



# **CAYSH Annual Review**

## **2024-2025**

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**' H O P E S R E A L I S E D '**



# Chair's Welcome

## Bav Padhiar



This year's theme, "Hopes Realised", resonates powerfully with the work we do at CAYSH. Every safe night, every conversation, and every act of support is a step towards turning uncertainty into possibility for the young people we serve. As we look back on the past year, we can take real pride in the progress made and the hope restored in so many lives.

It is also a moment of personal reflection for me, as this marks my final year as Chair of Trustees and concludes over eight years of service on the Board. I leave with a deep sense of gratitude for the privilege of contributing to an organisation whose mission I believe in so strongly, and for the people I've had the honour of working alongside.

This has been a pivotal year for CAYSH; we welcomed Chris our new CEO - who has brought fresh vision and commitment to the team and our work, and we secured vital contracts that will ensure we can continue to offer housing and support to young people facing homelessness. We have also strengthened the Board through the recruitment of new trustees and my successor as Chair - laying the foundations for a strong and resilient future.

I want to extend my heartfelt thanks to the remarkable staff team at CAYSH, whose dedication and compassion are the heartbeat of our organisation; to our partners and supporters, whose collaboration makes our impact possible; to my fellow trustees, whose wisdom and commitment have guided us through many challenges; and most of all, to the young people we serve - whose courage and resilience continue to inspire me every day.

CAYSH has been a huge part of my life, and I leave confident that the organisation is in good hands and on a strong path forward. My "hope realised" is that we've helped create not just shelter, but opportunities for young people to find stability, purpose, and the futures they deserve.

With heartfelt thanks and best wishes,

**Bav Padhiar**

**Chair of the Board of Trustees**  
**CAYSH**

# CEO Introduction

## Chris Deacon



**The young people at CAYSH have aspirations. They speak about their hopes and dreams for the future: having a home they can call their own, finding a job, having a supportive community around them and being happy and content.**

2024-25 has been a year where so many young people achieved their aspirations! 13 young people found employment and 24 moved on to their own home. These achievements are something to celebrate and are due to the determination and commitment of young people alongside the excellent team at CAYSH who work with great skill and perseverance.

Within CAYSH, we have undergone a significant change with Ann Tighe retiring and myself appointed as her successor. We recognise all that Ann achieved for CAYSH and I am particularly grateful that Ann continued working part-time, beyond her retirement date, to ensure a smooth handover to myself.

The scale of the youth homelessness crisis continues to rise. With 1 in 62<sup>1</sup> young people in the UK estimated to be facing homelessness and some 90,000<sup>2</sup> London children living in temporary accommodation, CAYSH's work is more relevant than ever. We believe that this crisis will be met best through collaboration. By working well with current partners and building bridges with new organisations, we will maximise our impact in ending youth homelessness.

CAYSH Enterprise continued to deliver a high-quality concierge service during the year. In quarter 4 alone, we prevented 60

incidents and made early interventions in 29 more, meaning that we didn't need to call the police on any occasion. By providing such an effective preventative service, we gave our clients peace-of-mind that their homes and supported housing schemes were safe and secure during the night. All surpluses made by CAYSH Enterprise are reinvested in CAYSH Charity, helping to end youth homelessness.

We extend a particular thanks to all those who have supported us over the year. To our Trustees who give up their time voluntarily and do so with such dedication. To those who provide us with homes: Andrews Charitable Trust, Hyde Housing, Notting Hill Genesis, Peabody and Southern Housing. We have also received valuable financial support for which we are most grateful. Thank you to: Andrews Charitable Trust, Bryden Johnson, CAYSH Enterprise, Certitude, Croydon Council, Eldon Housing Association, Hexagon Housing Association, Mitheridge, Royal Borough of Greenwich Council, StartUp Croydon, Waythrough and many individual donors.

On meeting with young people, I am struck by just how much adversity they have already faced in their young lives. CAYSH are committed to supporting and serving these young people and are excited by all they will achieve in the year to come. Their futures are bright!

# Supported Accommodation

## **Creating Safety, Building Futures Overview**

The Supported Accommodation Pathway remains a pivot provision to prevent youth homelessness and promote long-term wellbeing. It offers not just a roof over one's head, but a springboard to a more stable, empowered future. For many young people, this service is their first experience of security, consistent support, and genuine belief in their potential.

Through close partnerships with Registered Social Landlords (RSLs) and the support of local authority-funded contracts, we have developed a provision rooted in both trauma-informed and psychologically informed practice.

## **What We Do and Why It Matters**

We provide safe, supported housing for young people at risk of homelessness, many of whom face trauma, family breakdown, and mental health challenges. In partnership with Registered Social Landlords and local authorities, our trauma and psychologically informed environments promote both safety and personal growth.

Each young person receives tailored support to build life skills, manage a tenancy, and access education or employment. Emotional support and goal-setting help foster resilience, identity, and long-term well-being.

