

# Right There

Annual Report and Financial Statements  
31 March 2024

Charity Number: SC017093  
Company Number: SC394447



For People. At Home. In the Community.



# Celebrating 200 Years of Right There

We believe that everyone deserves an equal chance to create a safe and supportive place to call home.

We know that for some people, home is a place they're going that they've never been before. We help them find it.

For 200 years we have supported children, adults and families who are living with the effects of homelessness, poverty, addiction, or broken relationships.

Walking alongside people at home and in the community, we provide tailored support and form trusting relationships to help people feel happier, safer, and more confident to live their lives.

As the decades turn, we are always evolving, remaining responsive to the changing needs of people and the world around us.

We are Right There, for people, at home, and in the community.





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# Joint Board Chair and Chief Executive Statement

## **We are delighted to present our annual report for financial year 2023-2024 – the year we reached our bi-centenary.**

Our charity was founded by evangelist, David Naismith, in 1824 in response to growing inequalities he witnessed in Glasgow. And today, some 200 years later, Right There continues to meet people where they are in life without judgement – walking alongside them and offering tailored support – to prevent them becoming homeless or separated from the people they love.

One of Right There's enduring strengths is the ability to listen to the needs of people and adapt to meet them, by providing the right support, in the right place, at the right time.

Financial year 2023-2024 was the second year of our 5-year strategy – 'Growing Together' – and we were pleased to continue to impact positively on the lives of so many people.

During the year, we worked with 3,720 children, adults, and families across Scotland. This included the provision of short-term housing to more than 1,000 households in Glasgow alone, which represents a 25% increase on the previous year.

This mirrors what we are seeing nationally, with the number of people experiencing homelessness across Scotland continuing to increase. The cost-of-living crisis and increased rent levels have exacerbated financial challenges for families, and an acute shortage of affordable housing has led to five local authorities and the Scottish Government declaring a Housing Emergency. As the Housing

Emergency intensifies, we are seeing the number of children living in homeless households continuing to increase each year. At the end of the financial year, there were more than 10,000 children living in temporary accommodation in Scotland, which is more than double the number only a decade earlier.

We were pleased therefore that, in addition to offering short-term housing for people in Glasgow, Right There was able to provide accommodation with support for people across the country, including Edinburgh, Highland and Orkney.

We also worked with people in their local communities – providing outreach housing support and offering Help to Rent for those ready to move into their own tenancy. Our work in communities included one of our long-standing programmes in East Kilbride transitioning from a building-based programme to intensive outreach housing support offered throughout South Lanarkshire.

It is estimated that almost one third of people experiencing homelessness have also experienced care. Right There's work focuses on prevention, including working with children and families, who have experienced the care system or are at risk of becoming separated from one another. During 2023-2024, we offered counselling, mentoring and intensive family support to over 200 children, young people and families who were going through a difficult time, helping them stay together where it was safe to do so.

We are pleased to end the year to 31 March 2024 having generated a surplus of £1,409,110. This includes a revaluation of our properties within

the financial year, which saw their value appreciating by £270k, which is reflected in our year end position.

Through effective financial management, including closer management of housing benefit income, we were able to reduce the level of bad debt at 31 March 2024. This allowed us to maintain a stable financial position throughout the year and increase our level of free reserves in line with our approved policy. Following the last two financial years when we completed a buy-out of a historical pension deficit in 2022 and a significant level of bad debt write offs in 2023, we are pleased to have maintained a strong financial position in 2024. We were delighted to launch our report "The Difference that Right There Makes" in May 2024, which uses a Social Return on Investment approach to measure the impact of our work. Sonnet Advisory and Impact conducted the research and reported their findings that demonstrate Right There generates a social benefit of at least £308.6m each year through its support to almost 4,000 people.

The increasing number of people impacted by the effects of poverty, homelessness, addiction, childhood trauma and other major life events can sometimes feel overwhelming. But colleagues and volunteers across Right There are driven by the inequalities they witness in the same way our founder was. We know there are many more individuals or families who are going through a really difficult time and who need

support. And we want to be right there to offer that support – preventing homelessness, one person at a time.

