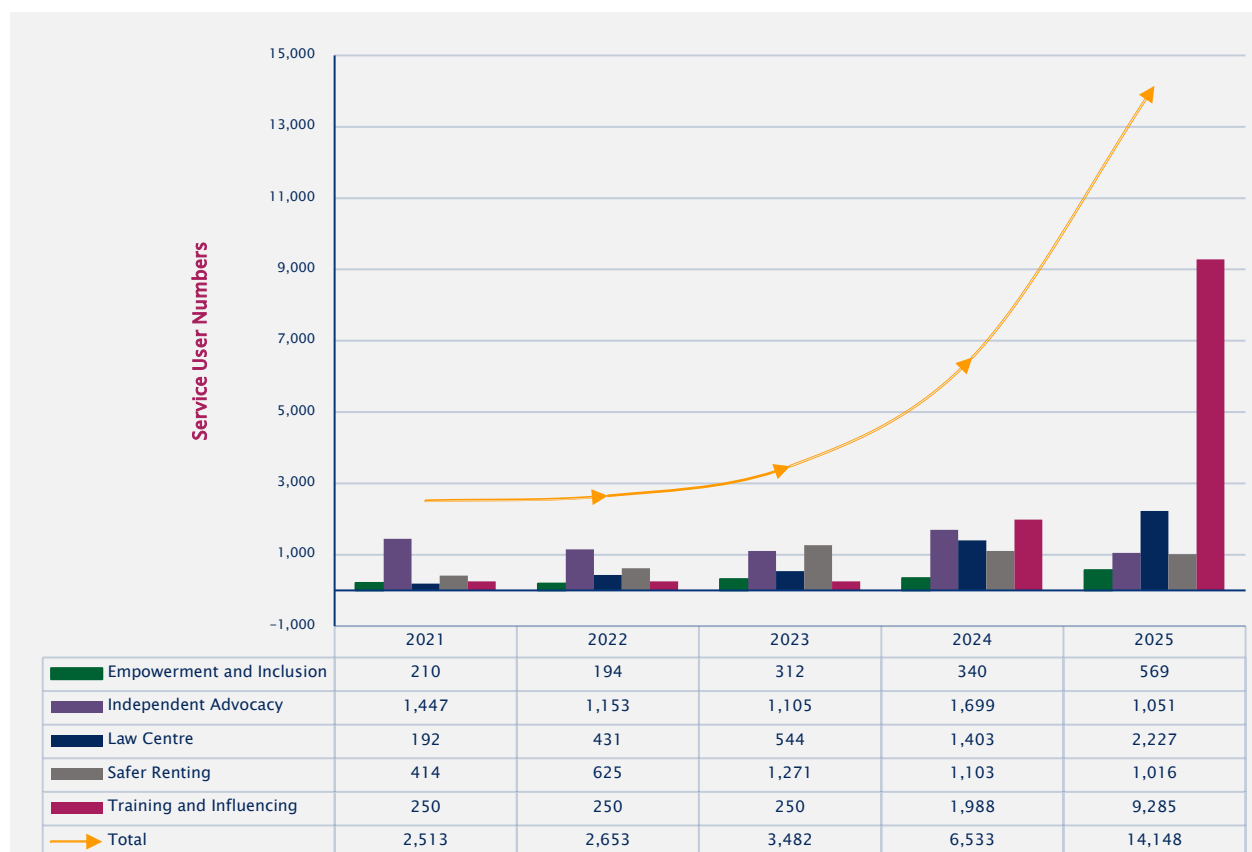
## Achievements and performance

### 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:

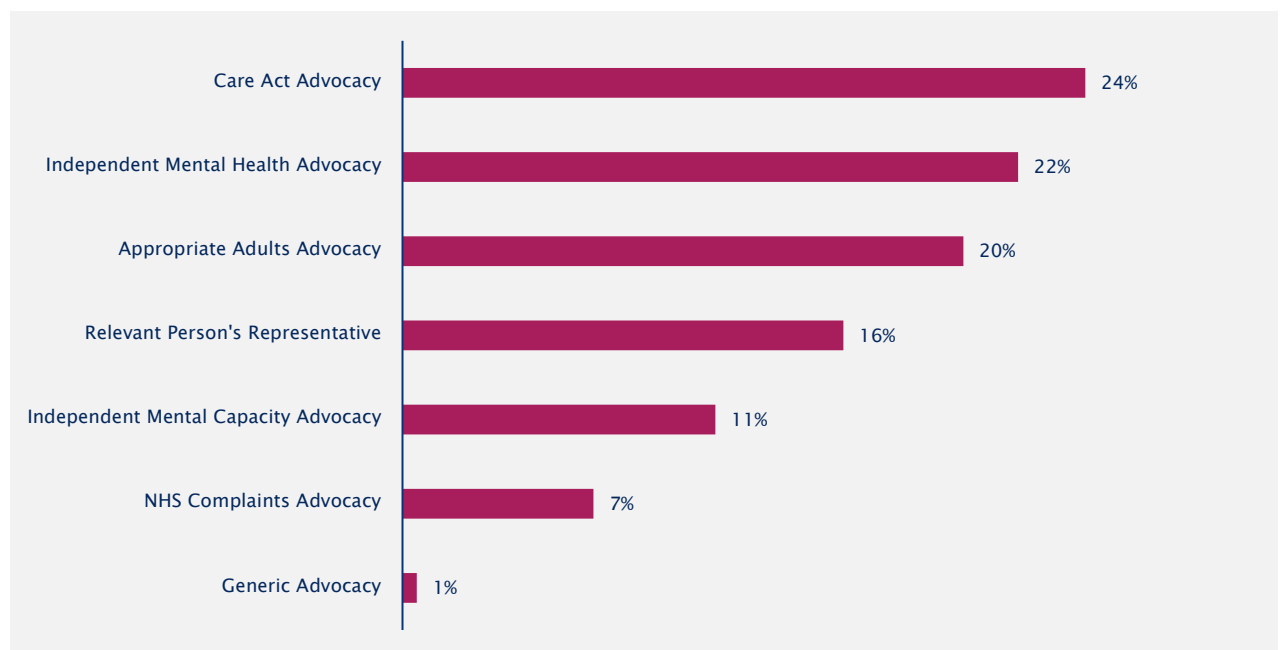
- Understood information relating to decisions about their lives
- Could weigh up their options
- Were able to communicate their views, wishes and feelings
- Received the treatment, care and support they needed, and without disproportionate restrictions to their freedom of choice and liberty
