



changing futures

ANNUAL REVIEW **2017-2018**



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CHANGING FUTURES

EVERYBODY WANTS YOUNG PEOPLE TO ENJOY THE BEST CHANCES IN LIFE AND CAYSH WORKS WITH YOUNG PEOPLE WHOSE FAMILIES ARE, FOR ONE REASON OR ANOTHER, UNABLE TO PROVIDE THE GUIDANCE AND ENCOURAGEMENT MOST OF US TAKE FOR GRANTED.



Young people in London today continue to face a raft of challenges. ▶

The estimated rate of homelessness amongst young people in the UK has risen by 3.6% since 2014/15, with over 86,000 young people approaching their local authority for help in 2017/18 because they were homeless or at risk of homelessness.



We are proud that CAYSH has helped tens of thousands of young Londoners over the past 37 years, delivered through specialist, expert and focused support.

This provides evidence of the need for services such as those CAYSH provide for vulnerable young people. We have noticed increasing serious youth violence and exploitation of young people, which means that by the time they reach us, many of them have complex needs over and above their homelessness, and CAYSH's services encompass prevention and assistance.

The causes, experiences and consequences of youth homelessness often differ from those experienced by adults, and therefore specialist services such as CAYSH play a vital role.

A significant barrier to becoming independent is unemployment and/or poorly paid and insecure employment; together with a lack of affordable accommodation in social housing and the private rented sector. The UK minimum wage is set 35% lower for someone aged 18 compared to the rate for someone aged 26 despite rent, food, travel and mobile phones costing exactly the same.

Every young person in the UK faces challenges as they move into adulthood, but when homelessness

hits in a young person's life, it usually magnifies and exacerbates the associated risks and challenges with serious consequences.

CAYSH works with young people with the aim of helping them fulfil their potential. Providing accommodation is one thing; providing a safe haven is quite another. The young people in our care benefit from the services we offer, enabling and encouraging them to build confidence, set goals and begin the journey to independence. We work closely with our partners to offer specialist support.

Our work ranges from advice on the prevention of homelessness (including delegated authority to make statutory decisions on homelessness), to accommodation and support. Keeping our young people safe is the sole purpose of our Concierge service. Their growing positive reputation has led to them providing services to other vulnerable residents such as adults suffering with a mental health illness, and they continue to provide an example of how security can be delivered in a caring manner.

Our services have been developed specifically for young people, based on the feedback service users give us about what works and what their needs are. The insight we gain from hearing what young people say helps make sure our services can make all the difference.

This year's Annual Review contains some of the stories of young people we have been lucky enough to work with - and draw inspiration from - who have, despite everything, progressed from housing crisis towards the kinds of lives we all want for young people. No young person chooses to leave home unplanned; some grow away, some run away and some are thrown away. Our aim is to help them become independent and to lead happy and fulfilling lives.

So while most of us can take the support of our families for granted, for those that can't there's...





WELCOME

FROM BOB COOK,
CHAIR OF TRUSTEES

I am delighted to introduce this year's Annual Review which charts our continued progress and growth in supporting young people to lead independent lives, and ensuring the safety of residents and communities through our Concierge service.

We appointed a new Chief Executive in June 2016 and set about a change programme for CAYSH - and in the past year we have begun to see that take shape. Ann Tighe has very much settled in and is preparing CAYSH for the next decade. Looking forward we have identified some key areas for development of our services.

Against a backdrop of rising rates of homelessness amongst young people and a shift in legislation to provide a more preventative approach, we will be expanding our footprint across London to replicate the good practice we have developed. This will include expanding our Supported Lodgings Scheme, given the positive outcomes achieved by young people in a more home from home setting, and strengthening our Mediation and Restoring Family's services.

The introduction of new business rigour into the organisation has meant we have been able to ensure better value for money and focus our time on meeting the needs of young people in CAYSH services, as well as the vulnerable adult residents that our Concierge service look after.

Shortly after her appointment Ann and the Trustees moved quickly to restructure the senior management arrangements and the past year has seen this programme of change extended, with significant enhancements made to the Operations structures of the Charity and the Community Interest Company (CIC). The clearer delineation of roles has enabled senior managers to focus on business development and growth.

Reflecting CAYSH's dynamic change programme I was delighted that Bav Padhiar and Rachele Angeline have joined the Trustees. Bav brings extensive risk management experience while Rachele brings strength to accessing social funding. The Trustee Board has been strengthened through their appointments and we continue to seek interested candidates to

join us and in particular those with a specialism in the housing sector. Unfortunately, we have also had to say goodbye to some long serving Trustees whose contribution has been invaluable. I would like to thank Ian Dawson, Fiona Claridge and Alexandra Warren for their commitment to the work of CAYSH and wish them well in their new adventures.

This past year saw the sad loss of John Taylor, a founding member of CAYSH and it's Vice-Chair from 1981-1987, when this was a hands-on role. John helped launch us and took responsibility for hiring staff, fundraising and creating the guiding philosophy that still drives us today.

John also helped start Croydon Nightwatch - a soup kitchen for people sleeping out - and he leaves an amazing and lasting legacy. There is more on John's contribution a few pages on.

2017-18 saw the opening of our first [establish] project with Andrews Charitable Trust in Sutton, and at the time of writing a second property is being purchased in Croydon.

[establish]

[establish] provides genuinely affordable housing for young people leaving care, giving them a base for two to three years whilst they build their career. It gives them a breathing space between reducing dependency on benefits and building their economic base through employment, by offering good accommodation at affordable rents.

AS EVER, I AM GRATEFUL TO EVERY SINGLE MEMBER OF THE STAFF AND VOLUNTEERS AT CAYSH IN THE CHARITY AND THE COMMUNITY INTEREST COMPANY.

The year ahead is exciting. We are looking forward to demonstrating again our outstanding ability to deliver youth homelessness prevention and progression services to all our major commissioners so we may continue to support young people with changing lives better than ever.





INTRODUCTION

FROM ANN TIGHE,
CHIEF EXECUTIVE

Since I took over CAYSH in June 2016 the pace of change in the organisation has been rapid and the results positive. In order to 'Change Futures' we have become a much more efficient and impactful organisation both in how we spend our money and in how we deliver our services.

What hasn't been so positive is the continued rise in the number of homeless young people nationally with 86,000 in 2018 presenting to Local Authorities as homeless. This is a conservative estimate, as it is the hidden homeless that are hard to count. 'Sofa surfing', for example, means that the number of vulnerable adolescents is going to be higher.

Last year I set out to build high performing teams, kick-started by a review of senior management roles and making new appointments to an improved, more resilient management structure. The result has been that staff are better supported and the competency framework has ensured the standard of performance is high.

We were in fact recognised for our HR Competency Framework at the 2017 Charity Times award where we were joint runners up.

We have continued to invest in our staff, increasing their resilience in recognition that they are the change makers for both young people and the organisation, and without them we would not exist. We were lucky enough to have Dame Julia Cleverdon speak at our conference and she gave an inspirational address to staff, aptly stating that *'the front line is the bottom line and the bottom line is the front line'*. You can read more about this in her article further on.

One of the pillars upon which CAYSH is built is empowering young people and putting them at the centre of all we do. For this reason we have started our recruitment from service users to become the CEO's Ambassador for CAYSH with the aim of them starting in 2018. We have also involved service users in refreshing our programmes resulting in the introduction of new workshops such as the Art Therapy Group and Sexual Health workshop.



Over the year we have helped over 700 young people find a better path to achieve their ambitions. Our reputation as a good quality specialist young people's service is growing and this year our services expanded to the London Borough of Lambeth. We continue to look for opportunities to replicate our services across London.

A key development this year has been Croydon Council entrusting us with delegated authority to make statutory decisions under the new Homelessness Reduction Act 2017,

feeling that we were best placed to make determinations for young people. Other exciting developments have been the establishment of a mediation team to help prevent homelessness and the opening of the first Andrews Charitable Trust and CAYSH house under the [establish] project in Sutton with the support of Sutton Council. You can read more about the project later on.

As ever our CAYSH Enterprise CIC continues to demand respect from both commissioners and service users and it's positive reputation has led to increased contracts to protect vulnerable adults with mental health difficulties. Their proactive nature means that we have reduced the impact on the emergency services by intervening early on thousands of occasions, preventing the escalation of potential conflict or anti-social behaviour.

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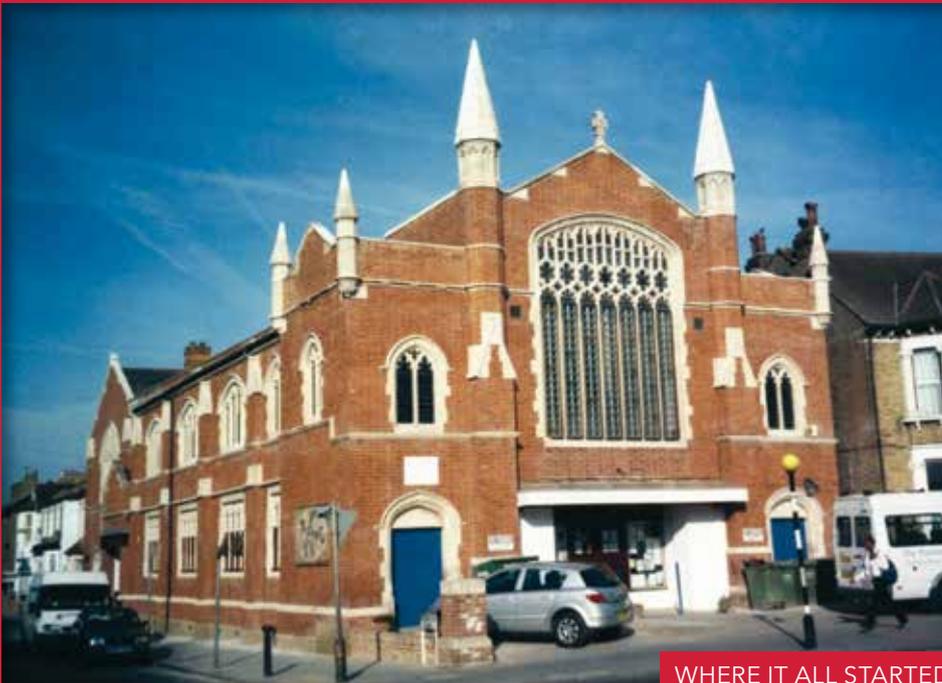
**THIS YEAR HAS BEEN
UPLIFTING AND I
WOULD LIKE TO THANK
ALL THE STAFF AND
OUR COMMISSIONERS
FOR ENABLING US TO
'MAKE A DIFFERENCE'
TO THE LIVES OF THE
YOUNG HOMELESS.**



HISTORY OF CAYSH

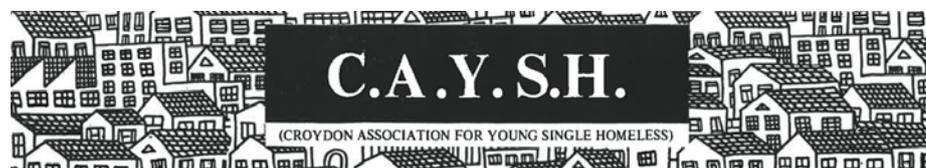
SOME OF THE LIGHT WENT OUT OF THE WORLD THIS YEAR WHEN JOHN TAYLOR PASSED AWAY.

JOHN WAS INSTRUMENTAL IN SETTING UP CAYSH BACK IN 1980 AND SERVED AS VICE CHAIR FROM OUR FOUNDATION TO 1987. JOHN HAD PREVIOUSLY STARTED CROYDON NIGHTWATCH IN 1976 FOR ADULT ROUGH SLEEPERS AND HAD BECOME ALARMED AT THE RISE IN YOUTH HOMELESSNESS IN THE BOROUGH.



WHERE IT ALL STARTED

John, who was representing Croydon Nightwatch, met with other organisations - Croydon Housing Aid Society (CHAS); Croydon Churches Housing Association (CCHA); Young Women's Christian Association (YWCA); South East Probation Service and (Croydon) Drop-In - at the Parchmore Community Centre in Thornton Heath to make CAYSH happen. The Rev. Peter Sharrocks had called them there not just to talk about youth homelessness, but to get agreement to do something about it.



John was among the group that formed The **C**roydon **A**ssociation for **Y**oung **S**ingle **H**omeless to do just that. They could not possibly have known quite how much good work they were about to initiate or how our model of working with the young homeless in Croydon would be replicated in other London Boroughs.