As we continue to celebrate our bi-centenary year, we'd like to end with a heartfelt thank you to everyone involved in our work, including staff, supporters, and volunteers. We simply couldn't do what we do without your compassion, dedication, and generosity. With your help, we can continue to be a responsive and resilient organisation for the next 200 years – and be right there for people for as long as it takes.



**Robert Cowie**

Chair of Board of Trustees



**Janet Haugh**

Chief Executive

# Difference We Made...

We are here for people 365 days of the year.

During 2023/2024, we supported 3,720 people of all ages, preventing them becoming homeless or supporting them on their unique journey out of homelessness.



## For People

Worked alongside 209 families and young people, providing wellbeing and intensive relationship support to help them feel healthier and happier to achieve their aspirations.



## At Home

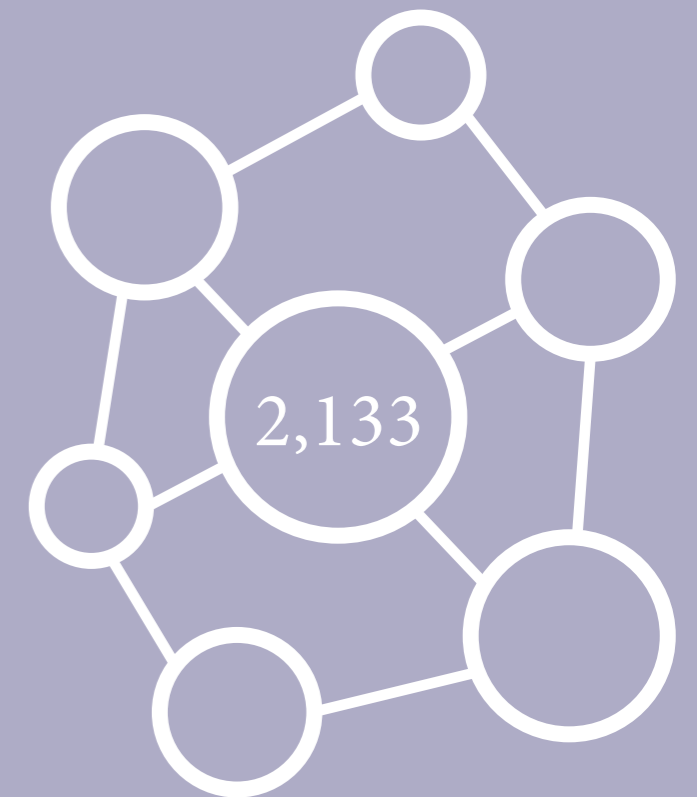
Supported 1,378 individuals and families with high-quality and safe accommodation as they moved forward on their journey out of homelessness.



1,378

## In The Community

Worked with 2,133 people living in communities – equipping them to keep their home, live more independently and build stronger connections within the local area.



# Vision, Mission, and Values

## Our Vision

A world where everyone has an equal chance to create a safe and supportive place to call home.

## Our Mission

We meet people where they are in life, with no judgement; walking alongside those who need support, while preventing them becoming homeless or separated from those they love.

## Our Charitable Objectives

Our work is aligned to our charitable objectives as recorded in our governing documents.

- To support positive change in people's lives.
- To promote equality and diversity and racial harmony based on equal value of all persons.
- To promote the intellectual, social, and physical wellbeing of all people who are deemed to need our service.
- To advance education to enable people to improve their understanding of the world, of themselves and of one another.
- To advance citizenship and community development to encourage the involvement of people in the care and work for others.
- To relieve those in need by reason of their age, ill-health, disability, financial hardship, or other disadvantage.



## Our Values

Our values are at the heart of everything we do - defining how we work together with everyone involved in our work.

## Respect

We treat everyone the same way - with dignity and respect. You'll find no judgement here.

## Integrity

We take great pride in having high standards and transparency about our goals and progress as a charity.