- Had access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

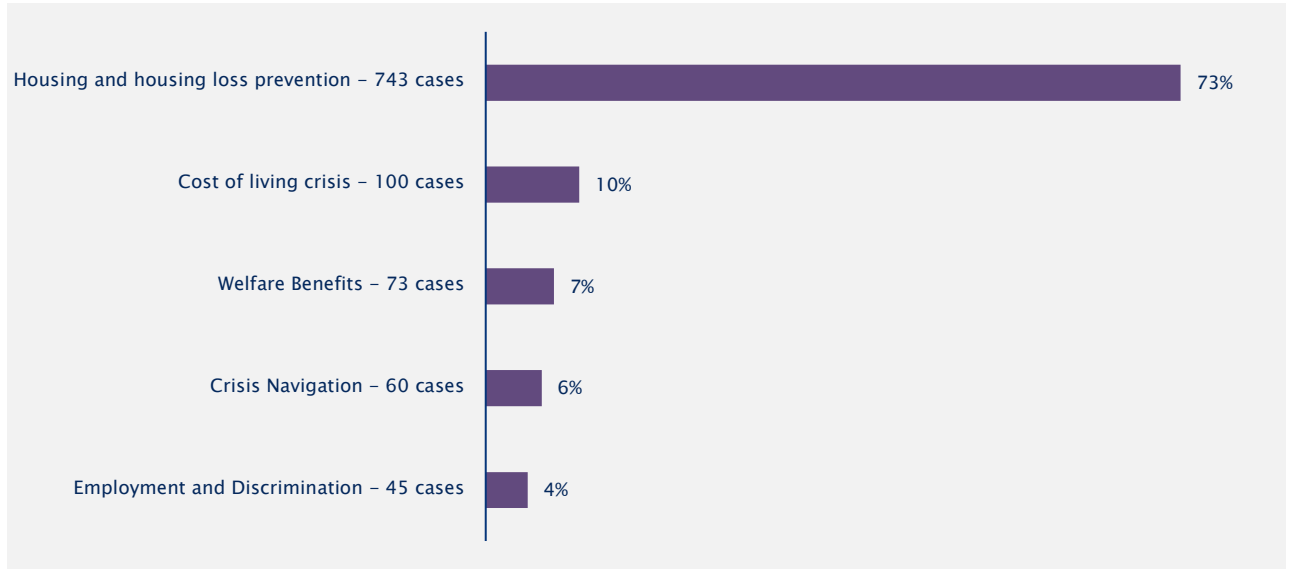
F contacted our Law Centre and we advised her that she had a claim for automatic unfair dismissal/detriment for making a protected 'whistleblowing' disclosure. The matter was listed for a preliminary hearing, F was extensively advised and supported by the Law Centre, and the former employer sought to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