On that day when CAYSH was born, *"Suicide is Painless"* (the theme tune from MASH) topped the music charts - preceding Abba's *"Winner Takes It All"* by four months, an actor famous for a chimpanzee movie had been elected President of the USA,

THEY COULD NOT POSSIBLY HAVE KNOWN QUITE HOW MUCH GOOD WORK THEY WERE ABOUT TO INITIATE

mobile phones, CDs/DVD/BluRays let alone streaming were years from being a regular feature of our lives, and Nottingham Forest FC had just been won the European Cup under Brian Clough's management - in some ways these were very different times.



EXCERPT
FROM THE
ORIGINAL
CAYSH
FOUNDING
DOCUMENTS
FROM 1980

3. The main reasons given for housing need from the 46 cases were: (a) discharged or evicted from hostel, institution, digs or friends (9); (b) left or evicted from parental home (11); (c) at parental home under highly stressful conditions (11). And underlying these reasons are to be found problems of breakdown of relationships, separation of parents, overcrowding, lack of privacy or clash of life styles/values.
4. In striving for adulthood and independence the young person in housing stress faces formidable problems, aggravated by unemployment, low income, high rents and discrimination. The provision of a secure 'roof' is crucial in rehabilitation and adjustment to an adult role.

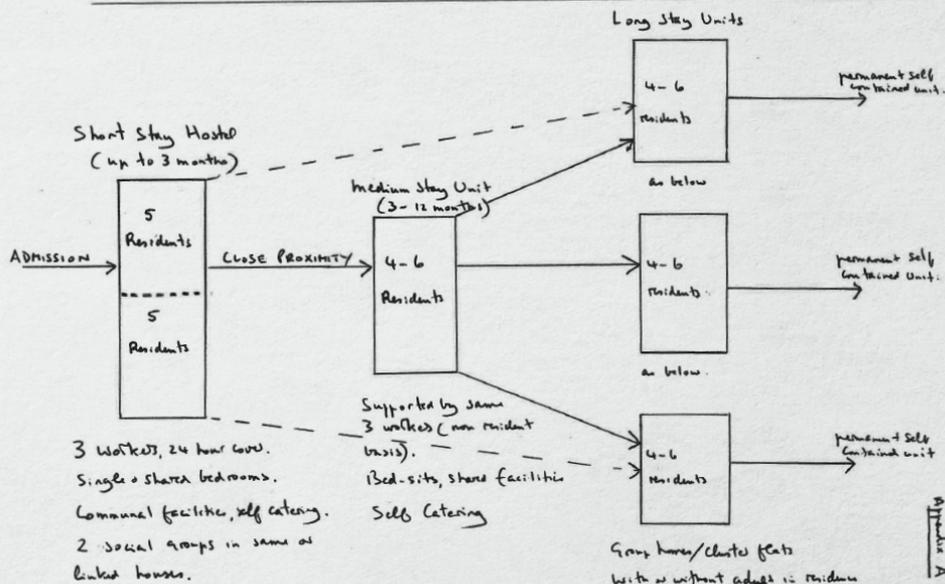
HISTORY OF CAYSH

CONTINUED

THE FIRST EVER CAYSH 'SUPPORTED HOUSING PATHWAY'

RANGE OF PROVISION REQUIRED FOR YOUNG PERSONS IN HOUSING NEED

Appendix C



Those who attended that meeting agreed there were some specific causes of homelessness among young people. Their collective experience identified family breakdown, offending, substance misuse and rejection by and of education.

They understood that by increasing young people's chances of economic security and through improving their life skills, for those where family mediation was not a possibility, they would be far better able to live independently.

The core reasons for homelessness amongst young people continue to be prevalent, but are now further compounded by increasing economic powerlessness amongst the young, rising levels of mental health deterioration and the constant exposure to the negative effects of social media.

Increasing feelings of self worth, improving their ability to problem solve and make the right choices to remain safe, are key to enabling these young people to fulfil their potential.

In what turned out to be a far-sighted and enduring approach, CAYSH was set up to work exclusively with young people because, back in 1980, its founders considered that the specific needs of young people required focused attention that wasn't present in mainstream adult services from the voluntary or statutory sector. Specialist services for homeless young people, such as those CAYSH provide, are important to ensure that we prevent young people becoming the homeless adults and families of the future.

A feature of the CAYSH model is close partnership working, recognising that we are not experts in everything

and that by working with other providers we can make sure that young people have access to the right help at the right time. The most enduring of our partnerships is with CCHA, without whom we might never have got started at all.

CAYSH opened an 8-bed assessment centre in properties provided by CCHA and a number of shared and self-contained flats for young people for progression.

None of the 10,000 young people we have helped across South London since then would have received that help without John. In life he refused to take credit for his remarkable contribution in the fight against homelessness, remaining humble and unassuming. John is survived by his wife, two children and four grandchildren.



JOHN TAYLOR: 1942 - 2018

NONE OF THIS WOULD HAVE HAPPENED WITHOUT JOHN. JOHN WAS VICE-CHAIR FROM 1981 TO 1987, APPOINTING AND OVERSEEING THE STAFF, PREPARING FUNDING APPLICATIONS, DEVELOPING THE ORGANISATION, ITS ACCOMMODATION AND MOVE-ON SCHEMES.



TALKING IS GOOD

RESTORATIVE APPROACH - MEDIATION

FAMILY BREAKDOWN OR TENANCY BREAKDOWN ARE TWO KEY REASONS FOR YOUNG PEOPLE BECOMING HOMELESS.

CAYSH has invested heavily in building a mediation team in the knowledge that keeping families together, where safe and advisable, is the best place for young people to grow up in.

This can be in written letters that the mediator helps construct or verbal messages. The ultimate aim is to get the individuals in the same room to discuss how they can move forward, the impact behaviour has on their feelings and to practice different ways of avoiding conflict.

Our mediators are accredited and receive clinical supervision. What follows is an insight into one of our successful mediations.

Lisa was 16 when she approached Croydon's Turnaround Centre for housing, having been evicted by her mum for being unruly and also her poor performance at school.

Lisa had been living with her mum and seven siblings of which she is the youngest. She got on fine with her siblings and had a good relationship with them. She was in regular contact with her dad who supported her financially. Lisa was not previously known to any statutory agency, had no history of mental ill health and appeared to be in good physical health.

CAYSH's ASO referred Lisa and her mum to our Mediation service to restore their relationship. Despite the fact mum had evicted Lisa, she declined to confirm homelessness as she did not want Lisa to go into a hostel or other respite accommodation. Instead, Lisa and her mum agreed it would be best if Lisa lived with her elder sister in Croydon on a respite basis, whilst engaging in mediation with Lisa visiting her siblings in the family home at the weekends.

At the initial mediation meeting, Lisa presented well, but appeared to be a little shy. She was able to articulate her points well, but found it difficult to make eye contact with the CAYSH Mediator and mum when speaking.

The main cause of the dispute between Lisa and her mum was that neither appreciated the needs of the other.

The only regular communication they appeared to have was in the form of arguments. Otherwise they barely spoke, unless it was essential.

CASE STUDY LISA



'THE BEST PLACE FOR A YOUNG PERSON TO LIVE - AS LONG AS IT'S SAFE - IS AT HOME'



Lisa felt her mum was too rigid and strict; wanting everything done "her way" and she found it difficult to comply with her mum's rules.

Mum on the other hand believed Lisa "must" comply by her rules because Lisa's older siblings all had. Our Mediation service provided Lisa and her mum with a safe forum to communicate openly about their issues and they agreed their own solution (which inevitably would have more chance of success). Allowing Lisa to open up to her mum about what she was feeling enabled her mum to understand how to support her better.

Both agreed to open up when things are bothering them, rather than keep things bottled up until an argument broke out and specifically agreed that if either of them did something that offends the other, it will be addressed instantly rather than left to fester.

In pursuit of some harmony at home, Lisa agreed to do what her mum asked and in return mum agreed to modify some of the rules making it easier for Lisa to comply.

During mediation, Lisa's mum expressed concerns about Lisa's social network. Mum believed some of Lisa's friends were having a negative influence on her - specifically her missing some classes and staying out late. Through mediation Lisa was able to reassure mum her social network was not leading her astray and convinced her to meet the individuals, so she could form a judgement based on evidence.

After three months away from home, Lisa has now returned and the relationship between her and mum has improved immensely. They communicate without arguments or misunderstanding and Lisa has grown in confidence, now she feels able to speak about her feelings.

As a result Lisa did better in college and sat all her exams. She is planning to start a law apprenticeship and we wish her well.



KEEPING JUST ONE YOUNG PERSON OUT OF SUPPORTED HOUSING SAVES TAX PAYERS £14k PER YEAR

BOTH LISA AND HER MOTHER HAVE GONE OUT OF THEIR WAY TO THANK THEIR MEDIATOR SAYING THAT THE SERVICE COMPLETELY CHANGED THEIR LIVES.



ED WITH CAYSH CHIEF EXECUTIVE, ANN TIGHE

ED'S TREK FOR CAYSH

MAN VERSUS 2,659 MILES

We were delighted when Ed popped into the office one day and suggested raising funds for our Charity given he was a local resident. We imagined him sitting in a tub of baked beans or at most running the marathon. No, that wasn't challenging enough for Ed, he astounded us when he said he was going to trek along the Pacific Crest Trail, covering 2,659 miles of desert, snow-capped mountains, rivers and forests from the US border of Mexico to Canada.

Five pairs of walking boots later he returned having raised a phenomenal £3,185 to support vulnerable young people, unable to live safely at home. This means we can run more workshops on healthy living, fund more activities and look to increase our work generally with homeless young people.

The trail covers the equivalent of scaling Mount Everest 11 times and is certainly mean on the feet.



ED DURING HIS TREK

Having undergone corrective surgery prior to the start of his journey, Ed started his trek later than initially anticipated. His journey began on the 8th April 2018 and he completed it on the 21st August 2018.

When he returned, Ed came into CAYSH Head Office to tell us first hand about his experience.

So why did you choose to support CAYSH?

"I live locally and wanted to do something to support others who have not had the best start in life, I wanted to make a difference and give back. When I heard of the amazing success stories of young people who CAYSH helped, I thought why not?"

There must have been times when you wanted to stop and you found yourself in a dark place how did you overcome that?

"Yes, definitely! I can reflect back to the time when I was all alone, it was freezing at night, I was in my thin tent with blisters and sores all on my feet. I had to remind myself the reason why I started the journey and the thoughts of those supporting me kept me going."

Having gone through your experience, is there a key message that you would like to give to young people?

"Life throws challenges at you in general, but where you start does not determine where you end. The main thing is to believe in yourself and never give up, be proud of the small steps you make to improve your situation."

"Every pound I raised will go to giving opportunities to young people that most of us were lucky enough to take for granted."

WE ARE EXTREMELY GRATEFUL TO ED AND ALL HIS SUPPORTERS ESPECIALLY AS IT IS HARD FOR US TO COMPETE WITH LARGER CHARITIES IN FUNDRAISING.

WE ARE LOOKING FORWARD TO A CONTINUED RELATIONSHIP WITH ED WHO IS A TRUE INSPIRATION TO OUR YOUNG PEOPLE.

THANK YOU ED!

ED AT 2000 MILES INTO HIS TREK



HOME FROM HOME

SUPPORTED LODGINGS

WHEN IT'S NOT POSSIBLE TO STAY AT HOME AND YOU ARE TOO VULNERABLE TO BE LEFT LIVING IN ACCOMMODATION WITH OTHER YOUNG PEOPLE, SUPPORTED LODGINGS FILLS THE GAP.

Offering an experience of home from home our householders provide a warm and welcoming environment, sound advice and support to often fragile and disenfranchised young people.

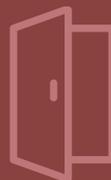
CAYSH Supported Lodgings scheme operates in three London boroughs and is currently under expansion to provide an alternative to supported accommodation. The scheme has recently received a number of enquiries from other London boroughs following a presentation at a Homeless Link conference.

We see supported lodgings as a way of bridging the gap between leaving your family and living alone.

Our householders are fully vetted (to similar standards as foster carers) and go through a core training programme covering such topics as safeguarding, mental health and first aid.

They are paid to provide a few hours of direct support to the young person as well as receiving rent. We have 56 householders who have looked after 72 young people this year.

WE HAVE **56 HOUSEHOLDERS**
WHO HAVE **LOOKED AFTER**
72 YOUNG PEOPLE THIS YEAR



CASE STUDY BRANDON

Below is an example of how our Supported Lodgings service helped change the life of one young man with complex issues.

Brandon was 18, living at home and had complex mental and physical health needs. His home environment was increasing his symptoms and impacting his college work. He has a diagnosis of global development delay, together with learning difficulties. He also has Type 1 Diabetes and must self-inject four times daily.

Brandon's parents separated when he was three and he has been bounced between them since then. When first presenting to Royal Greenwich's The Point service, he had been at his mum's for four months and was struggling.