Our trained staff create inclusive, restorative spaces where trust and stability lay the groundwork for lasting change.

## **Assessment Unit: A Gateway to the Right Support**

Our nine-bed Assessment Unit is the first step for young people entering our Supported Accommodation Pathway. In this short-term,

intensive setting, we quickly assess each individual's needs, strengths, and readiness for independence.

Through structured sessions and everyday support, staff build a holistic understanding to inform tailored support plans. This responsive approach ensures young people are matched with the right level of care, avoiding inappropriate placements and reducing time in crisis.

Early trust built in the unit often becomes the foundation for ongoing engagement and long-term stability.

## **Achievements and Highlights of the Year**

Despite challenges in the housing market and growing support needs, the service achieved strong outcomes. Nearly 50% of young people supported moved into more independent or appropriate supported housing often a major milestone after long-term instability.

A key development was our new partnership to access Private Rented Accommodation studio flats, offering flexible step-down options with continued floating support. This enhances our housing pathway and supports smoother transitions to independence.

We also strengthened our partnership model, improving collaboration with social services and lead professionals. Clearer referral processes and better communication have led to more coordinated, accountable support for each young person.

## **Case Study: From Crisis to Confidence – Pete's Journey**

When Pete came to us, he was navigating a storm of challenges. Having recently left a turbulent home environment, he faced multiple barriers



including mental health struggles, uncertainty around his identity, and the daunting prospect of living alone for the first time.

From the outset, our team offered Pete a safe, non-judgmental space to find his footing. Through regular key work sessions, we supported him to gain practical skills such as cooking, cleaning, and managing his finances while also addressing deeper emotional needs. As Pete's confidence grew, so did his ambitions. He began volunteering with the Air Cadets, a role that gave him structure, purpose, and a sense of community.

Today, Pete is both an instructor with the Air Cadets and has been accepted into the Police Community Support Office. Perhaps most powerfully, Pete recently chose a new name - one that reflects the self-defined identity he has courageously embraced through his journey with us.

### **Key Outcomes and Impact**

- 49% of clients successfully moved into Independent or Supported Accommodation.
- 100% received tailored, person-centered support plans.
- New housing provision developed for Private Rented Accommodation of studio flats.
- Improved service coordination through restructured partnerships working with social services.
- High engagement with life skills training, key work, and community volunteering.

Feedback from young people highlighted that feeling "listened to" and "valued as an individual" were among the most meaningful aspects of the service. These responses reinforce our belief in the power of relational support.

### **Challenges and Solutions**

A key challenge this year was the limited availability of suitable housing for move-on, particularly for young people with complex needs. We responded by increasing our focus on proactive housing advocacy, building stronger links with landlords, and using creative problem-solving to access more housing.

### **Looking Forward: Aspirations for the Year Ahead**

As we look to the future, we are ambitious in our plans to evolve and expand the service to better meet the emerging needs of our young people.

Key priorities include:

- Launching gender specific empowerment workshops, particularly for young women affected by domestic abuse. These sessions will focus on confidence building, self worth, safety planning, and peer support.
- Expanding housing provision through continued partnerships and new funding applications, ensuring young people have real, accessible options at every stage of their journey.
- Embedding youth voice in all strategic planning, ensuring the design and delivery of services reflect the lived experience and insight of those we serve.

Ultimately, the Supported Accommodation Pathway remains a space of hope and transformation. It reminds us that with the right support, every young person has the potential to move from crisis to confidence and to create a future that feels not just possible, but their own.

# Floating Support

## Flexible, Community-Based Stability

Whether transitioning from our supported housing or coming to us through other referral routes, young people in the community often face a new set of challenges, particularly around managing a tenancy, maintaining routines, and building community.

Floating Support is designed to meet these needs in real time, offering adaptable, non-intrusive help where and when it is most needed.

Our team works with young people in their own homes or local community spaces, focusing on tenancy sustainment, budgeting, accessing benefits, mental health support, and building local networks. Crucially, this support is led by the young person's pace, ensuring that it feels empowering rather than overwhelming.

This service acts as a stabilising force during a vulnerable period of transition. For many young people, the safety net of Floating Support makes the difference between sustaining a tenancy and facing homelessness once again. Our team responds swiftly to early warning signs, such as rent arrears or disengagement, ensuring that risks are addressed before they escalate.

**100% of  
Young People  
sustained their  
Tenancy**

**80% of  
Young People  
had a positive  
move-on**



### Case Study: Adma's Story,

Each year, we honour individuals who demonstrate exceptional growth, resilience, and determination in the face of adversity.

Referred in March, Adama sought support with housing, self-safety awareness, and infant safety. She was balancing the demands of caring for a newborn while navigating financial challenges, including managing rent and utility costs, all while pursuing her education.

Despite these pressures, she engaged consistently with her keyworker, demonstrating a strong commitment to personal development. Her journey over the past year reflects significant transformation, from a recent arrival in the UK to a confident young mother and university student.