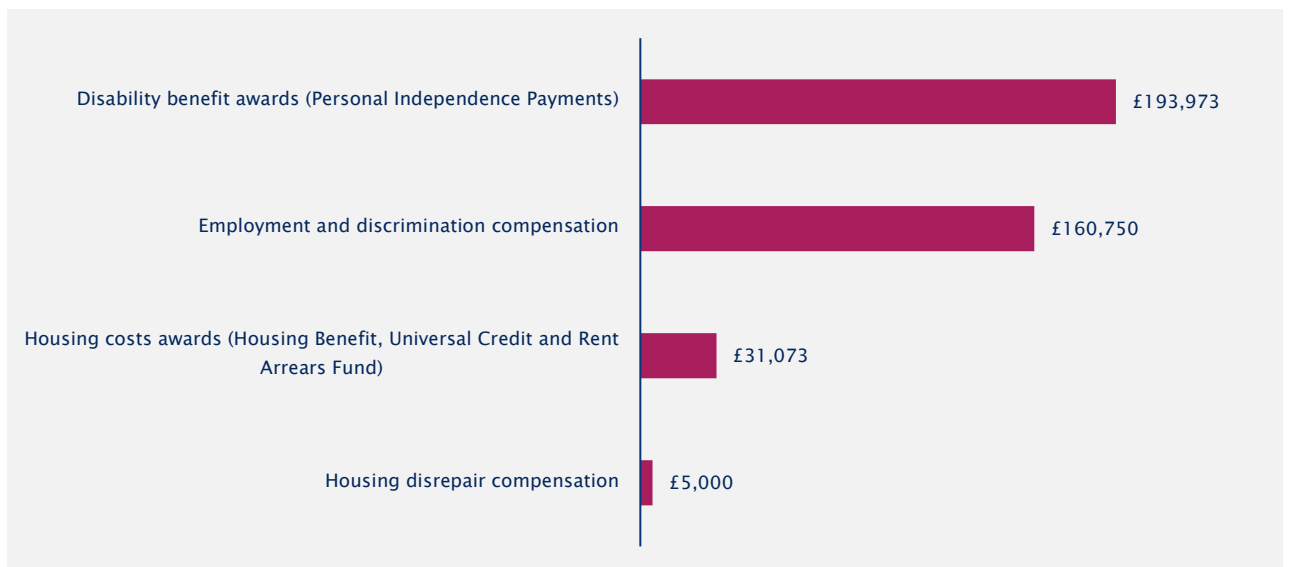


As a Legal Aid Agency accredited provider, member of the Law Centres Network, and a London Legal Support Trust ‘Centre of Excellence’; our Law Centre provided free, independent and expert legal and crisis navigation services in housing, employment and discrimination, and welfare benefits law. During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





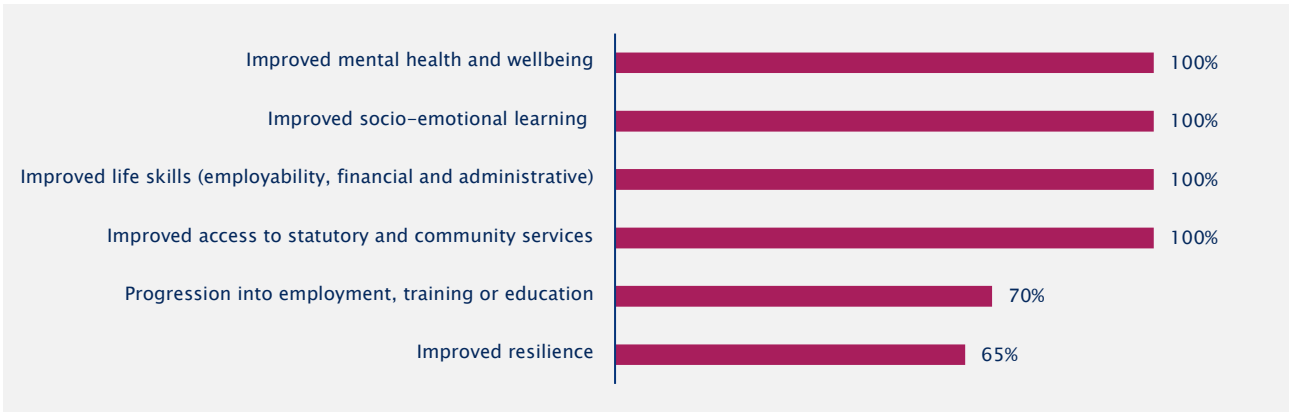
Our Youth Empowerment service, RISE, is a highly specialised, youth-led, and long-term programme that invests in 16 to 25 year-olds, typically for at least 2-years, who have experienced multiple negative experiences and appalling events across their life course.