His mother would not let him have his own key (for fear of him 'bringing people back') and he sometimes spent hours on the doorstep waiting to get in. When he was able to get into what was supposed to be his home, he was often kept up late all night by his mother.

Brandon's mother did not allow him a lock on his room and she used to enter at all hours and disturb him. Brandon often resorted to using the 'sensory room' at his college to catch up on sleep.

Brandon's mum had, on a number of occasions, asked him to move out and he eventually went to 'The Point' and was subsequently referred to our Supported Lodgings service.

Our Advice and Support Officer (ASO) first met Brandon at our offices in Woolwich and carefully explained the service so that Brandon knew what it was that was being offered.

Brandon was enthusiastic about what our service could offer him as a vulnerable young person facing homelessness. Our ASO accompanied him to visit and view the placement with one of our most experienced householders and he accepted our offer.

After moving in, it quickly became apparent that Brandon had no notion of personal hygiene, including changing his clothes frequently. Our householder was able to help Brandon by accompanying him to shop for toiletries and food. She needed to help him learn a daily morning routine of showering, using shower gel, using deodorant and cleaning his teeth. Our householder even bought Brandon body scrub sponges and explained how he should use them.

Brandon initially expected our householder to cook for him and accompany him everywhere. However, our ASO and the householder carefully explained to him that we wanted to support him to become more independent.

Our ASO and householder also taught Brandon to cook basic meals featuring foods that he liked, which also contained vitamins, carbohydrates and protein.

Today, Brandon's householder helps him budget and he is beginning to develop the skills to do this alone, as he will need to learn these basic skills to progress to living independently.

Brandon remains in our Supported Lodgings service and continues to engage well. His cooking skills, while rudimentary, are improving as is his personal hygiene and he has become tidy at home.

Brandon continues to attend college and is in the process of securing part-time work at a hospital in Greenwich. Aside from college work he has recently attended his college prom night, visited Great Yarmouth for a holiday and sometimes shops with his householder at Bluewater.

In combination, Brandon's college and CAYSH's Supported Lodgings householder and ASO - have supported him in the right way for him to get closer to independent living.



KEY EVENTS 2017-18

ANNUAL CONFERENCE

The Annual Conference presented the opportunity for feedback from CAYSH staff and young people who use our services. It became apparent that there is a need to:

- **Continue the professional development of staff to keep up to date with current legislation and trends**
- **Deliver a range of initiatives that incorporates every child matters framework**
- **Continue to encourage every service user to develop into an independent adult.**

How we propose to do this is by adopting the following framework:

- **Five stage social inclusion model**
- **Taster/Drop in sessions**
- **Bespoke workshops/events**
- **Life Skills Programme**
- **Projects/wider community events**
- **Give back/promotional forums.**

AMBASSADORS OF CAYSH

Some of the young people of CAYSH sat with the Board of Trustees at the conference to discuss the service and how it is working. Following feedback from the Annual Conference it was agreed that we should seek to appoint a service user Ambassador for CAYSH. This will be a paid position with the aim of raising the voice of our service users to a higher level over and above their current contributions.

ANNUAL GENERAL MEETING

CAYSH acknowledges the continuous hard work of our stakeholders who take the time and effort to shape a sustainable environment that reinforces structure to our service users lives. We show this appreciation by holding our AGM to say thank you and to celebrate the successes of our young people as reported below. A local Steel Band topped off an event which truly was a celebration of our young people and our supporters.





WORKSHOPS, PROJECTS

Our operating model is based on one that sees the young person at the centre of our service planning and delivery. We tailor services to meet the individual needs of each young person and advocate for their rights in readiness for the real world. By working closely as a cohesive team and listening to feedback, we are able to create bespoke programmes that not only have a service user centred approach, but also a mirrors society's diverse range of challenges.

We embraced a Taster Day, which is the first of its kind in CAYSH, whereby all service users across CAYSH get a chance to meet the wider teams and build stronger rapport. The day aims to offer a range of services that may otherwise be by appointment only. Partner organisations such as, Andrews Lettings were present, as well as the opportunity for CV and cover letter consultations, sexual health advice, suicide counselling, art therapy and more information on the Life Skills programme.

SERVICE USER AWARDS

These awards are put in place to recognise the journey and the obstacles that our service users have faced, recognition of the steps they have made to fulfil their ambitions in an environment that is safe, inclusive and allows growth in areas of self doubt. Winners and runners up are selected by staff and in 2017 we introduced a new award 'Tenant of the Year'! We were lucky to have both the Deputy Mayor of Croydon, Mike Selva and Cllr Hamida Ali to present the awards.



WORKING WITH THE YOUTH OFFENDING SERVICE TO REDUCE OFFENDING

WE OFTEN FORGET THAT YOUNG OFFENDERS ARE STILL CHILDREN/ YOUNG ADULTS AND AS SUCH, SHOULD BE AFFORDED THE SUPPORT AND GUIDANCE THAT ANY CHILD/ YOUNG PERSON SHOULD RECEIVE.

It is easy to see their 'deeds' and not their 'needs'. We also know that a key trigger for re-offending is lack of stable accommodation and in addition, many young offenders who are involved in the criminal justice system have had periods in Local Authority care. Children in care are six times more likely to become involved in the criminal justice system.

In 2016, about half of the 1,000 children in custody in England and Wales had experience of the care system, despite less than 1% of all children in England, and 2% of those in Wales, being in care.

It costs more than £200,000 a year to keep a young person in a secure children's home and the annual cost of a place in a young offender institution is about £60,000. This trend has continued despite warnings of this by the Prison Reform Trust.

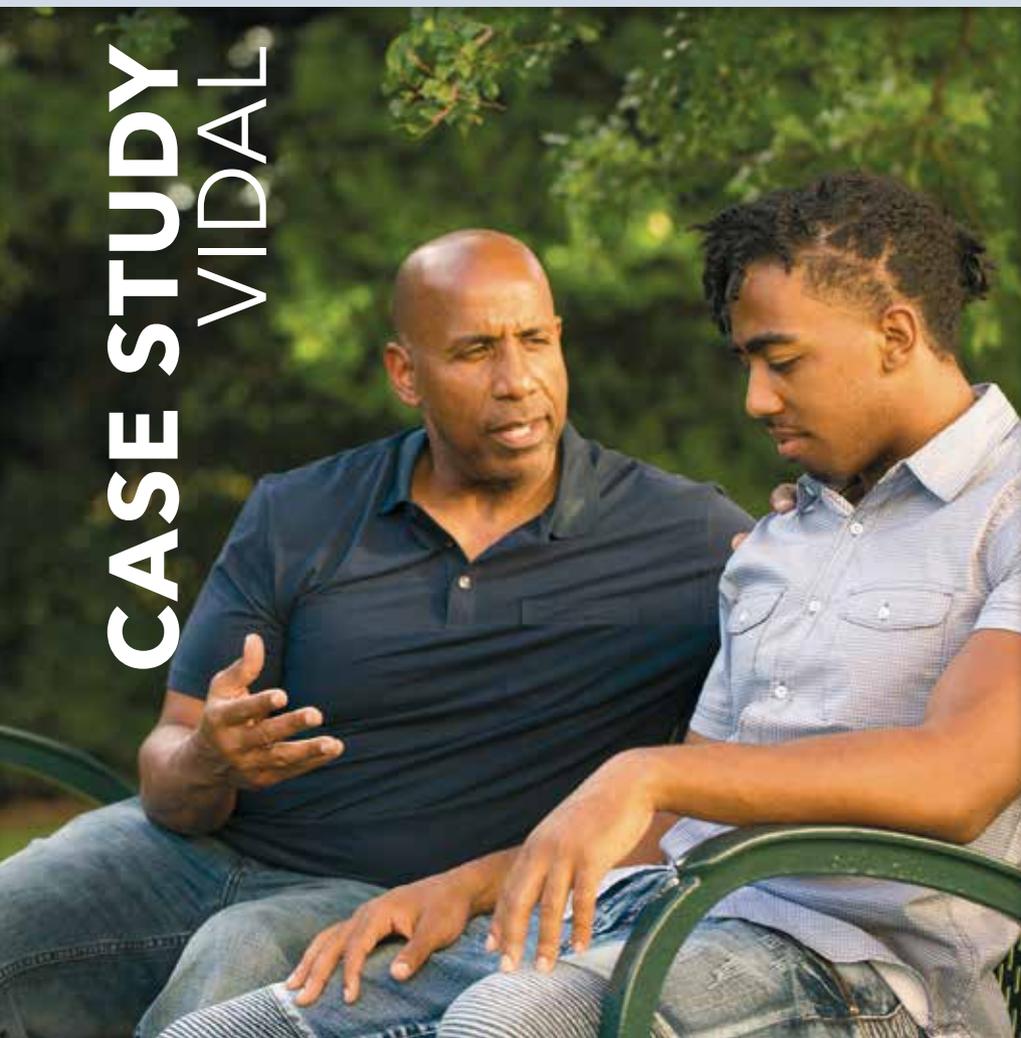
This is why our continued partnership working with the Youth Offending Service (YOS) is so important. The multi-agency approach established in the YOS has enabled us to embed

a housing Advice and Support Officer within their team. This allows us to not only prevent homelessness for offenders on community sentences, but also to be part of the pre-release planning by visiting offenders serving custodial sentences just before their release. We can then ensure suitable accommodation is available, as well as putting in place additional support services that may be required.

CHILDREN
IN CARE ARE
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THE CRIMINAL
JUSTICE SYSTEM



CASE STUDY
VIDAL



What follows is an example of the work our YOS Housing Support Service successfully carries out.

When Vidal was referred to the YOS Housing Support he was 17, on bail for being in possession of Class A drugs with intent to supply and was due to appear in Court for sentencing. At the time, he had been living with his mum but things had broken down because she was not happy with the type of people he was associating with and because he was involved in offending. Mum asked him to leave

the family home and refused to have him back. Therefore, when Vidal was referred, he was living with friends.

While Vidal's mum had said he could not return home his dad was willing to have him because he didn't want Vidal going into a hostel - but Vidal was adamant he wouldn't live with his dad because he was emotionally abusive to him. As Vidal was not technically homeless, the Drop in Zone were not able to help him find somewhere to live, and he continued to live between friends' sofas, which raised concerns about his vulnerability.

Vidal was referred to Croydon Multi-Agency Safeguarding Hub (MASH) by the YOS Officer. Our YOS Advice and Support Officer (ASO) was then able to accompany Vidal to be assessed by Social Services who in turn determined Vidal would not be at risk living with Dad. They took the view that although dad was quite strict, Vidal needed his father's guidance to avoid getting into more trouble. Vidal disagreed and continued to 'sofa surf' with a number of friends, placing himself at continued risk of offending and of exploitation involving selling drugs.

Vidal's persona at this time was quite cold: he did not communicate much and he presented as quite angry. Vidal's engagement was quite sporadic and this gradually reduced as his confidence in receiving any help seemed exhausted - appearing low in mood and carrying an air of hopelessness.

The outcome of Vidal's court case was a two year Detention and Training Order - comprising one year in prison and then one in the community. ▶



Whilst Vidal was in prison our YOS ASO regularly met Vidal's Prison Case Worker, YOS Officer and YOS Education Worker to consider plans for Vidal's release - with Vidal's accommodation always high on the agenda and how our ASO could help Vidal to sort out his benefits on release.

Our ASO also had a great deal of contact with his mum and aunt to consider alternative accommodation and worked with Vidal's YOS Officer to consider the suitability of other extended family and family friends. Eventually it was negotiated with Vidal's mum that she would pay for private rented sector (PRS) accommodation for Vidal for the first six months after his release.

Vidal turned 18 whilst in custody meaning a change in his eligibility for benefits. As a result of good behaviour Vidal was released one month early and went straight into his PRS accommodation. Our ASO provided Vidal with intensive support on his release including helping him to apply for Universal Credit and Housing Benefit to ensure a smooth transition of rent payment, following the six month period his mum had paid for. The ASO accompanied him to his Job Centre appointments and also assisted Vidal in opening a bank account. Our ASO also worked with the YOS Education Worker to ensure Vidal took part in training and education. Vidal and the ASO talked frequently about his potential and the skills he had, and it was clear to see that he was growing in confidence.

Vidal started a course called the 'Hitz' programme - a part-time sports course - hoping to move onto a full-time course in sports. He also planned to

pass his moped test so he could secure part-time delivery work. In general Vidal had good plans for the future.

These plans almost came to an end last year when Vidal was stabbed in the back in the north of the borough, resulting in him losing the use and feeling of one of his legs. Vidal spent four weeks in hospital and our ASO visited him regularly to maintain their relationship. Understandably very low and concerned that his life as he knew it had finished our ASO worked hard to instil in him a sense of positivity and a belief that he would be able to get his life back on track.