## Compassion

We understand the importance of empathy, and the power of a shoulder to lean on.

## Aspiration

We firmly believe in the goodness of people; their strengths and what makes them unique.

## Reflection

We are always learning to be the best we can be.

# Strategic Priorities

Our strategic plan 'Growing Together' sets out our aims and objectives over the five years 2022 – 2027. Financial year 2023 – 2024 was the second year of our organisational strategy.

## Our Strategic Ambition

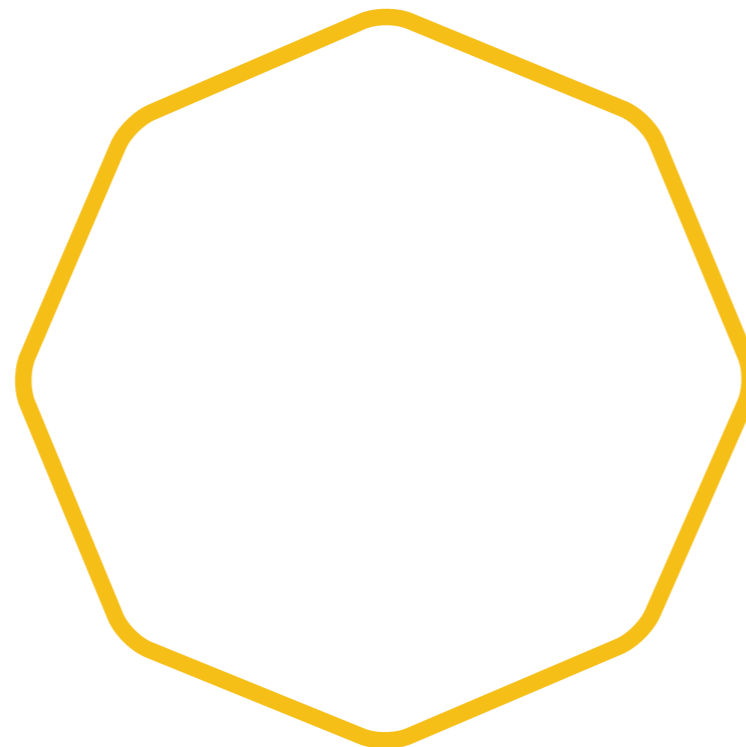
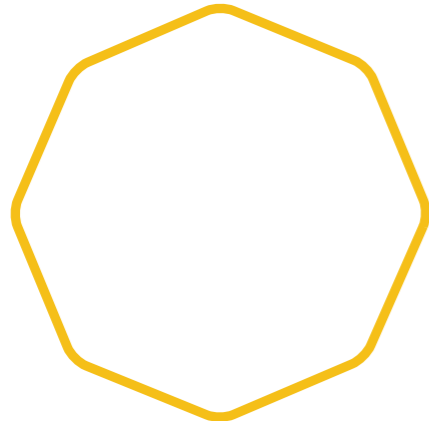
We will provide the right support at the right time for those who need us the most so that more people can have a settled home life, and fewer people become homeless or separated from their families.

'Growing Together' is underpinned by five strategic aims:

1. Provide the best possible support for people whatever their situation
2. Be accessible and available for those who need us most
3. Strengthen community connections
4. Build a sustainable and dynamic organisation
5. Invest in our outstanding team

You can read more about how we have worked towards our vision in the report that follows.

To read our strategy in full, please visit:  
[www.rightthere.org](http://www.rightthere.org)



## Where We Work

Scotland is seeing a rapid increase in social inequalities, and we are committed to growing our work in areas where we can make the biggest difference. Housing emergencies declared by the Scottish Parliament and local authorities such as Glasgow and the City of Edinburgh means that our programmes of support for people experiencing homelessness are needed more than ever, both in terms of responding to an immediate need and prevention.

Rooted in communities, we build lasting relationships with those around us, whether that be local churches, foodbanks, or community police, and great opportunities for the people we support to feel part of and contribute to their own communities.