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	<ul style="list-style-type: none"> <li>Number of weekly Camberwell Incredibles sessions increased from 3 to 4</li> <li>RISE service user numbers increased from 80 to 134</li> </ul>
To expand our delivery of legal advice services in Lambeth	Achieved	<ul style="list-style-type: none"> <li>New contract secured to deliver legal services in Lambeth from 01 04 2025</li> </ul>
Transforming Society		
To undertake research into the contribution that Lettings Agents play in the London 'shadow private rented sector'	Progressed	<ul style="list-style-type: none"> <li>External research partner engaged</li> <li>Research activities initiated</li> </ul>
To undertake research into the impact of poor private rented sector housing on the health of marginalised communities in Lambeth	Progressed	<ul style="list-style-type: none"> <li>External research partner engaged</li> <li>Research activities initiated</li> </ul>
Governance		
To agree a 'Transforming Society' action plan to support the delivery of the 2022–2027 Corporate Strategy	Completed	<ul style="list-style-type: none"> <li>Safer Renting public affairs development enhanced with the creation of a new corporate Public Affairs and Communications post</li> <li>Research into the system failures experienced by young people with severe, multiple, and complex needs initiated by RISE</li> </ul>
To enhance IT and cyber security capabilities and processes	Completed	<ul style="list-style-type: none"> <li>IT contracts reviewed and upgraded</li> <li>Specialist insurances procured</li> <li>All staff training completed</li> <li>Cyber Essentials accreditation renewed</li> </ul>
To undertake a review of our articles of association to ensure that they continue to enable us to operate effectively	Completed	<ul style="list-style-type: none"> <li>Updated and modernised articles of association approved by company members in January 2025</li> </ul>