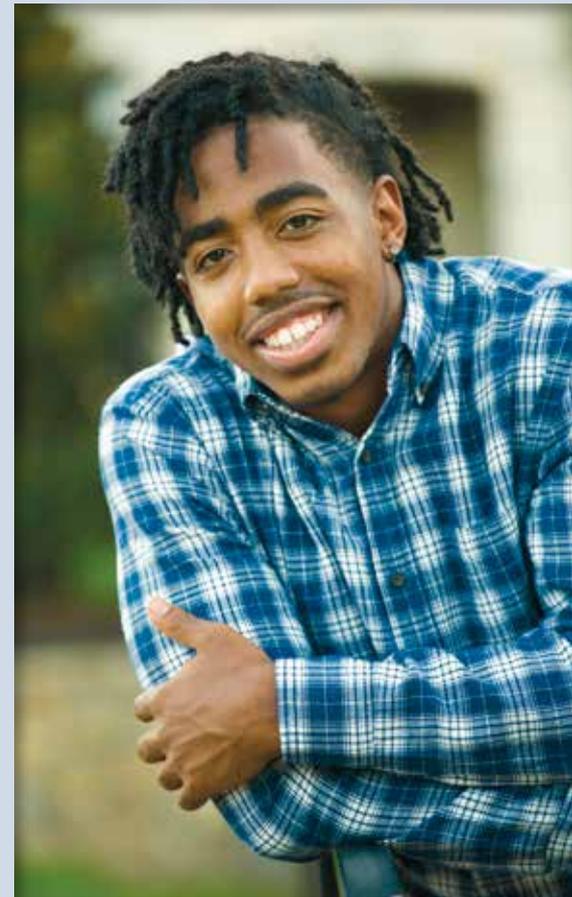
Our ASO had regular contact with St George's Hospital in Tooting and in particular with 'Red Thread' who are based at St George's and work with young people with injuries caused by violence. Our ASO worked to ensure Vidal's hospital discharge plan was enabling for Vidal as well as safe.

Following discharge from hospital, Vidal had regular physiotherapy and regained the use of his leg, and then feeling in his leg, and eventually was able to become mobile again. Our ASO worked intensively with Vidal considering how to keep him safe. Vidal was not in a gang - the attacks were drug related rather than gang related - but the stabbing was not Vidal's only experience of being attacked. Vidal agreed that he would steer clear of the area where he had been stabbed and has been careful to do so.

In the subsequent months, Vidal has managed to turn his life around and will soon be without the need of CAYSH's support. Vidal continues to live independently without significant issue; he passed his moped test, got

a license and has a part time job working for Dominos. He is in full time education (Southwark College) studying Fitness and Training and he has engaged positively and purposefully with all services that are there to support him.

Vidal is determined not to re-offend and to move forward with his life. His slight limp acts as a constant reminder of the attack. Vidal has shown a great level of maturity and grown in confidence since his release: he is much more personable and open; he no longer appears in a state of constant anger and often smiles. He describes himself as being 'in a much better place' and it's hard for those who know him to disagree.



GETTING OUR ACT TOGETHER FOR CARE LEAVERS

We are delighted to be working with CAYSH as the implementation partner for our [establish] housing project which sets out to provide really good quality, affordable transitional housing for young people coming out of the care system as they move into the world of work.

For this project, we wanted to find expert organisations specialising in supporting vulnerable young adults, who could not only run the accommodation for us, but who could also provide support to young care leavers in getting ready for work and becoming independent.

[establish]

An important aspect of this project is the involvement of the staff of Andrews Property Group, who are wholly owned by Andrews Charitable Trust (ACT). Andrews staff help ACT to find, purchase and refurbish the properties, but the intention is to develop a deeper and longer term partnership between staff from the local Andrews branches and CAYSH, as the project develops.

This means not only Andrews staff supporting into-work briefings, job fairs and offering work shadowing and work placement opportunities, but we also hope that some of the young care leavers in the project will come and work for Andrews full time!

In this innovative project, we have appreciated CAYSH's willingness to be creative, to embrace the challenges

of working alongside partner organisations and to see the positive benefits of involving the commercial companies in supporting young people to gain and sustain fulfilling careers and an independent future.

Our first [establish] house with CAYSH as our partners was opened in Sutton with the support of the Local Authority. This three bedroom property is now home to three young men who have some experience of work, but need to find permanent positions. Andrews's staff have been particularly helpful in advising one young man who would like to eventually go into the estate agency business.

Our second [establish] property is due to open in Croydon at the end of 2018 and we are grateful for the Local Authority's support to date.

Andrews 
Charitable Trust

WE LOOK FORWARD TO EXPLORING OTHER OPPORTUNITIES WITH OTHER LONDON BOROUGHES THAT CAYSH WORK WITH IN THE FUTURE.



MOVING ON

The following case study describes the outcomes expected for young people leaving care who benefit from CAYSH services. Because of the support from all employees and multi-agency working a lot of our young people move onto independent living and receive the necessary support in line with their support plans and risk assessment.



CAYSH PROVIDE WEEKLY KEY WORK FOR YOUNG PEOPLE WITH AN ADVICE AND SUPPORT OFFICER (ASO) TO SUPPORT YOUNG PEOPLE TAKING THE FINAL STEP TOWARDS FULL INDEPENDENCE.

While some support is focused on improving independence skills (not developing them from scratch) the main focus of support

is developing skills and confidence to commence a work career. Our residents in our project continue to receive re-settlement support from

CAYSH after move-on to ensure independence is sustained.

CASE STUDY SAMARA

Before securing accommodation in CAYSH's Supported Housing service in Sutton, Samara lived in a young peoples unit and she was accommodated under a full care order by the London Borough of Sutton. Unfortunately, there had been a breakdown in both relationships with her paternal family as well as her placement in Sutton. Samara has spent most of her family life prior to this at her parent's home where, despite imperfect circumstances, she was able to build a healthier relationship over time with her parents away from their household.

Samara moved into our Sutton service with a complex set of needs. When she was first placed with us Samara disengaged with the support being offered - including key work sessions to assist with maximising her benefits. This, alongside managing her diagnosis of Bipolar Disorder, was a struggle for both staff and her family in managing her breakdowns and extreme changes of behaviour.

Samara was also not in any training or education leaving her with a lot of time to fill. She did this by holding parties which in turn placed her at risk of losing her tenancy, having received numerous warning letters and a Section 21 eviction notice.

Due to an escalation in Samara's needs, vulnerability and behaviour, we thought it right to liaise with our neighbours in the local community, the police and local authority to agree an holistic approach to both managing risk and supporting Samara to sustain her tenancy.

This approach, along with the consistent efforts of her support worker to engage with her, led to an

increase in Samara's engagement with the service making it easier to begin implementing her support plan, helping Samara to turn things around positively.

Samara's ASO identified a career's advisor in Sutton with whom she could discuss opportunities for employment and alongside got her to attend CAYSH workshops on such topics as managing accommodation and paying service charges to obtain her Quota housing. Samara started to clear her debts and pay the necessary service charges, acknowledging that she had responsibilities and needed to meet these in order to progress in life.

With patience and persistence her ASO, with the support of colleagues from other agencies, and despite the many challenges Samara has had to face, she made significant progress. She matured as an individual, becoming more responsible in managing her tenancy, the outcome being a planned move on into Social Housing earlier this year.

This demonstrates that with the co-operation of all agencies and the local community positive progress is possible even with the most complex of young people.



ADVICE SERVICE EXPANSION

HOMELESSNESS REDUCTION ACT 2017

OUR DROP IN ZONE YOUTH ADVICE SERVICE HAS HAD A BUSY YEAR ADAPTING TO SOME MAJOR CHANGES IN HOW WE SUPPORT HOMELESS YOUNG PEOPLE.

The Homelessness Reduction Act 2017 came in to effect in April 2018, changing the kind of support offered to people that are either homeless or at risk of homelessness.

In recognition of our successful delivery of this service for the past 15 years Croydon Council entrusted us with delegated authority to make statutory decisions under the new Act, feeling that we were best placed to make determinations for young people we already worked with and allowing them to focus their expertise on meeting the new demands of the Act.

The implementation of the Act means that all single people presenting as homeless to the Local Authority that are eligible for assistance are entitled to meaningful support to address their homelessness, regardless of whether they are priority need.

Whilst we've never been a Gatekeeping service and have always strived to provide some level of advice to every young person that comes through our door, the new



Act has meant that we have had to adapt to an increase in paperwork as every stage of support needs to be documented. We have also had to ensure our team's knowledge of the Act was up to speed in preparation for April and our staff spent the first few months of the year attending training

and a number of practice workshops with the Council to map out the new approach. Our team have also started using a young person friendly Personal Housing Plan that complements the existing holistic assessment tool we use and puts some of the onus of resolving homelessness on the client.

OUTREACH

The Drop in Zone service is based in Croydon Council's successful multi-agency hub, The Turnaround Centre, and whilst operating in such a dynamic building helps us deliver a more holistic service, we recognise that many young people in the Borough either don't want to or find it difficult to come all the way into central Croydon to receive a service.

As a result we have rolled out a number of outreach clinics at the three main colleges in the Borough and a community centre in the New Addington area, working closely with the Council's Community Connect Alliance. We wanted to make sure that we are available and accessible to all young people that need our support.

Over the coming months we will be expanding this offer to other parts of the Borough to ensure that we continue to deliver a truly flexible and young person focussed service. To help with this, we will be working closely with each of the Youth Localities in the Borough, reaching out to other young people's providers and maximise the use of resources funded by the Council to reach most young people.



CROYDON DROP IN ZONE

**DROP IN
ZONE**



CROYDON
www.croydon.gov.uk



A MESSAGE FROM

DAME JULIA CLEVERDON

NOTHING IS MORE IMPORTANT FOR ME THAN THE SUPPORT OF THOSE LIKE CAYSH WHO DO THE FRONTLINE WORK IN THE POOREST COMMUNITIES HELPING YOUNG PEOPLE GROW TOWARDS INDEPENDENCE. THEY WORK WITH THOSE NOT BORN WITH A SILVER SPOON IN THEIR MOUTHS, THOSE WHO HAVE NOT HAD THE LUCKIEST START IN LIFE, AND THEY'RE GOOD AT IT.

That's because they are focussed on frontline work with young people and this matters; not just to me but to the communities they live in and to the Country. Wherever people are at on Brexit, what is crystal clear is that as we leave Europe the talent of every single young person in this country is going to be even more critical for Britain and its communities than ever before.

My experience chairing the National Literacy Trust has taught me that young people from the most deprived backgrounds are 19 months behind their highest achieving peers by the time they start school aged four, and without great education they generally stay 19 months behind. CAYSH's work helping young people re-engage with education and prepare for life

and independence and work is every bit as critical as their work to help young people find ways to stay safely at home with their families.

CAYSH works with young people in some of the most difficult situations in Britain, placing them at the centre of everything it does. Whether it's their Concierge Officers keeping young people safe at night or their support workers accompanying a young person to a college enrolment or reminding them of the perils of drugs and the harm a criminal record will do to their future - for CAYSH the **frontline is its bottom line** and for me the **bottom line is the frontline**.

It was CAYSH's dedication to benefiting young people who have had a tough time, who have had a tough deal and a difficult start who convinced me of their importance. ▶



DAME JULIA CLEVERDON
SPEAKING AT THE CAYSH
STAFF CONFERENCE



DAME JULIA CLEVERDON, RIGHT, WITH MAYOR TONI LETTS (2017-2018), LEFT, AND CAYSH CHIEF EXECUTIVE, ANN TIGHE

▶ My work chairing Teach First for ten years and now as Vice Patron has taught me that the talent and ability is just as great among young people from less fortunate backgrounds as it is for those with silver spoons - but circumstances beyond their control forces the former to often not believe in themselves, not to connect with society and very often not to have the social capital they need to catch the opportunities.

Those with employment are some of the greatest supporters to those not in employment and that is why I was so pleased to meet some of the great volunteers from business helping to mentor young people, support the charity and bring their connections to bear. Businesses like Credit Suisse, BUPA and Andrews Property Group deserve credit for their interest and support.

I value the opportunity with CAYSH to understand what more needs to be done, to connect the unconnected and to use any useful connections I have to ask why is there not more connectivity between the public and private sector in the poorest communities.

Some signs of hope have come from the Government's latest Civil Society Strategy which sets out much more clearly the importance of the connections between the five pillars of People, Place, Private and Public Sector and what is now to be called the Social Sector.