Her achievements included:

- Establishing and maintaining a stable tenancy
- Creating a nurturing, safe home for her five-month-old daughter
- Managing her household finances independently
- Re-enrolling in higher education
- Actively participating in community baby groups and peer support networks

We were proud to celebrate Adama as our 2024 Young Person of the Year. Her strength, determination, and community engagement have made her a role model within the service. Her story is a powerful reminder of the positive impact our services can have and stands as a source of hope and inspiration for others.

# Supported Lodgings

## Community-Rooted Independence Overview

**Our Supported Lodgings provision is the longest-standing component of our housing offer, providing a trusted and familiar stepping stone between formal care and full independence.**

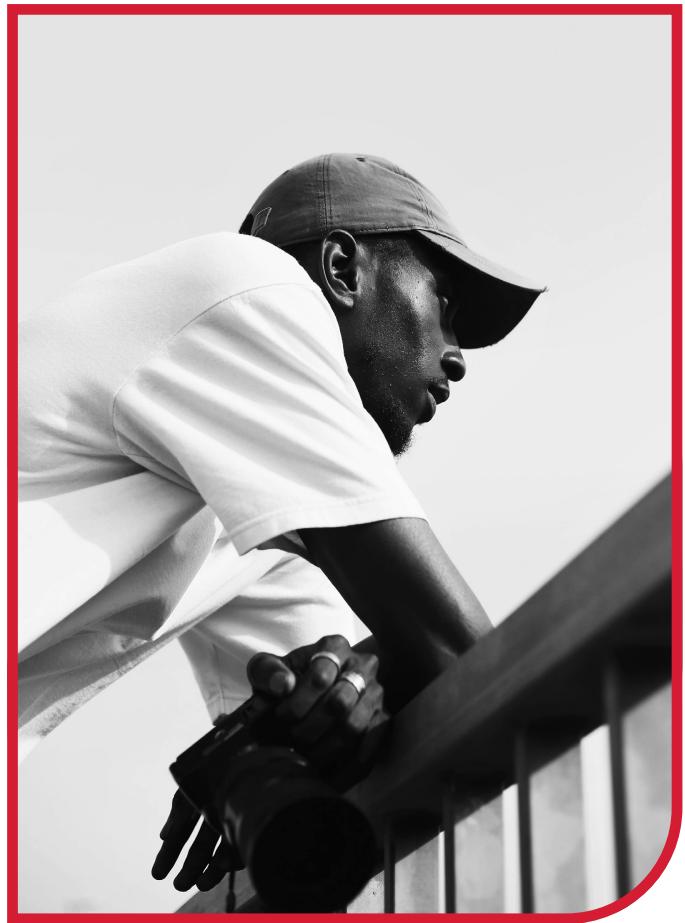
Designed for young people aged 16-25, it caters specifically to those transitioning out of foster care or residential settings, offering a home environment that balances stability with autonomy. It allows young people to take on more responsibility while continuing to benefit from the safety and guidance of a supportive adult presence.

## What We Do and Why It Matters

This past year, 21 active Hosts across the city housed a total of 34 young people.

The Supported Lodgings model is made possible through the commitment of local residents who open their homes and their lives to young people in need. These individuals are recruited through a sustained pan-London campaign, then undergo thorough vetting, training, and ongoing support. Hosts are selected not just for their willingness, but for their ability to build genuine, trust-based relationships that make young people feel part of a family unit.

Support is provided through a personalised support and care package that combines the nurturing qualities of a home setting with structured input from which includes access to counselling, employability and finances.



## Case Study: Jay's story, Progress Through Holistic Support

Our Lodgings Service began working with Jay at a time when he was facing significant challenges with mental health, low motivation, poor routines and irregular college attendance. He felt undervalued in his part-time job and was withdrawing socially, often isolating himself at his supported lodging placement.

To support his progression, Jay received weekly visits from his support worker and daily emotional support from his Host. Together, they focused



on building better routines, improving his living space, and re-engaging with education. He was encouraged to attend weekly counselling sessions and meetings were arranged with college staff to ensure he stayed on track and completed his final exams. As part of his employment journey, he was referred to CAYSH's employability programme.

Over time, Jay made substantial progress. His mental health improved, he became more independent, developed stronger daily routines, secured a new job, and bought his first car. The shift in his outlook was clear, prompting discussions about moving on to private rented accommodation, an exciting step in his journey towards independence.

### **Achievements and Highlights from the Year**

We maintained a 100% positive move-on rate for all young people exiting the service this year. Of those, 14% progressed into university halls of residence and a further 36% secured social housing through local authority partnerships.

An equally significant outcome has been the maintenance or improvement of Education, Employment, and Training (EET) status among our young people. This year we supported three of our young people into work and education through our Working My Way Up programme, providing tailored one-to-one sessions helping young people identify goals, access resources and stay engaged.