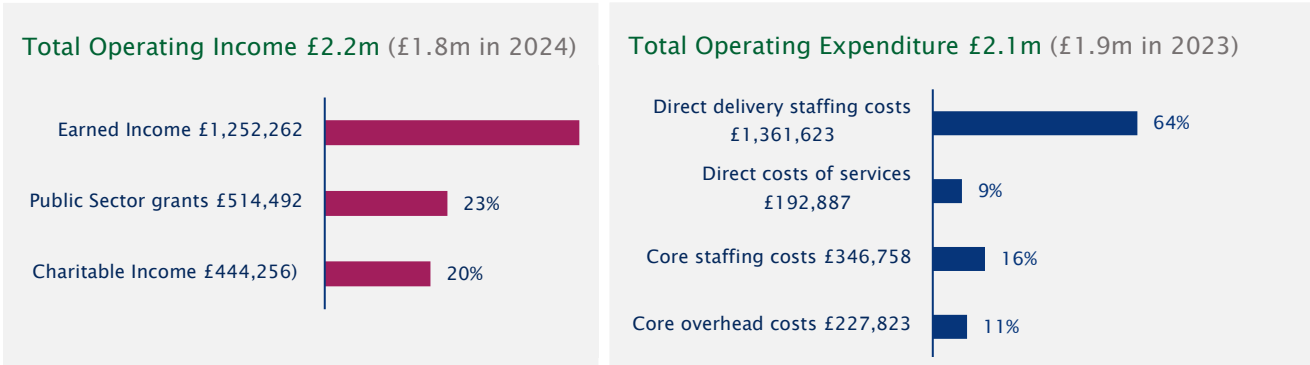
## Our priorities for 2025–26

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

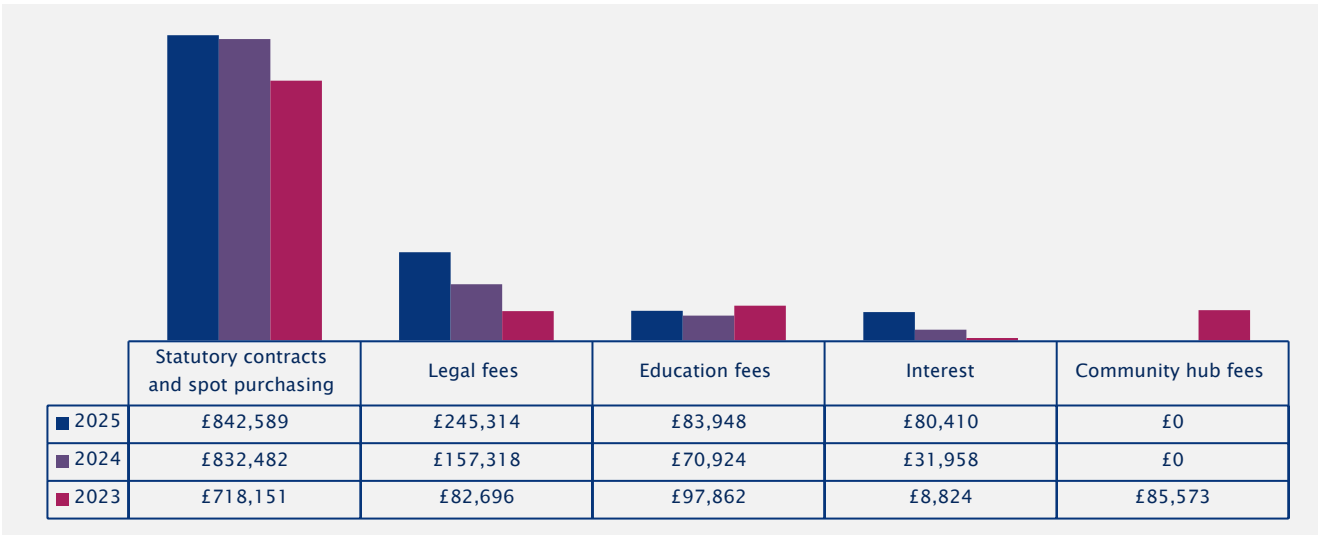
## Overview

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:

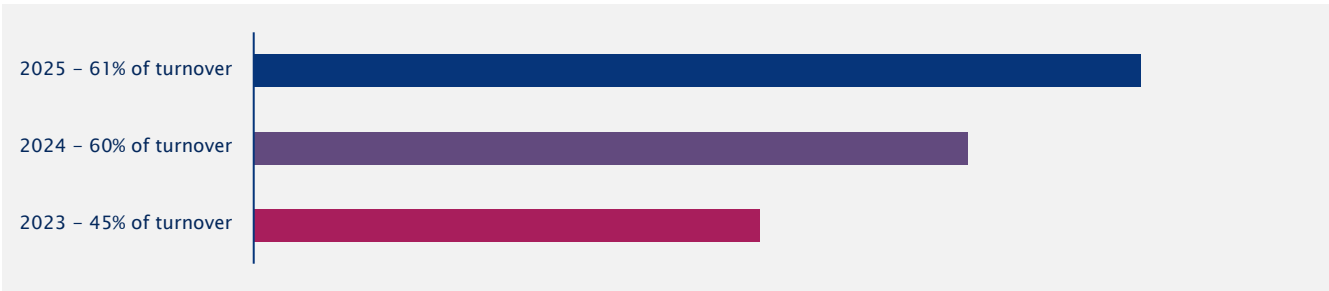


- Operating income increased by 21% to £2,211,010 (£1,832,710 in 2024)
- Operating expenditure (i.e., excluding depreciation of £4,205) increased by 11% to £2,129,092 (£1,913,621 in 2024)
- We turned the previous year's overall deficit to a surplus of £77,714 (£86,935 deficit in 2024)
- Charitable income 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