In the end I find myself forced to the conclusion that those best placed to drive a more holistic approach - perhaps the ones with the greatest opportunity - are Social Sector organisations like CAYSH.

They can achieve this because they focus first on the needs of young people and because of the lengths their people will go to, driven by their passion for helping young people to make the right choices.

What is understood by the worm at the bottom of the mud is very different from the bird at the top of the tree.

CAYSH works with - what I once heard described by that great Social Sector leader Nick Hardwick many years ago when he ran Centrepoin - was young people who are "runaways, throwaways and grow-aways".

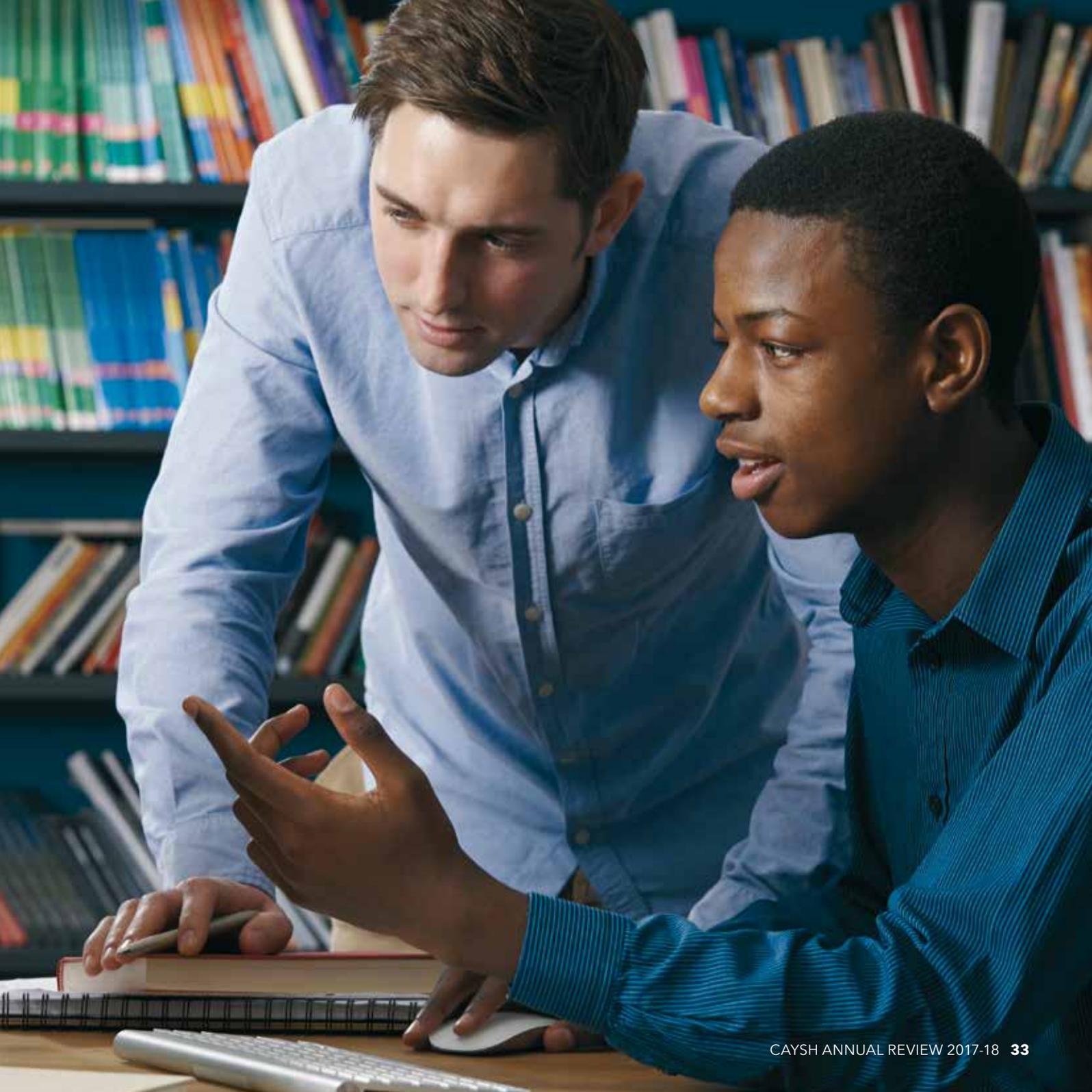
Their staff work purposefully with young people to instil a sense of journey. Every day they face amazing, often harrowing challenges and have to think on their feet yet remain adherent to sharp policy and outstanding best practice.

Ann invited me to meet her team after we were introduced and I was honoured, delighted and impressed to meet most of Ann's team face-to-face back in February at their outstanding Annual Conference where they share best-practice and celebrate their success.

What CAYSH's people deal with day in, day out would soon drive out anyone who didn't care, but back they come, every morning. They come back and work to help young people find something where they feel their skills are valued, help them find something to be part of and play a part in, they help young people find purpose.

They provide not just houses but safe, enabling homes and support with unparalleled commitment. CAYSH shines a light on something to look forward to for all the young people it works with and it is my privilege to support them. CAYSH's mission statement reads "safe homes and better futures for young people" and all of us whatever our stage of life know that we all need "Something to do, someone to love and something to look forward to".

THAT IS WHY CAYSH DESERVE ALL OF OUR GRATITUDE AND SUPPORT FOR WHAT THEY DO TO MAKE THAT A REALITY FOR SO MANY YOUNG PEOPLE.



CONCIERGE SERVICES

THE CAYSH CONCIERGE SERVICE IS A COMMUNITY INTEREST COMPANY WHOLLY OWNED BY CAYSH CHARITY. THE SERVICE IS A SPECIALIST SAFEGUARDING AND SECURITY SERVICE DESIGNED TO 'KEEP RESIDENTS SAFE'.

Initially established with CAYSH young people in mind, CAYSH Concierge Service now delivers services to adults with mental health needs, homeless families and other vulnerable people in supported housing settings.

Over the last 12 months our customers have benefited from:



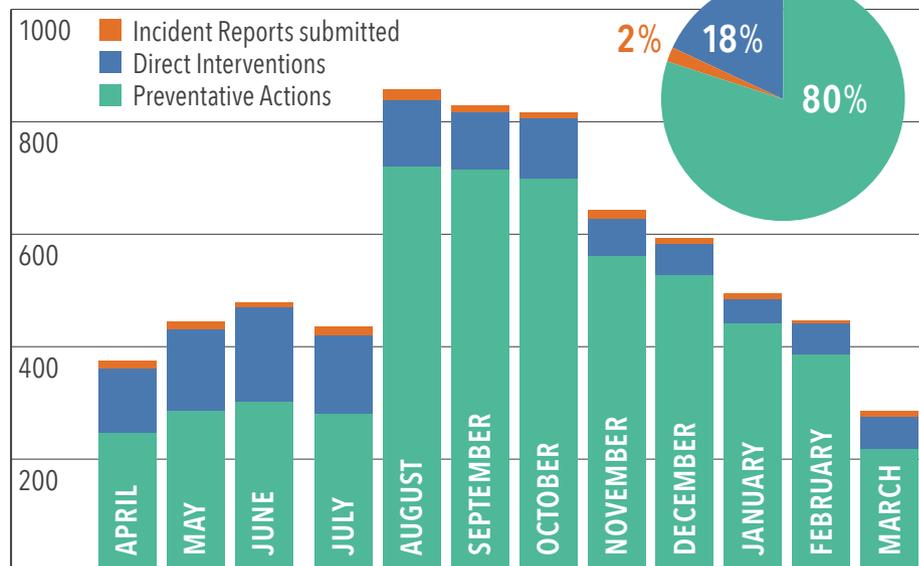
Operating 24/7, in either a static or roving capacity, CAYSH Concierge Service works in partnership with our customers, keeping residents safe through a supportive, preventative approach. Reassuring and approachable CAYSH Concierge Officers support residents' well-being and are on-hand for issues concerning maintenance and property.

Our team are recruited based on their experience and interest in safeguarding as well as their empathy and understanding of vulnerable people.

The numbers, left, shows the type of actions our Concierge Officers have undertaken. Whilst all prevention 'outcomes' can be subjective, the severity of incidents in supported housing, the high needs of some of the residents and concerns of local communities and police are very real. Managing developing anti-social behaviour before it becomes a reportable incident not only helps keep people safe, it also directly reduces the costs associated with emergency services call outs. With each Police 'call out' costing as much as £1,000 per call, CAYSH Concierge prevention and de-escalation of developing anti-social behaviour provides a direct saving to the public purse.

Interventions and preventions come in many different guises and whilst some interventions could be considered 'minor', some will have greatly contributed to the de-escalation of anti-social behaviour, the outcome of which could have been far more severe and costly.

ANNUAL TOTAL OF:



MONTHLY TREND ANALYSIS

PREVENTION

CAYSH Concierge Services focus on prevention. The graph above maps trends across all our services. Preventative actions account for 80% of our work, with 18% of situations escalating to a 'direct intervention' by our team. Only 2% of known situations escalate to a reportable incident.

On the rare occasion situations develop into reportable incidents, our team prepare full detailed incident reports and follow up actions for our customers. In the rare event that a situation continues to escalate, our team will contact the Emergency Services and will liaise with them throughout the incident and beyond.

Of the 149 Incident Reports that Concierge Officers submitted last year, only 33 involved direct Police or other emergency service intervention.

The Concierge Service uses daily reporting data for training and strategy to inform how we improve the service for both CAYSH and other clients, helping to make supported housing safer for residents, staff and the local community.

Any surplus generated from CAYSH Concierge Services are donated back to CAYSH Charity.



KEEPING RESIDENTS SAFE

IN LIGHT OF THE GRENFELL TOWER TRAGEDY, WE ARE ALL AWARE OF THE HEALTH AND SAFETY MEASURES THAT SHOULD BE ADHERED TO IN ORDER TO PROTECT THE SAFETY OF RESIDENTS.

CASE STUDY
CONCIERGE



OUR CONCIERGE TEAM KEEP CLIENTS SAFE AND IT IS THEIR KNOWLEDGE, SKILLS AND EMPATHY THAT HELPS ALL RESIDENTS FEEL SAFE IN THEIR HOMES.

CAYSH was pleased to hear of the effort concierge staff went to, in order to keep tenants safe during a shift when a fire broke out.

It's 02:00 am in a Supported Housing accommodation block for people with mental health challenges. Aside from duties involving patrol of the premises and checking that the security and health and safety measures are all in place, at regular intervals throughout the night the Concierge Officer on duty also has access to CCTV. The importance of monitoring CCTV when not patrolling and staying alert is something we cover in our training. On this occasion it paid off with the most important outcome - saving residents lives.

The Concierge Officer on duty was monitoring the CCTV when they noticed smoke coming from one of the flats and the resident leaving. They immediately went to investigate and established that the fire had engulfed the flat and was out of control, and could not be dealt with using available fire equipment. The Concierge Officer immediately called the Fire Brigade and started to evacuate the residents who were present in the building.

Being sensitive to the fact that the residents living there were coping with mental health issues the Concierge Officer remained calm and reassuring as he rang the fire alarm and knocked on each door checking against the signing in book as to who was in and who was out. The Concierge Officer also informed the on-call manager of the service provider and our own on-call manager who sent back up.

The Fire Brigade arrived on site and took 15 - 20 minutes to get the fire under control. They also conducted a second head count. In the meantime, our Concierge Officer remained with the residents and talked calmly to them to ensure that their level of anxiety was under control whilst looking for signs of any deterioration in behaviour. When the Chief Fire Marshal gave the all clear, some residents returned to their flat but a few remained outside with Concierge Officers.

One of the residents was terrified and needed time and support to regain confidence in returning to their flat, the Concierge Officer

stayed with her and brought out chairs from the lounge for her and other residents to sit on.

CAYSH Concierge roving team was also informed and they were at the scene to provide additional support. The Concierge Officers being a supportive presence is one element of how they make a real difference.

As part of the process of incident reporting to our own management team, the service provider and emergency services, the Concierge CCTV footage was reviewed. This showed a male setting fire to the flat's window. He tried to cover his face with his shirt and left the grounds quickly. The CCTV was handed to the Police for further investigation.





SEMI INDEPENDENT ACCOMMODATION

CAYSH HAS BEEN WORKING WITH LOOKED AFTER CHILDREN AND CARE LEAVERS SINCE 2002.

We support Looked After young people (16+) from complex and diverse backgrounds including unaccompanied minors in Semi Independent Accommodation (SIA), and support them into independence with a team of committed, high calibre staff delivering pro-active front line support work.

Having initially provided this service in the London Borough of Croydon we have expanded significantly over the past 18 months winning a place on the SIA framework commissioned by Lambeth and expanding our existing work in Sutton by joining their SIA framework.