Right There offers programmes For People, At Home and In the Community. Our work spans from Orkney Islands, through the Highlands and down to the central belt of Scotland, including Edinburgh, Glasgow, and Lanarkshire.





# For People, At Home and In the Community



## For People

In Scotland, the leading cause of youth homelessness continues to be that of relationship breakdowns with many young people having to leave the family home. It's estimated that up to 50% of people who have experienced homelessness have also experienced poor mental health that can make it harder to cope with everyday life. This can include anything from maintaining a house to staying in education and work.

Our For People programmes help support families going through difficult times and young people living in care to help prevent relationship breakdowns and homelessness, through counselling, mentoring and intensive family support.

Last year we supported 209 children, young people, and families across Scotland.

- Our Intensive Family Support services in Glasgow continued its partnership working with three other third sector partners under contract with Glasgow's Health and Social Care partnership. This vitally important work supported over 40 families at any given time and ensured that young people within those families were diverted away from formal accommodation and/or associated statutory arrangements. The service delivered up to 400 hours of support to young people and families each week.
- In the year we celebrated a new partnership with Scottish Families Affected by Alcohol and Drugs in the delivery of a new national programme aimed at supporting young people aged 12 to 25 who have been impacted by living in homes experiencing alcohol and/or substance use. The "Grow your Own Routes" is a three-year start-up programme, delivered in Orkney. The Routes model engages young people to effect change in their lives, recognising that living with chaos and trauma in your family does not need to lead to poor outcomes. The name 'Routes' came from the young people themselves, recognising the importance of the roots they have come from, but also that their families' actions do not need to define the route they take in life.
- 25 Right There Volunteer Mentors continued to support 51 young people in the year with positive interventions. Meeting weekly, mentors and the people they supported engaged in a range of individual activities and worked towards achieving positive goals. Our Mentoring programme's success was demonstrated by an

average engagement rate of 94% with nearly 10 young people getting additional support through our Intensive family support programme.

## Personal Story

### Supporting the Whole Family

J and his family were referred to our mentoring service in October 2023 and have received coordinator support since initial referral. J lives with his Gran, Grandad, and younger siblings. The unique volunteering relationship has resulted in improved relationships with the family's social worker and education, as well as a visible growth in J's self-esteem and confidence. He is currently back in school on a regular basis but can struggle to maintain acceptable behaviour for the whole school day. J benefits from a relationship with another trusted adult and positive role model. He works best on a 1:1 basis and enjoys the company away from a busy school and household.

When J was first referred to our mentoring programme, he was described by his social worker as a "tornado" of energy with a love for the outdoors and a particular passion for swimming and a proud supporter of Celtic football club. After listening to the voices of J and his family, it was felt that a positive, male role model for J would be the best fit as a mentor. Someone dependable, consistent with good boundaries and an interest in keeping active. J was then matched to one of our experienced mentors, M, who has been a Right There volunteer for nearly 4 years and has supported 3 young people including J during that time. J and M have now been matched for 10 months and are thriving. The family's social worker has said that this is the only trusted relationship that J has currently and is so thankful that J now has this consistent support.

Throughout the mentoring journey, J has also received support from the coordinator team which has involved signposting to other supports. M picks J up every Thursday after school which is working well, and the family feel that J has a very stable network of support around him. J's Gran has also fed back to the coordinator team that she feels J is doing well and how much J loves having his mentor in his life. The impact of having a mentor has also been recognised by social work, and education.

# For People, At Home and In the Community



## At Home

For those experiencing homelessness, or at risk of losing their home, we are often the first step in their journey. Providing first stop supported accommodation for vulnerable young people and adults, supporting families to access short term housing and providing community-based support for people accessing and/or maintaining a tenancy are the many ways that Right There is there for people in need.

In the last 12 months we supported 1,378 people during the year across our accommodation-based services.

- In South Lanarkshire we transitioned our traditional supported accommodation service in East Kilbride into a robust, intensive outreach housing support service across a wider geography throughout the community.
- We provided a safe home and dedicated support to 177 young people going through a period of transition or difficult time, for example, leaving care or fleeing violence.
- 569 new individuals and families were provided with a safe place to call home whilst they adjusted to changes in their life and prepared to move on to their permanent home.