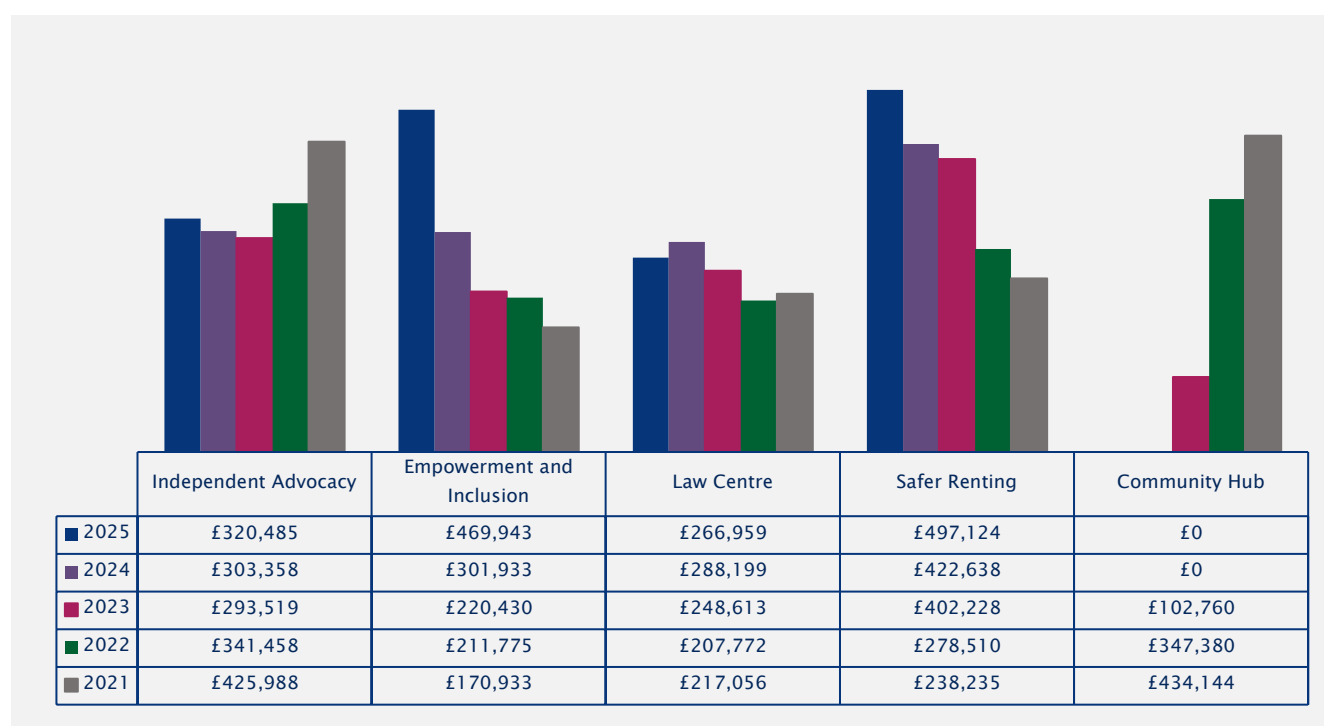


## Expenditure

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.