The first few months of the year involved mobilising our work with Lambeth and getting to know key partners and stakeholders in the Borough. We also conducted a review of our property procurement strategy and having identified a clear need to acquire new properties, successfully took on a new property in the Tulse Hill area, the first CAYSH property in Lambeth. The property needed some work to bring it up to standard, but now offers good quality accommodation for vulnerable young people.

In total we have placed 12 Looked After Children and Care Leavers from Lambeth since the service went

live and we look forward to growing and having a positive relationship with the Borough in the future.

Progress data was strong across a number of areas for the SIA service with 92% of young people in education, employment or training, 84% reporting improved financial management and general life skills, and 87% had shown average or above average at key stages of their education.

In addition, we have been able to demonstrate savings to Local Authorities through use of this service. For example, if 11 of the 15 young people in Croydon SIA, who left successfully for permanent accommodation, had required ongoing supported accommodation at a cost of approximately £14.3k per person per annum, this would have cost the council a further £39k per year.

Below is a brief case study of one of our residents in SIA to help you understand the nature of the service we deliver.

CASE STUDY DEMBE

When Dembe was referred to CAYSH, she was in B&B accommodation because her aunt who she had been living with for the past ten years had asked her to leave the family home. Dembe is an only child who has no contact with her father and when her mother died in Uganda she moved to England to live with her aunt.

When she moved into our SIA, she needed help with her application to remain in the country and in rebuilding her relationship with her aunt. The importance of positive family support cannot be underestimated when a young person is trying to achieve independence.

Shortly after moving in Dembe discovered that she was pregnant. We ensured she was registered with a local GP and got her referred to the midwifery service where they ran antenatal classes for young parents.

Dembe's CAYSH ASO attended appointments with her so that she had someone to ask follow up questions with or to voice her concerns to. Another area we helped her with was navigating the benefits system and accessing relevant support for pregnant women such as Healthy Start vouchers and a pregnancy grant.

Having had her baby Dembe was keen to return to her studies, we spent a lot of time viewing local nurseries, until she felt comfortable with one. She then applied to 'Care to Learn' and was able to return back to her studies after six weeks.

Not only did Dembe have to cope with a new baby and college, but this was compounded by the pressure she was under regarding her legal status. The visible change in her when she was granted leave to remain in 2018 was fantastic to see and she has since proudly applied for her passport.

Dembe is an example of the varied support a CAYSH ASO provides. This includes providing emotional and practical support, motivating and encouraging young people to aim high, as well as practical support such as attending appointments.

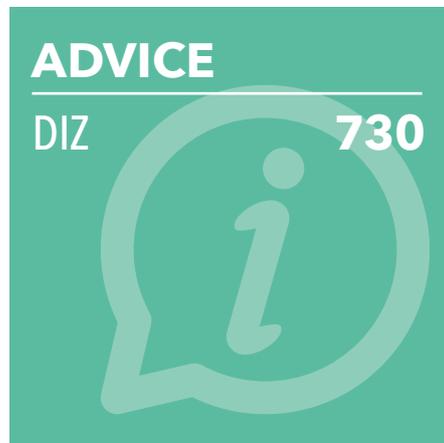
**WE HAVE PLACED
12 LOOKED AFTER
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WENT LIVE**



OUTPUT STATISTICS

THE NUMBER OF YOUNG PEOPLE IN CAYSH'S SERVICES

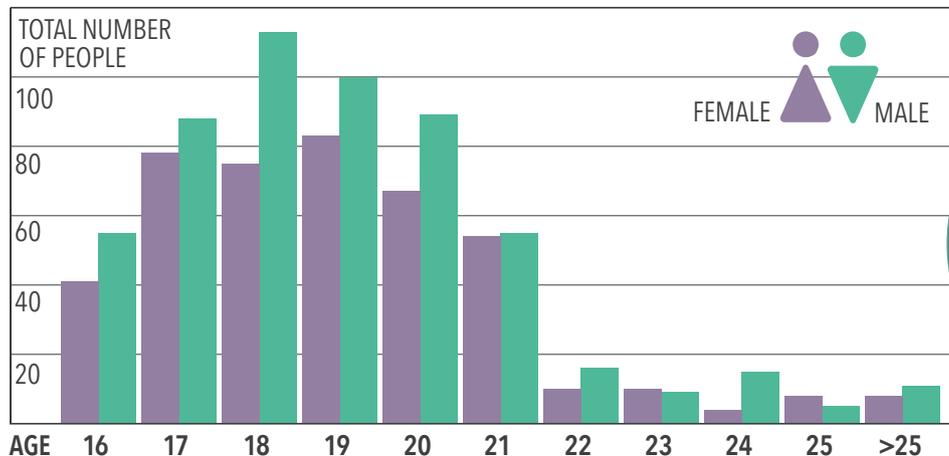
CONCIERGE CUSTOMERS



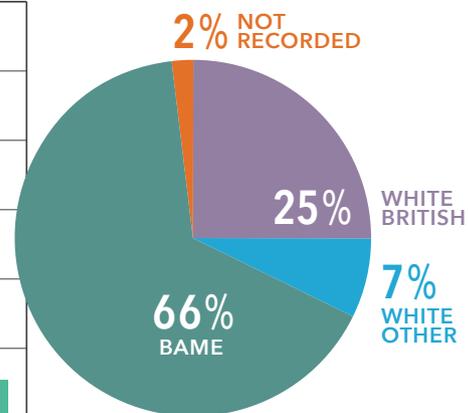
DEMOGRAPHICS

CHARITY SERVICES

AGE & GENDER



ETHNIC DIVERSITY

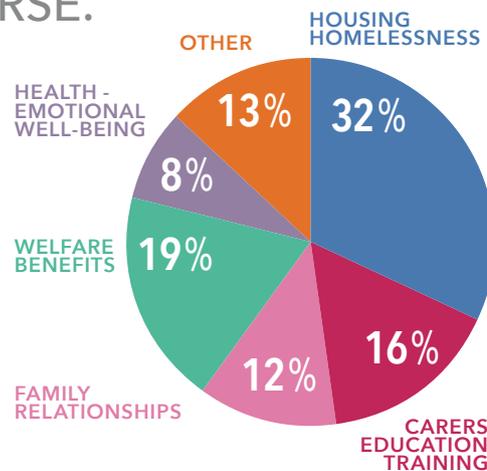


KEY MESSAGES IN NUMBERS

IT IS IMPORTANT TO BE ABLE TO MEASURE THE PROGRESS OF AN INDIVIDUAL, BUT WE ALSO HAVE A DUTY TO DEMONSTRATE HOW WE HELP TO MAKE SAVINGS TO THE PUBLIC PURSE.

For this reason this year we have started to develop 'impact' reporting as a method of demonstrating the cost effectiveness of our interventions, not only in terms of better futures for our young people, but also value for money.

What follows are some examples of potential savings we may have made to the public purse through our interventions.



DROP IN ZONE (CROYDON)

The Drop in Zone is the first port of call for any young person at risk of or experiencing homelessness. Frequently other needs are also identified during our assessment and what follows is a breakdown of those needs.

Over the past year (April 2017 to March 2018) the top five presenting needs were: housing & homelessness (32%); welfare benefits (19%); careers, education and training (16%); family relationships (12%); and health - emotional well-being (8%).

- 50% of people presenting with **housing & homelessness** issues were assisted without needing further public services. By helping even just 2% of these people avoid the need for further public services, Croydon **saved £55k per year**
- With an average national cost per person of £4,767 for **NEET** compared to EET lifestyle, CAYSH's help for young people **reduced the cost** to the public purse **by £167k per year**





MEDIATION - RESTORING FAMILIES

54% of the young people presenting with emotional and/or mental ill-health were supported by CAYSH and its voluntary sector partners and were able to avoid calling on NHS services for treatment (average cost per person treated is £2,215). If just a third of these had required NHS treatment this would have cost **£39k**. Of the 46% receiving help from the NHS, if earlier treatment in the community results in an avoided hospital admission typically **this saves £16k per patient per admission**

44 young people attended Drop in Zone seeking help to avoid **(criminal) offending**. The cost to the public purse of crime is significant (let alone the very substantial social cost). For instance:

- £14,711 per court event (for violence against a person)
- £3,647 cost for a first time youth offender to enter the criminal justice system
- £721 per arrest (with detention)
- £682 per crime incident
- £670 per anti-social behaviour incident

Looking at violent crime, if the service results in **diverting** just 5% of these cases **from violent crime** then nearly **£40k is saved** (court costs and criminal justice, excluding police costs). In terms of anti-social behaviour if an incident is avoided per person per year as a result of engagement through the Drop in Zone then this corresponds to **saving** the public purse **£29k each year**

- Four of the young people who presented the Drop in Zone needed help with **substance misuse** - and were referred to our partner agency (currently Turning Point) - **saving £3,614 per person per year**
- 14 young people attended seeking help because of **domestic violence**. If, as a result of the services, there were seven fewer incidents (one incident less for 50% of people) this would have been a **financial saving of £20k**.

**DROP IN
ZONE**

Over the year 58 people left the service. Of these 40 (69%), **returned home** / made own arrangements etc. Each one of these moving into supported housing would have cost circa £275 per week (CAYSH data) = £14k per year. If 25% of these had required supported housing this would have cost circa **£143k** per year.



KEY MESSAGES IN NUMBERS

CONTINUED

HOW WE HELP YOUNG PEOPLE ESCAPE HOMELESSNESS

YOS HOUSING SUPPORT

Over the year 22 people left the service. Of these 13 (59%), returned home / made own arrangements etc. Each one of these moving into supported housing would have cost circa £275 per week (CAYSH data) = £14k per year. If 25% of these had required supported housing this would have cost circa **£46k** per year.

Typically 42% of young offenders re-offend, but only one (7%) of the 22 in the service over the year re-offended meaning crime was prevented for 21 young people. Of these 21, at expected levels, two violent crimes would have been committed meaning **court costs of nearly £30k were avoided** and costs of between £40k and £100k per year for each custodial sentence were also avoided (prison or young offenders' institute).



1st BASE LODGINGS (CROYDON)

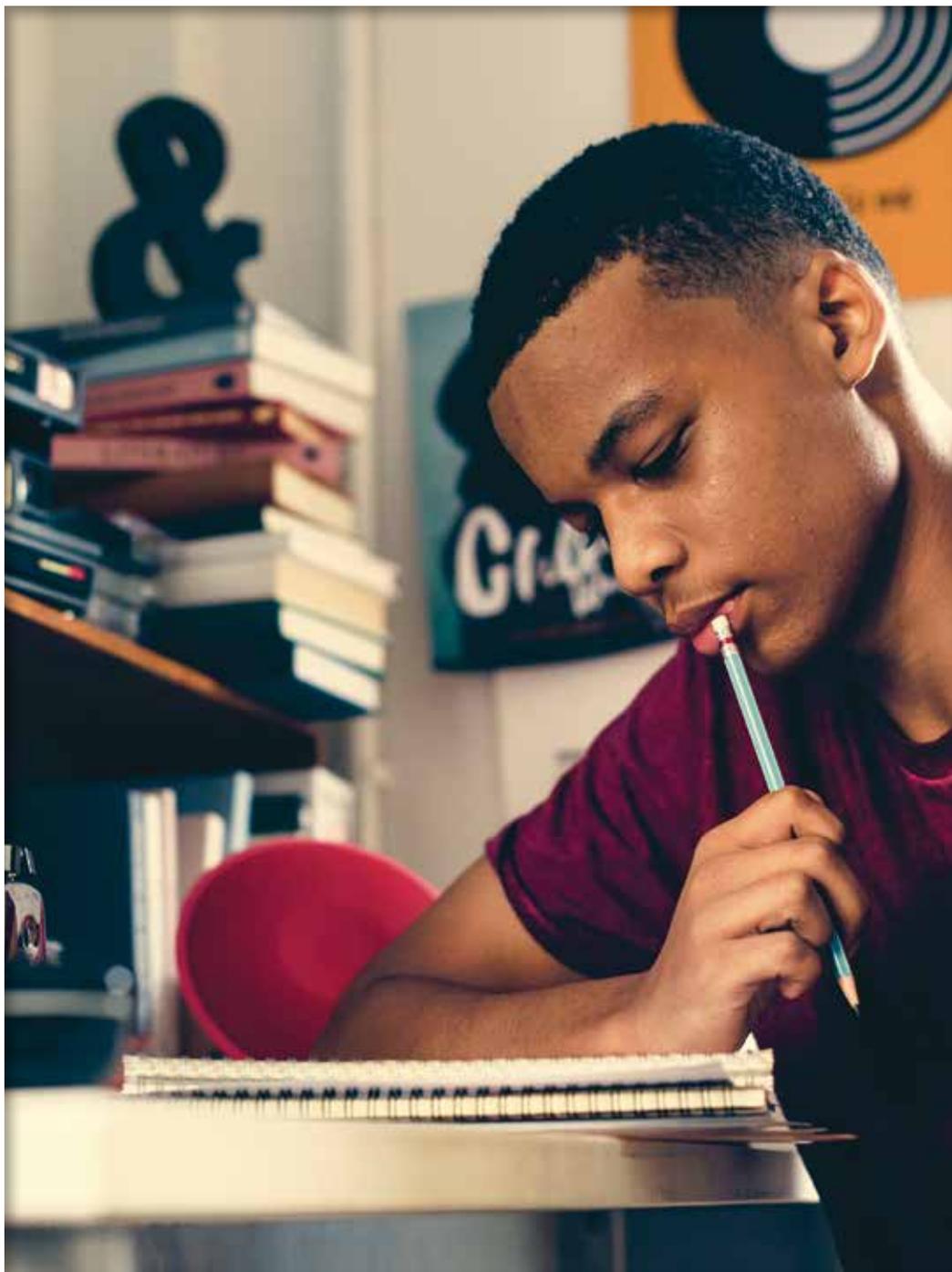
- Over the year, 18% of young people entering CAYSH's short term **Supported Lodgings** service have been able to subsequently return home / move to other unsupported accommodation. For each young person it **saves taxpayers £14k per year.**

STANDARD LODGINGS (CROYDON)

- Over the year, 11 people left the service. Of these three (18%) returned home / made own arrangements. Each one of these moving into supported housing would have cost circa £275 per week (CAYSH data) = **£14k** per year.