This year also marked a milestone in recognising Minnel, one of our longest-serving hosts. Since joining the service in 2008, Minnel has welcomed over 100 young people into her home, many of whom still remain in contact with her today.

Her extraordinary dedication has changed lives - not just by providing shelter, but by offering unwavering support, acceptance, and consistency over the years. Her loyalty and devotion were formally acknowledged during our recent Annual General Meeting, where her ongoing contribution to young people's lives was celebrated. We are so grateful to Minnel and all our Hosts for their support.

### **Looking Forward: Aspirations for the Year Ahead**

Looking ahead, a major development is our ongoing effort to gain Ofsted registration for our 16-17 age group provision. This move will strengthen our ability to deliver long-term, regulated care within community settings and deepen our impact across the capital.

In addition, we plan to grow our network of Hosts, explore new funding streams, and strengthen post-placement follow-up to ensure young people continue to feel supported even after they move on. Our vision remains rooted in community, care and the unwavering belief that every young person deserves a safe place to belong while preparing for the future.

# Concierge Service

## **Background:**

A Concierge Service is more than just a security service. Prior to the creation of our Concierge Service in 2010, Security Guards were contracted to be stationed at the supported housing sites overnight when the Advice and Support Officers were not working.

There would be different Security Guards each night who did not know about the young people, nor did they understand the issues that they were facing. Young people were socialising a lot during the night and there were many issues that were not handled properly. This led to an increase in neighbour complaints, police and ambulance visits, arguments, and anti-social behaviour.

CAYSH realised that there was an opportunity to create an overnight service with trained Officers, who could not only make the supported housing a safer place to live, through protecting residents and the property, but create a safer community for everyone.

## **Operations:**

The Service works to keep residents safe by having Static and Roving Officers stationed at our client's supported housing properties and projects, mostly at night. At the properties, Officers will undertake a range of activities that may include chatting with residents, diffusing anti-social behaviour, reinforcing house rules, identifying any health and safety issues, managing visitor restrictions and at the end of the shift, generating a report that accurately documents the events of the evening.

## **What makes our Service Unique:**

Concierge Officers are trained in the same skills as the Charity's Advice and Support Officers. Whilst not a support service, Concierge Officers develop the 'soft' skills needed to interact well with people with vulnerabilities. Any financial surplus made by the Concierge Service supports the work of CAYSH Charity.

## **We have a three-part approach to our work:**

**FIRM:** We communicate clearly and respectfully with our clients / service users, listen to their concerns and take actions appropriately.

**FRIENDLY:** We build positive relationships with our services / clients based on open communication, trust and respect.

**FAIR:** We can resolve conflicts and disputes in a fair and efficient manner, minimising disruptions and ensuring a positive living environment.

## **Protection:**

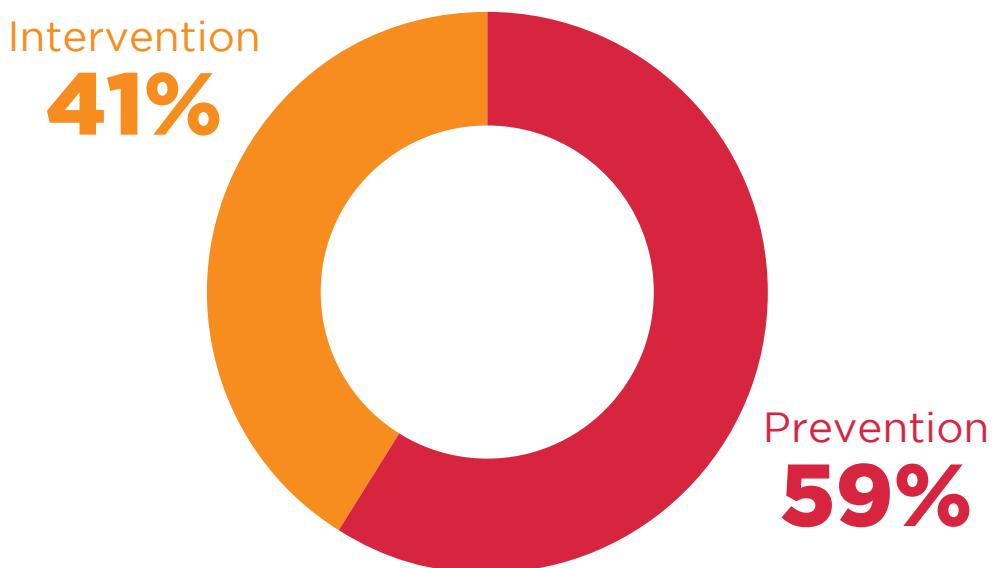
Our goal is to show our presence and act as a deterrent for any incidents occurring.

Until this happens however, our well-trained Concierge Officers blend confidence with a calm demeanour to take immediate action in keeping vulnerable adults, the property and the community safe.