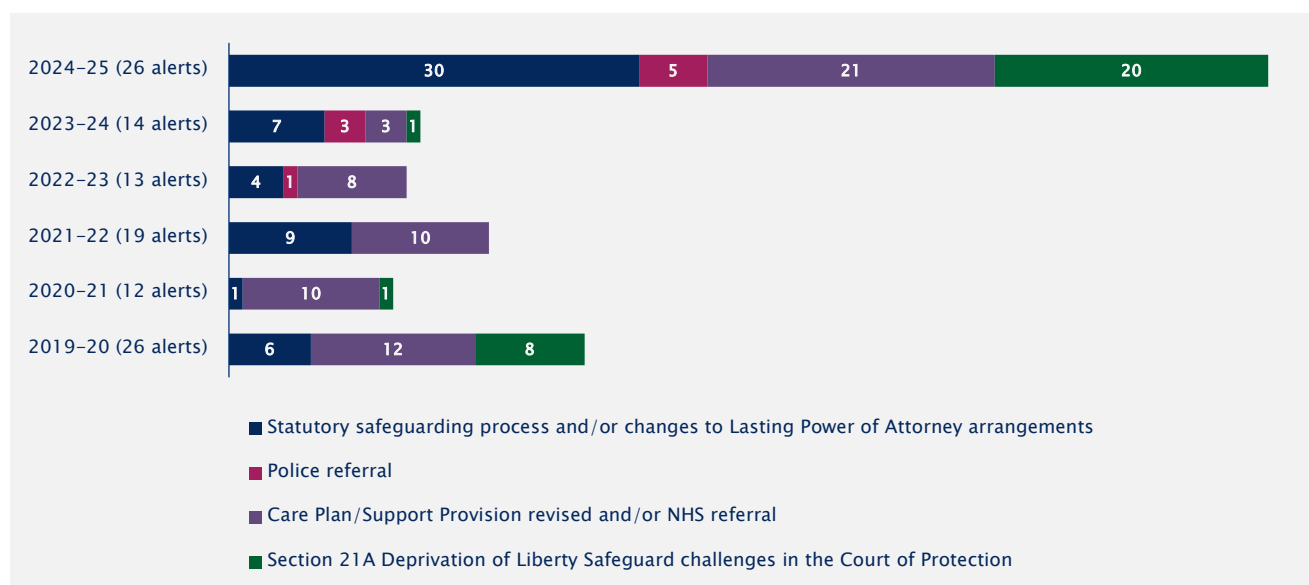
## Beyond reporting

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.

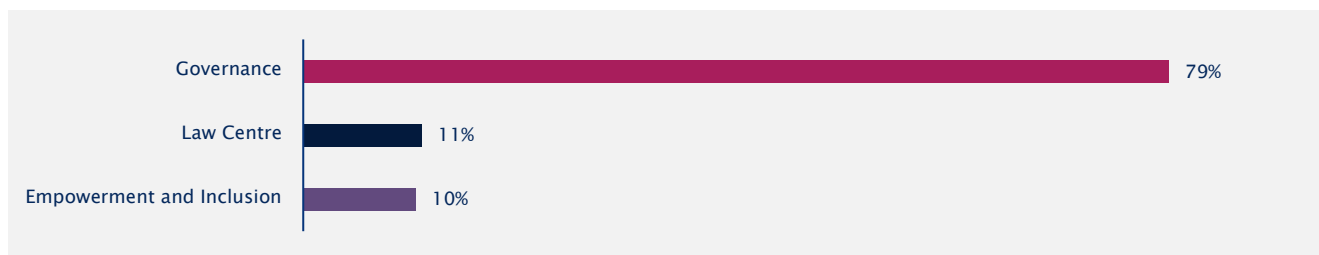
## Volunteering and employability

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	<ul style="list-style-type: none"> <li>▪ Monthly Finance Subcommittee and quarterly Board scrutiny of financial performance and our real-time cash position</li> <li>▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place.</li> <li>▪ Ensure 'full cost recovery' contract pricing and grant applications</li> <li>▪ Maintain diversified income base and high levels of unrestricted income to prevent reliance on single sources</li> </ul>
Major unforeseen costs, which create a significant overspend or necessitate significant and unplanned increases in expenditure	<ul style="list-style-type: none"> <li>▪ Monthly Finance Subcommittee and quarterly Board scrutiny of financial performance and our real-time cash position</li> <li>▪ Robust cloud-based accounting system in place</li> <li>▪ Prepare 'keep, divest and/or novate' plans as appropriate to reduce impact of loss making and/or unfunded services</li> <li>▪ Ongoing monitoring, assessment and evaluation of any emergent factors which have the potential to risk business activities at project and operational levels</li> <li>▪ Maintain a risk-based free reserve target</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place</li> <li>▪ 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</li> <li>▪ Regularly review Staff Remuneration (including benefits) Policy</li> <li>▪ Regularly review staff wellbeing support processes with particular regard to dealing with vicarious trauma</li> </ul>
Competition from other providers resulting in the organisation being unable to sustain its current services	<ul style="list-style-type: none"> <li>▪ Regularly update pricing reviews, market comparisons and competitor analyses</li> <li>▪ Build strong relationships with commissioners and funders and build cross sector partnerships</li> <li>▪ Maintain participation in policy forums and think tanks to support future planning and proofing of services</li> <li>▪ Continue to focus on opportunities to innovate and respond to new and emerging needs in our communities</li> <li>▪ Continue to monitor and publish our social impact and maintain externally accredited quality assurance processes</li> </ul>