GREENWICH LODGINGS

- 22 young people used the service in 17-18, of whom nine left the service to return home or having made their own arrangements. If even only 25% of these required further supported housing, this would have cost **£32k.**



KEY MESSAGES IN NUMBERS

CONTINUED

SUPPORTED HOUSING (CROYDON)

Within the year, 15 of the 17 young people leaving home returned home, having received CAYSH Mediation and Prevention work.

Each one of these moving onto supported housing would have cost circa £275 per week (CAYSH data) equal to £14k per year.

- If 25% of these had required supported housing, this would have cost circa **£53,625**

- Reduction of young people classified as NEETs at exit was 3. The average fiscal cost of NEETs is £4,767, so a reduction of three is **saving the public purse £14,301.**



SUPPORTED HOUSING (SUTTON)

- On average 5.5 young people leave Sutton supported housing each quarter and 64% move to independent/ unsupported accommodation. On an annualised basis, this is equivalent to 14 young people. If moving to supported accommodation, this would have cost £275 per week, equal to £14k per year. If 25% had required supported housing this would have cost **£50k.**

CARE LEAVERS FLOATING SUPPORT

- Over the year 23 people left the service. Of these seven (30%), returned home/ made own arrangements. Each one of these moving onto supported housing would have cost circa **£25k** per year.

Costs/cost savings based on information published by EU funded: www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database



LORNA MEETS PRINCE CHARLES

LORNA KING IS A LONG STANDING MEMBER OF STAFF WHO WORKS IN OUR DROP IN ZONE.

THIS IS THE FIRST POINT OF CALL FOR YOUNG PEOPLE AT RISK OF HOMELESSNESS.

Aside from working with us Lorna has been volunteering in her local community for the last four years trying to improve the services that young people and families receive.

Lorna sits on a panel called 'Your Family, Your Voice' for the Family Rights Group. It involves her being part of the Care Crisis Review and working with social workers to help improve the services and the way in which they engage with service users.

Each year the Department of Education contacts the 'Family Rights Group' for nominations of parents and carers who have been working tirelessly to support others. Lorna was nominated this year.

Lorna and her daughter attended the Queen's Garden Party with other impressive voluntary workers, who like Lorna had been working hard for charitable causes.

Not only did she get to enjoy the marvellous tea in grounds of Buckingham Palace but she also met Prince Charles. She enjoyed wandering around the beautiful gardens in the sunshine, and took in the ambience of the palace.

It is important that we recognise the contribution local volunteers make to improving their communities and supporting those in need.

Well done Lorna! We're glad you had such a memorable experience.

FLOATING SUPPORT

MOVING INTO INDEPENDENT LIVING SOMETIMES REQUIRES ONGOING 'LIGHT TOUCH' SUPPORT TO HELP THE YOUNG PERSON ADJUST TO THEIR NEW SURROUNDINGS AND TO ESTABLISH ROUTINES.

Our Advice and Support Officers (ASOs) are there to help them settle into their new community and to ensure they continue to keep up college or work and look after their health.

In particular, children granted asylum when they turn 18 face the additional challenge of their right to remain being reviewed. What follows is an example of how we helped a young person through this stressful time.

Yara was referred to CAYSH's Floating Support service just prior to her 18th birthday following a period of Foster Care. At 15, Yara had arrived in the UK seeking asylum, legally protected as a child by the Children Act legislation.

Once Yara turned 18, she would have to apply for asylum and the uncertainty this caused was a prominent stress factor when she first met our ASO shortly before her 18th birthday.

Croydon's Young Adults Support Service (part of the Social Services team) were supporting Yara and had arranged for her to be placed in shared housing and receive visiting support from a CAYSH ASO.

CASE STUDY YARA



When our ASO first met Yara, it was apparent that the counselling she had been receiving to help her cope with the trauma of past experiences remained a work-in-progress. Despite this, Yara was reasonably positive in her attitude, focused on her ESOL Level 1 and wanting to pursue a career in hair dressing.

Yara engaged very well and contributed towards her five-outcomes-based support plan. A significant element of the plan focused on Yara's mental well-being. Our ASO supported Yara to continue working with our partner agency, 'Off the Record' (counselling service), to help her cope with her Post Traumatic Stress Disorder (PTSD).

Yara's financial wellbeing was a challenge. Yara had 'no recourse to public funds' and therefore was financially supported by Social Services as she had been in their care. Our ASO worked with her on budget management to help her live on the subsistence payments which were far less than job-seekers allowances. This included advocating that her travel cost to college should also be covered.

A consequence of having no real financial control and very limited funds even by usual standards was that Yara had to move house three times during her nine months after Foster Care due to a range of issues, which she had no control over (e.g. a landlord selling the property) all of which was very unsettling. Our ASO supported Yara through these frequent house moves and helped Yara to deal with the even greater sense of instability this created.



In early 2018 Yara, feeling very low as a consequence of all the uncertainty surrounding her, took an overdose and briefly required hospitalisation. Our ASO supported her as she recovered, accompanying her to (but not in) subsequent counselling sessions, and visiting her at her accommodation to work with her on achieving her support plan goals.

To her credit, Yara recovered and put all her energy into her studies and benefiting as much as possible from her counselling. Throughout this our ASO was in regular contact with Yara's counsellor and Personal Adviser coordinating their work to support her.

Our ASO regularly reviewed and updated Yara's risk assessment and, on Yara's behalf, was in regular contact with her college tutors and her various landlords regarding property issues. Our ASO regularly intervened to address various issues that sometimes arise in shared accommodation, including in one of her addresses Yara being bullied by another resident.

Yara will soon be 19 and is still awaiting a decision from the Home Office. Having passed all her ESOL classes she has enrolled on a hair dressing course after our ASO arranged for her to attend a week-long 'taster course' with Princes Trust to get some hands on experience. Yara is also now desperate to start working part time to support herself while she studies, but without a decision from the Home Office she is not able to do so.

Yara is just one of the many good examples of the determination of young people to achieve all that they can despite negative experiences and she has demonstrated impressive resilience. While her demeanour and mental well-being are all very much improved, the waiting for and potential impact of the Home Office decision is never far from her mind.

CROYDON
www.croydon.gov.uk

UASC

WORKING WITH UNACCOMPANIED ASYLUM SEEKING CHILDREN

IN 2017 THE NUMBER OF 14-17 YEAR
OLD UNACCOMPANIED CHILDREN,
LOOKING FOR REFUGE AND SAFETY
FROM PERSECUTION AND WAR, IN
ENGLAND AND WALES WAS 2,206.

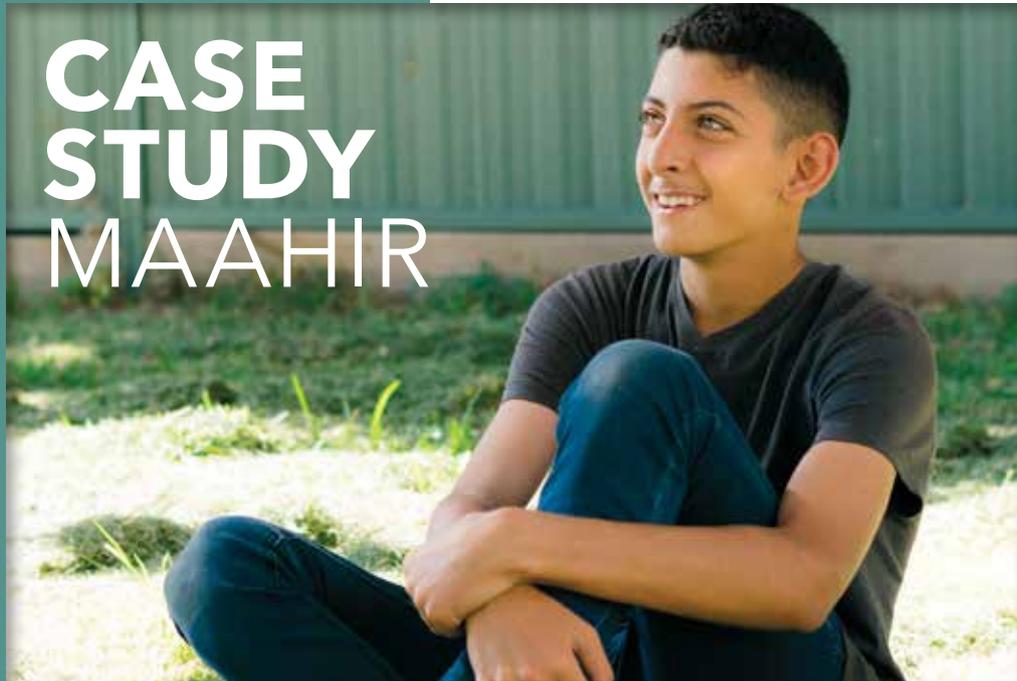
The local authorities we work with have responded positively to the growing need and have worked in partnership with CAYSH to provide accommodation, support and safety.

CAYSH have worked with 37 young people seeking asylum in 2017-18 and this case study outlines our experience in working with asylum seeking young people, but also serves to demonstrate that increasingly we are helping those with multiple complex needs. The process of applying for asylum is a long and uncertain road which serves to compound the anxiety and fear these young people arrive with. Imagine arriving in a country where you knew no one, did not understand the language and were unsure of the reception you would get. Homelessness is stressful enough for young people without added challenges.

Maahir fled his home country aged 15 having suffered persecution due to his sexuality. Arriving in the UK in 2014, he sought asylum and is yet to receive a determination that will allow him to remain. For four years he has lived with the possibility of being returned to a country, where being himself puts his life at risk.

This waiting period places young people in limbo - they are unable to move on, complete education or seek employment. The cumulative stress has led to deteriorating mental health for many. Our role is to provide consistency of care, increase their self esteem and provide them with a structure to daily living. We work hard to build networks of support that will help them through the application process whilst we build their life skills and work with education suppliers to improve their maths and English.

CASE STUDY MAAHIR



On entering CAYSH's services Maahir was placed in supported accommodation. He was then paired with an Advice and Support Worker (ASO) who had experience of working with other young people seeking asylum and so fully comprehended the challenges he faced, but was also sensitive to his needs as part of the LGBT community. Whilst Maahir, had disclosed his sexuality to the Home Office and a handful of others, he was by no means 'out' and none of the other residents in the project were aware of his sexuality.

Prior to being allocated a placement there had been a process of careful matching and risk assessment of the other residents he was sharing with. Maahir was experiencing great anxiety and was suffering from depression, which he attributed to not feeling able to be open and honest about his sexuality and the reasons for him fleeing his home country.

Making use of her experience, Maahir's ASO was quick in forming a safe and trusted professional relationship with him, which enabled a full and open dialogue about Maahir's needs and aspirations. Maahir explained the traumatic events he had experienced.

The reason he had to flee his country was because his father and brothers had tried to kill him following his disclosure to them about his sexuality. His mother helped him escape by arranging for him to be smuggled out. He travelled to the UK first flying to Italy and then via the back of a number of lorries. He has not spoken to any family members since escaping and was traumatised by the entire event and felt very isolated.