**In 2024-2025 we managed 748 incidents, of these 441 involving preventative actions and 307 direct interventions. 69 incidents involved emergency services.**

| Prevention | Intervention | Further Interventions that prevented Emergency Services being called | Of Interventions, Emergency Services were also called |
|------------|--------------|--|---|
| <b>441</b> | <b>307</b>   | <b>86</b>  | <b>69</b>   |

### **Prevention v Intervention**



#### **Here is an example of the exceptional work undertaken by our Concierge Officers:**

Late one evening, Evie went down to the office and told the Concierge Officer that she could not sleep. We advised them to sit in the lounge a while and watch a bit of TV. The Concierge Officer made her a cup of tea, and every so often he popped in to ensure she was OK.

A short while later, Evie entered the office with a Bible and handed it to the Officer; he accepted the Bible and again encouraged her to return to the lounge. She then entered the room with a mop and gave it to the Officer. Increasingly concerned, the Officer guided the resident back to the lounge.

Upon return to the office, the Officer called their Hub for advice and spoke with a Senior Concierge Officer. They agreed to contact the Roving team to be on standby and sought advice from NHS Direct. Following discussion about Evie's behaviour and needs, emergency services were contacted. Whilst making the call, the Officer noticed Evie left the building half naked and began to cross the road. The Officer quickly called the Roving Team to attend to help manage the service, grabbed his keys, and went after the resident.

The Officer wrapped his jacket around Evie, gently escorting them back to the building and into the lounge, shortly followed by a further resident; between them they supported Evie until paramedics arrived.

On arrival the Roving Team assisted the paramedics and accompanying police; the resident was taken to hospital where they were helped to get better.

The Officers relayed the events to the Senior Concierge Officer, and a detailed Incident Report was completed and sent the following morning. The Operations Director followed up with the Support Provider, and it was agreed no additional risk or support measures were required on this occasion.

# Young Person's Ambassador

The role of a **Young Person Ambassador** involves representing the voices and experiences of the young people we serve. The role is for people who have used CAYSH's services and understand the perspective of those we serve. Key responsibilities of the role are:

- **Advocacy & Representation:** raise concerns, compliments and ideas with staff and senior leaders. Help ensure that young people's voices are heard in decision-making.
- **Peer Support:** providing informal support and encouragement to other young people.
- **Participation in Meetings & Events:** attend resident meetings, forums, or panels.
- **Project Involvement:** work together with staff to design new projects, review policies, and develop promotional materials.
- **Feedback & Improvement:** collect and share feedback to help improve the service. Work with staff to implement changes based on that feedback.

**Meet Daniel,  
CAYSH's new Young  
Person's Ambassador**



At just 23, Daniel has already shown remarkable resilience and determination. His journey with CAYSH began after experiencing a complete breakdown in family relationships due to ongoing conflict and abuse. Forced to leave his family home, he was temporarily accommodated by Encompass before being referred to CAYSH for emergency low-support housing.

Since joining CAYSH, Daniel has fully embraced the support available to him. During his initial assessment, he identified key areas of need, including emotional wellbeing and employment stability. He was assigned a support worker, and together, they co-produced a personalised support plan. Weekly keywork sessions have helped him strengthen his emotional resilience, boost self-confidence and set long-term goals for his future.

To further his personal development, Daniel engaged with CAYSH's In-house Counselling service to address his mental health needs. He also received guidance on CV writing, job searching and financial literacy, including rent payments and budgeting, through the Income and Revenue Officer.

Throughout his time with CAYSH, Daniel has demonstrated a proactive and responsible attitude. He communicates openly with staff, engages positively with support services and remains fully compliant with his tenancy agreements. His commitment and maturity were recently recognised when he was appointed as a **CAYSH Young Person's Ambassador**.

His journey exemplifies the transformative impact of structured support and he continues to work towards achieving greater independence with the guidance of his key worker.

Daniel's story is one of perseverance, growth and leadership, an inspiring testament to the power of support and personal determination.

# Service Improvement

The **Service Improvement Team** (SIT) are dedicated to identifying, planning and implementing changes that enhance the quality, efficiency and effectiveness of services provided. SIT covers the following:

- Employability Programme – Working My Way Up Programme
- Mental Health, Emotional Wellbeing & Counselling
- Young Person’s Ambassador
- Quality Assurance and internal audit