## 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](http://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 £
<b>Income from:</b>							
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
<b>Total income</b>		<b>1,263,435</b>	<b>947,576</b>	<b>2,211,011</b>	<b>1,047,349</b>	<b>785,361</b>	<b>1,832,710</b>
<b>Expenditure on:</b>							
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
<b>Total expenditure</b>		<b>1,185,721</b>	<b>947,576</b>	<b>2,133,296</b>	<b>1,134,283</b>	<b>785,361</b>	<b>1,919,645</b>
<b>Net movement in funds</b>		<b>77,714</b>	<b>–</b>	<b>77,714</b>	<b>(86,935)</b>	<b>–</b>	<b>(86,935)</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		2,423,529	–	2,423,529	2,510,464	–	2,510,464
<b>Total funds carried forward</b>	16	<b>2,501,243</b>	<b>–</b>	<b>2,501,243</b>	<b>2,423,529</b>	<b>–</b>	<b>2,423,529</b>

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 £
<b>Fixed assets:</b>					
Tangible assets	10		<u>8,429</u>		<u>9,935</u>
			<b>8,429</b>		<b>9,935</b>
<b>Current assets:</b>					
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>	
		<b>2,772,740</b>		<b>2,793,480</b>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	12	<u>(279,926)</u>		<u>(379,886)</u>	
<b>Net current assets / (liabilities)</b>			<u><b>2,492,814</b></u>		<u><b>2,413,594</b></u>
<b>Total assets less current liabilities</b>			<u><b>2,501,243</b></u>		<u><b>2,423,529</b></u>
<b>Total net assets</b>			<u><u><b>2,501,243</b></u></u>		<u><u><b>2,423,529</b></u></u>
<b>The funds of the charity:</b>	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><b>2,501,243</b></u>		<u><b>2,423,529</b></u>
<b>Total charity funds</b>			<u><u><b>2,501,243</b></u></u>		<u><u><b>2,423,529</b></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	
	£	£	£	£
<b>Cash flows from operating activities</b>				
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	
<b>Net cash provided by/ (used in) operating activities</b>	<b>18,918</b>		<b>(117,258)</b>	
<b>Cash flows from investing activities:</b>				
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)	
<b>Net cash provided by investing activities</b>	<b>77,711</b>		<b>35,962</b>	
<b>Change in cash and cash equivalents in the year</b>	<b>96,629</b>		<b>(81,296)</b>	
Cash and cash equivalents at the beginning of the year	<u>2,151,391</u>		<u>2,232,687</u>	
<b>Cash and cash equivalents at the end of the year</b>	<b><u>2,248,020</u></b>		<b><u>2,151,391</u></b>	

## **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

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

## 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)	–	–	
<b>Total expenditure 2025</b>	<b>85,669</b>	<b>422,149</b>	<b>619,016</b>	<b>351,643</b>	<b>654,819</b>	<b>–</b>	<b>–</b>	<b>2,133,296</b>	
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)	–	–
<b>Total expenditure 2024</b>	<b>442,465</b>	<b>440,385</b>	<b>420,353</b>	<b>616,441</b>	<b>–</b>	<b>–</b>	<b>1,919,645</b>

## 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
	<b>52</b>	<b>51</b>

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 £
<b>Cost or valuation</b>		
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
<b>Depreciation</b>		
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
<b>Net book value</b>		
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**


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

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

\*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.

<b>Assumptions</b>	<b>2025 %</b>	<b>2024 %</b>	<b>2023 %</b>
Rate of discount	<b>4.84</b>	<b>5.31</b>	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
<b>Net assets at 31 March 2025</b>	<b>901,243</b>	<b>1,600,000</b>	<b>–</b>	<b>2,501,243</b>

**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
<b>Net assets at 31 March 2024</b>	<b>823,529</b>	<b>1,600,000</b>	<b>–</b>	<b>2,423,529</b>

**16a Movements in funds (current year)**

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

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 £
<b>Restricted funds:</b>					
<i><b>Restricted donations:</b></i>					
Kingston University	–	10,847	(10,847)	–	–
<i><b>Education and Inclusion Services</b></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><b>Law Centre</b></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><b>Safer Renting</b></i>					
Oak Foundation	–	160,000	(160,000)	–	–
The Greater London Authority	–	60,000	(60,000)	–	–
Urban Impact	–	106,636	(106,636)	–	–
<b>Total restricted funds</b>	–	785,361	(785,361)	–	–
<b>Unrestricted funds:</b>					
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
<b>General funds</b>	20,464	1,047,349	(1,134,284)	890,000	823,529
<b>Total unrestricted funds</b>	2,510,464	1,047,349	(1,134,284)	–	2,423,529
<b>Total funds</b>	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.