On arrival, as he was under 18 years old, Maahir, was taken into local authority care and allocated a Social Worker and a Personal Adviser (PA) from Sutton. Maahir's PA and ASO identified a specialist organisation UKLGBT, who support / advocate on behalf of people from the LGBT community who are seeking asylum. Our ASO arranged for Maahir to meet the group in Southwark and attended the first meeting with him.

When we work with asylum seeking young people we will liaise with solicitors to expedite the process of application as in our experience some appointed solicitors can be a source of delay. This is true in the case of Maahir, whose existing solicitor took time in responding to the request for Maahir's legal documents to be released which, in turn, delayed the process of gaining legal representation from UKLGBT. Often those acting in authority need reminding of the human misery that results because of delays. Eventually Maahir was able to give authority to UKLGBT to advocate on his behalf, although it required a complaint to be raised as his case was being funded by Legal Aid. All this resulted in added stress for Maahir, who was already finding life hard.

Our ASO had recommended UKLGBT because they knew the group had access to pro-bono specialists in this field. An unexpected benefit of this is that Legal Aid was not itself required any further, giving Maahir far greater control about who and how he was represented.

Maahir was encouraged to commence counselling for his trauma and depression and although initially hesitant, once talking it through with his ASO he felt ready to participate.

The ASO listened to his concerns and offered a number of solutions for Maahir to choose from, a process which many young people find empowering and as a result, the outcomes are much better. Receiving counselling would also support his application for asylum by providing further evidence to the Home Office of the trauma he has and continues to experience. Maahir asked our ASO to find an LGBT friendly counselling service. His ASO has now made contact with Pink Therapies and London Friend, two organisations from which he can choose, providing specialist counselling. The ASO will support Maahir through the assessment process.

We have also worked with Maahir to access further training or education - when Maahir arrived into CAYSH services, he was able to complete his L2 English, L1 Maths and L1 Construction through support from the ASO. Maahir was able to make a positive contribution to his new community.

Although Maahir's uncertain status continues, having a safe and stable place to live in CAYSH accommodation and the support of our ASO has provided him with a sense of security and control over his life. Nearer the time of a decision on his status, and throughout appeal processes, we will continue to support Maahir and help him build his life.



FINANCIAL SUMMARY

THE IMPACT OF MORE STRINGENT FINANCIAL MANAGEMENT SYSTEMS HAS MEANT THAT CAYSH IS FINANCIALLY MORE STABLE, DESPITE SERVICE CONTRACTS BEING FURTHER REDUCED.

CAYSH managed to halve the deficit from the previous year, ending 2017-18 with a deficit of £61,570. In addition to service contract reduction, investment in restructuring the senior management team also contributed to the deficit.

Our reserves policy has been reviewed and we are currently operating within our policy.

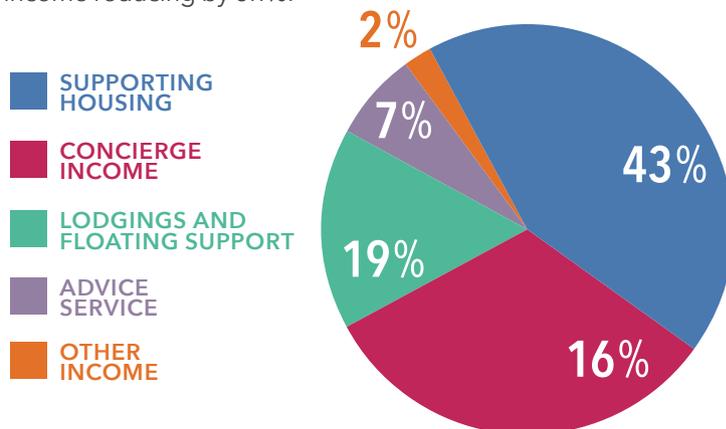
CAYSH Enterprise Community Interest Company maintained its income from the previous year through winning two new adult mental health contracts with a combined income of approximately £190k. This enabled them to make a £41k contribution to the Charity.



INCOME

The rate of reduction in income for CAYSH has slowed from 9% in 2016-17 to 5% in 2017-18, with actual income during the year being £4,048k in comparison to £4,241k in the previous year. Local Authority contracts remain the largest source of income and whilst there was more activity in raising income from grant and donations, seeing an increase from £28k to £52k this year, we anticipate the proportion of this income will grow more rapidly once we have an established business development team.

Reduced contract rates and planned contract ends impacted on rental income but at a slower rate than last year (almost 7% better in the rate of reduction) resulting in supported housing income reducing by 3.1%.

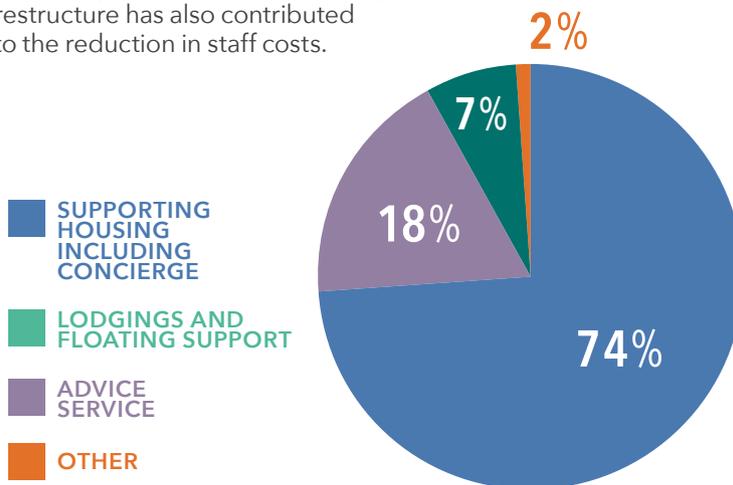




EXPENDITURE

Following the reduction in income from the previous year we had already put in place a reduction in expenditure which was 6% lower than 2016-17 (£4.11m for 2017-18; £4.36m for 2016-17).

Staff costs remain the largest element of expenditure and in recognition of their valuable contribution to the organisation we again awarded a small pay increase to all staff. Even with this pay rise our total staff costs were 7% lower this year compared to 2016-17, which was the full year impact of changes made during the previous period. The senior management restructure has also contributed to the reduction in staff costs.




BRYDEN JOHNSON
Chartered Accountants & Business Advisers

BREWERS
Chartered Accountants

 **BARCLAYS**





FUTURE PLANS

CAYSH HAS DEMONSTRATED ITS ABILITY TO MANAGE DELIVERING QUALITY SERVICES FOR YOUNG PEOPLE IN AN ECONOMIC ENVIRONMENT THAT SEES YEAR ON YEAR REDUCTIONS IN CONTRACT INCOME.

A key new contract for the Charity this year has been the Sutton [establish] project in partnership with Andrews Charitable Trust (ACT), which provides affordable move on accommodation for care leavers.

The properties are leased to CAYSH over a 10 year period thus providing stability for both young people and the Charity. This model of partnership is one we are seeking to replicate in other Boroughs and we are currently in discussion with ACT for a second house in Croydon.

Our growth plan requires us to focus on diversifying our income base as well as expanding our foot print at a pace that ensures the quality of service to young people is not compromised.

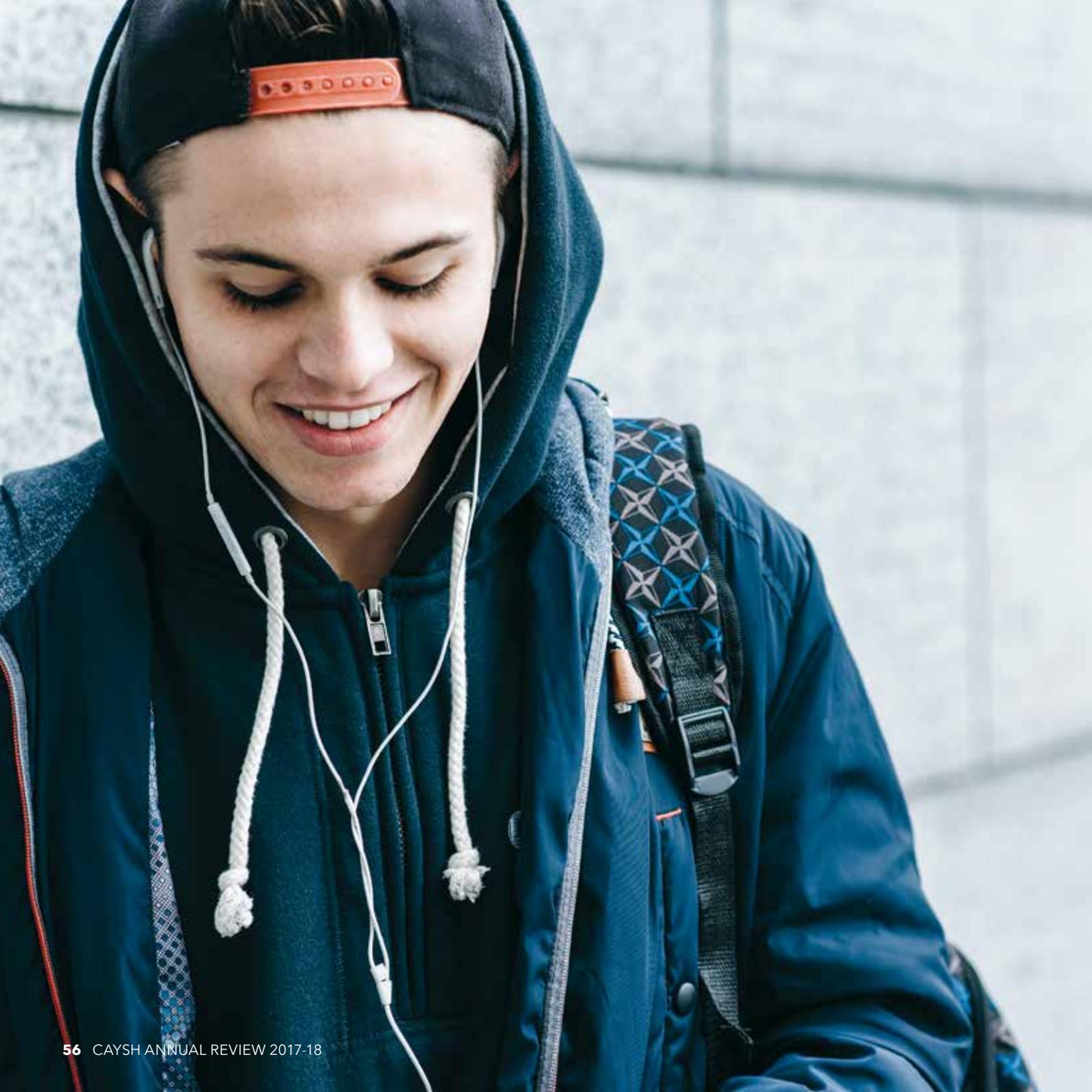
We have actively been bidding for new contracts during the year but the pace of procurement is slow and we are still awaiting results from tenders submitted in 2017. Core elements of our growth plan for delivery in the coming year are increasing the capacity of our Community

Interest Company; expanding our preventative services through investing in a new Mediation Service; and replicating our Supported Lodgings services across London.

We have also extended our partnership working to enable a consortia approach to tendering, and to leverage our individual organisational skills and expertise for the benefit of young people.

Our focus in the coming year is to strengthen our capability in fundraising and access to grants by establishing a new business development function. We are also looking to establish a quality and compliance team to centralise monitoring and reporting on the quality of our delivery, which will enable us to measure the impact we are having on savings to the public purse.

A key measure of our impact on the lives of young people is gathered through our service user involvement and this is an area of increased focused in the coming year.



THANK YOU 2017-2018

DONORS

ARCHBISHOP LANFRANC SCHOOL

JOHN TAYLOR

ED MOORE

CROYDON CROCUSES WI



AND THE MANY ANONYMOUS DONATIONS RECEIVED VIA JUST GIVING

RSLs



THANK YOU 2017-2018

SUPPORTED LODGINGS HOUSHOLDERS

OUR 56 SUPPORTED LODGINGS HOUSEHOLDERS WHOSE SUPPORT FOR YOUNG PEOPLE AND FOR CAYSH IS ESSENTIAL.

SIA HMOs

THE PRIVATE PROVIDERS OF HMO PROPERTIES USED IN OUR SEMI-INDEPENDENT SUPPORTED ACCOMMODATION SERVICES.

SERVICE DELIVERY PARTNERS



OUR LOCAL AUTHORITY PARTNERS







Registered / Head Office:
2 Whitgift Street, Croydon, CR0 1FL



INVESTORS
IN PEOPLE

Silver



Charity and Company details:

Registered Charity: **1026822** Registered Company: **2802109**

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