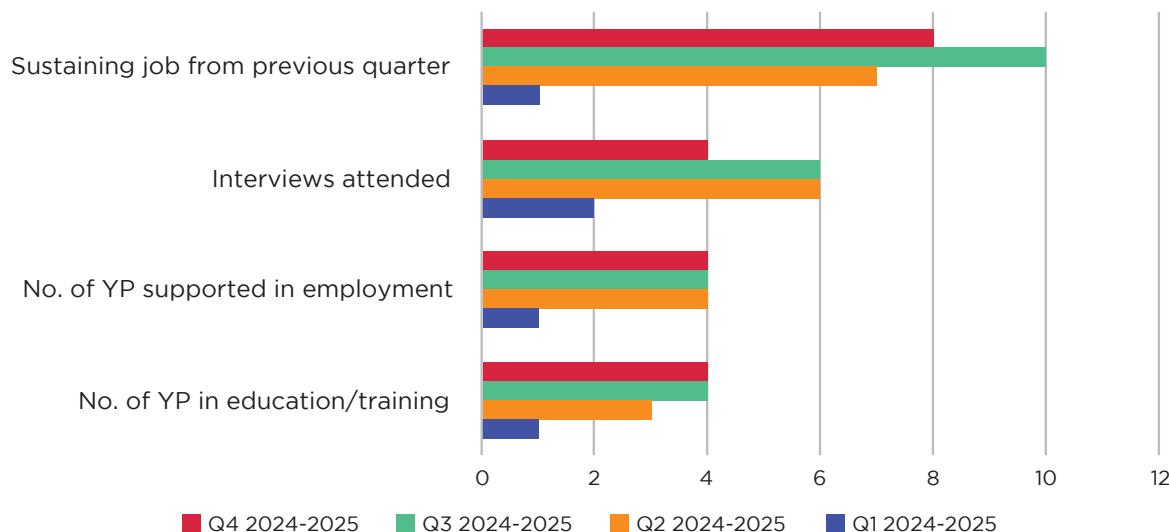
## Employability Programme – Working My Way Up Programme

Over the last year we supported over 30 young people who were Not in Education, Employment or Training (NEET). Through our 13-week programme, we supported young people in developing the skills and confidence needed to transition into employment or further education. We supported young people with:

- Job search
- Job application process and CV writing
- Interview preparation
- Practical requirements for interview such as travel fares and suitable clothing

## Achievements:

### Employment & Engagement 2024-2025



## Case Study: Erin's story

When Erin joined the programme, she was low in confidence and required support in several areas, including job searching, life skills and tenancy management. Erin expressed a strong passion for the arts, particularly singing and performing and identified her long-term goal as pursuing a career in that field.

We supported Erin to enrol in a college performing arts course, which she found both engaging and inspiring. We worked with Erin to enhance her CV to better highlight her strengths and align with her career aspirations. Then, we supported Erin to register with multiple job boards to actively begin her job search.

Beyond employability support, Erin also participated in several personal development courses offered by The Prince's Trust. She received ongoing guidance in essential life skills including budgeting, household management and sustaining her tenancy.

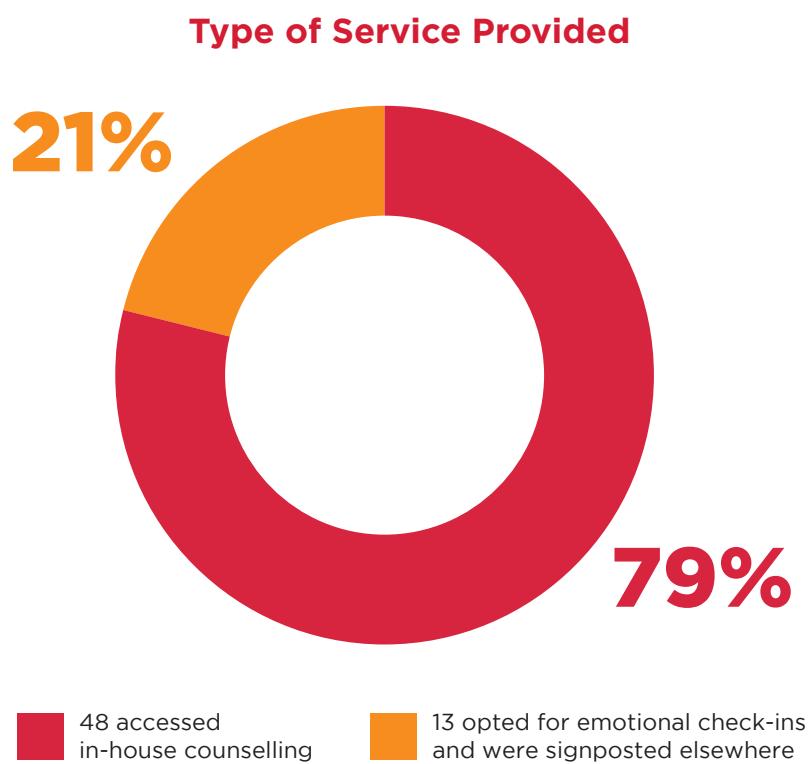
Over time, Erin showed significant improvement in her mental health and confidence. She secured a job at a local café. Erin continued to pursue her passion for music, eventually writing and recording her own song.

## Emotional Wellbeing and Counselling – Your Voice, Your Choice

Your Voice, Your Choice is our response to the growing mental health needs of Young People. Lead by our qualified in-house counsellor, we work with young people, assessing the urgency and severity of their needs, then either signposted individuals to external services or providing in-house counselling. This model enables faster responses, especially for those who might otherwise face long waiting lists from statutory services.

This approach allows for timely clinical intervention, particularly for users presenting with severe depression, self-harm, or trauma.

Over the year, we received 61 in-house referrals, of whom:



### Mental Health Case Study: Jamie's story

Jamie was referred to the Counselling Service with symptoms consistent with post-traumatic stress and depression, including nightmares, low mood, sleep disturbances, concentration difficulties and suicidal thoughts. Hiding his sexual orientation from family, the trauma of rejection from his family deeply affected his mental health.

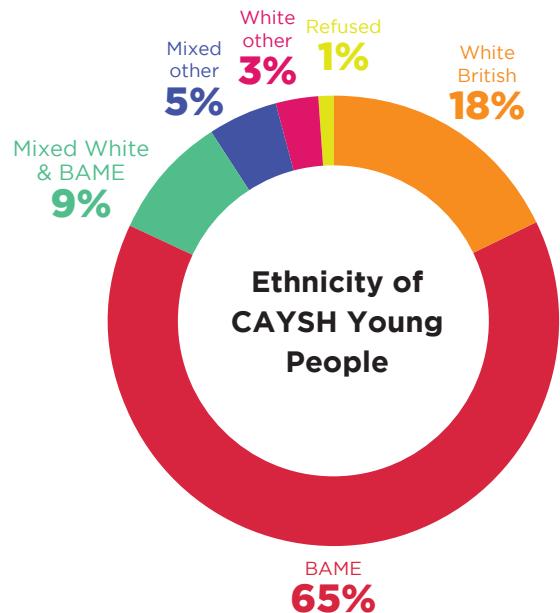
Counselling provided Jamie with a safe space to process his trauma and develop coping strategies. He explored feelings of loss, isolation and powerlessness, gradually confronting his suicidal thoughts. Through this process, Jamie began to rediscover a sense of purpose and self-worth.

As therapy progressed, Jamie started to envision a future for himself. He engaged in voluntary work, which gave him structure, confidence and a sense of productivity. He expressed feeling more balanced and hopeful, stating, “I feel like I’m not just wasting my time, I’m actually enjoying myself.” Of the counselling, he said: “It’s helped me to see things differently.”

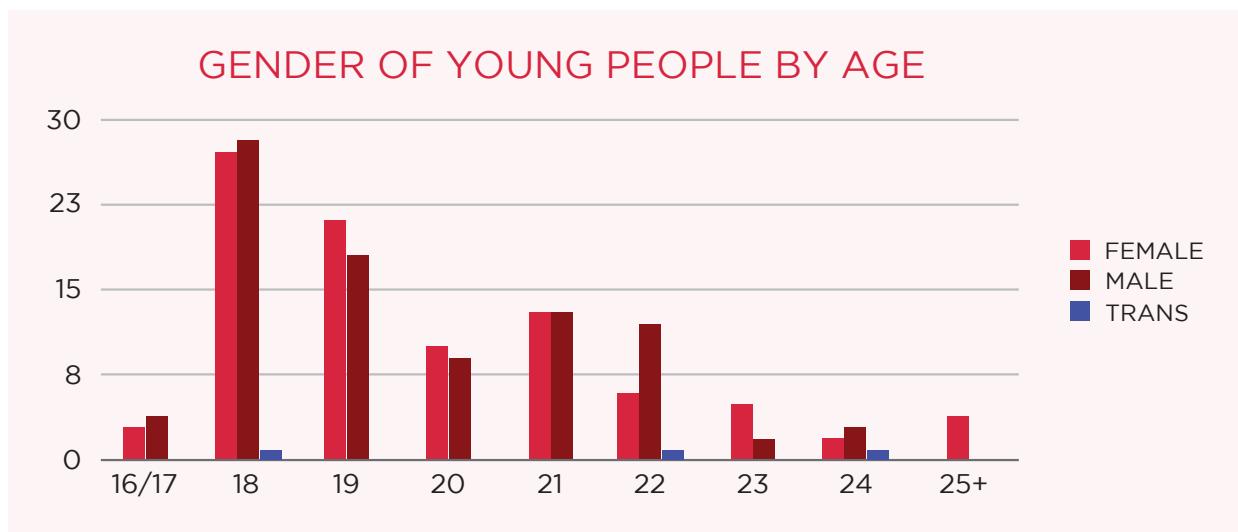
# Stats and Facts 2024-2025

## Type of Service Received by Young People 2024-2025

| PROJECTS               |            |
|------------------------|------------|
| Your Voice Your Choice | 61         |
| Working My Way Up      | 30         |
| Establish              | 11         |
| SUPPORTED HOUSING      |            |
| Croydon                | 92         |
| SUPPORTED LODGINGS     |            |
| Croydon                | 22         |
| Greenwich              | 14         |
| FLOATING SUPPORT       |            |
| Floating Support       | 44         |
| <b>Total</b>           | <b>274</b> |



## Gender and Age of CAYSH Young People 2024-2025



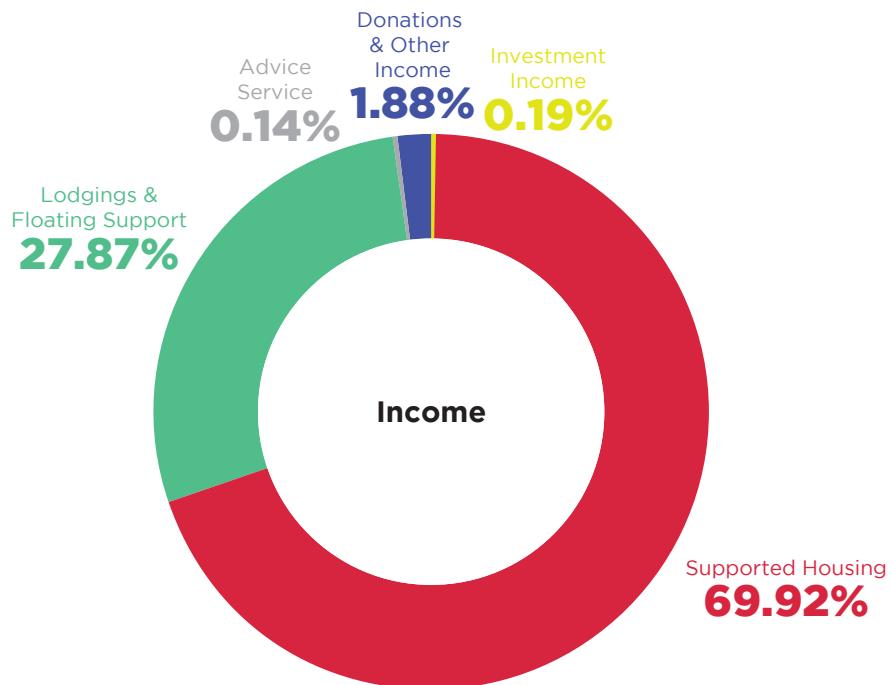
## Concierge Customers 2024-2025

| CAYSH Enterprise CIC |  | PEOPLE SUPPORTED |
|----------------------|--|------------------|
| CONTRACTS            |  | PEOPLE SUPPORTED |
| CAYSH                |  | 96               |
| Customer 1           |  | 150              |
| Customer 2           |  | 5                |
| Customer 3           |  | 97               |
| Customer 4           |  | 12               |
| Customer 5           |  | 14               |
| Customer 6           |  | 4                |
| Customer 7           |  | 18               |
| <b>Total</b>         |  | <b>396</b>       |

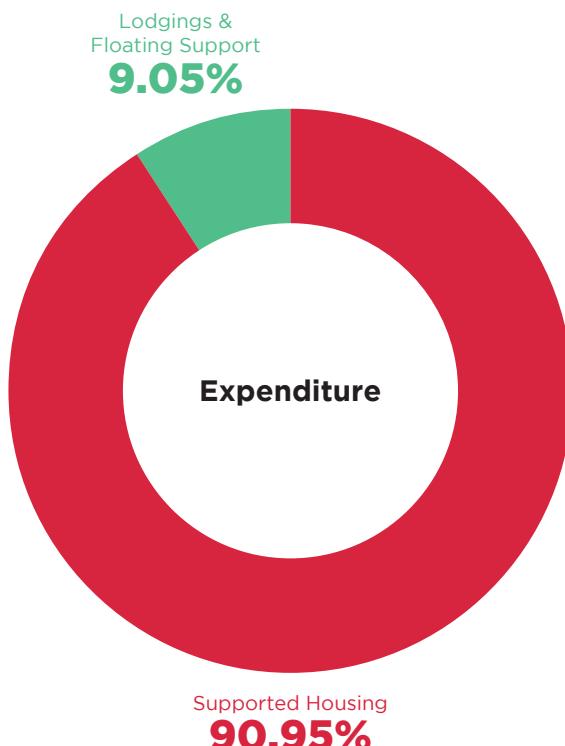
# Financial Summary

The group made a surplus of £94,840 during the year. We continue working to become more financially efficient, renegotiating contracts to reduce expenditure and making greater use of higher-interest savings accounts. In the coming year we will look at how we can use some of our reserves to invest in new homelessness services.

## 2024-2025 Income Analysis by percentage



## 2024-2025 Expenditure Analysis by percentage



# Thank you

## 2024-2025

### Supported Lodgings Hosts

Thank you to all 29 Hosts whose support for young people and for CAYSH is essential



#### Donors



And the many anonymous donations received via  
**JustGiving™**

#### Service Delivery Partners



#### Local Authority Partners



Registered Address / Head Office:  
Weatherill House, New South Quarter, 23 Whitestone Way,  
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