### Personal Story

#### A Place to Feel Safe and Reset

C was placed in our accommodation at Branston Court at 17 years old. Having been sectioned and coming from a hospital stay due to her mental health, C found herself under a social work order due to risks of her own self-harm and due to threats to her mother. C had never lived on her own before, and now found herself unable to leave the accommodation. Her mental health was so low, due to her past experiences, she found it difficult to build relationships with anyone around her. C initially struggled to trust our staff and had created protective barriers to prevent anyone trying to connect with her. C was constantly challenging boundaries and engaging in disruptive behaviour.

Even though C struggled to trust and connect with those supporting her, our staff were always there no matter what.

C was misusing drugs and alcohol, struggling to navigate her emotions, and found herself in continuously difficult times while in Branston Court. C lost one of her best friends and found herself in a poor relationship. Our staff supported her through this time even when C didn't wish to engage.

At 20 years old, C became pregnant. Our staff were the first people she told. The Right There team supported her throughout her pregnancy, birth, and bringing a baby into the accommodation service. This made a huge difference to C being able to lean on our staff for support.

C has now been at Branston Court for 5 years and has been offered her own home. Although initially struggling with the idea of moving on, our staff's reassuring support means that C is now ready and happy to begin a new chapter in her life. C feels proud of what she has achieved and knows our staff will continue to support her as she creates a new home for her and her child.

# For People, At Home and In the Community



## In the Community

Rooted in communities, we are there for people who are ready to live more independently in their own homes.

Across Scotland, our community-based outreach services supported 2,133 people.

- Individuals, young people, adults, and families were provided with a level of support to meet each individual where they are at in life, and to work towards their own individual objectives, be it moving into new home or getting support through our Help to Rent Programme to pay a deposit and secure a new property within the private rented sector. In 2023-2024 we supported over 500 people with this initiative.
- In the City of Edinburgh, Right There's Outreach Housing Support programme helped 1,016 new people get access to and maintain their home. One to one support, individualised coaching and positive community outreach all contributed to this level of support and intervention.
- Right There successfully tendered for the provision of Outreach Housing Support Services that will continue to support over 800 people to access and maintain their homes in Northwest and Southwest Edinburgh and doing so with a new third sector partner in the city.
- In East Dunbartonshire, Right There's Housing Outreach Support team engaged with 175 people in the year, ensuring that local people got access to and were able to retain their tenancies and homes.

### Personal Story

#### Providing Outreach Support

W was referred to the South Lanarkshire Housing Outreach Support service in early January 2024. W was made homeless at the age of 16 and spent several months at a supported accommodation unit in Blantyre. W advised that he has had long term issues with his mental health and that he was asked to leave his mother's home in August 2023. W was moved from a supported accommodation unit in Blantyre to a temporary furnished flat in East Kilbride in January 2024 and was referred to our intensive support service to help him manage his tenancy as this was his first time living independently.

Our Support worker, A, was able to carry out an initial visit with W shortly after he moved into his temporary furnished flat in East Kilbride. A spoke with W regarding his support needs and identified several

support needs relating to sustaining and managing his tenancy, managing his finances, managing his mental health, and developing his confidence in living alone. W advised that he had depression and anxiety and previously been involved with Child and Adolescent Mental Health Service (CAMHS). W advised that his anxiety was a major barrier for him moving forward and that he found it very distressing to engage with new people. W advised that he hoped that he would be able to move into a permanent tenancy in East Kilbride but would need support to manage his tenancy as this was his first time he was living alone and did not have any experience of running a home.

A visited W for several weeks and was able to build a support plan focusing on his housing, mental health, and finances. A was able to provide W with advice and guidance on how to manage his tenancy and W was able to set up an account with his energy provider. A also supported W to develop a budgeting plan and to get into a routine of ensuring that he topped up his meters and purchased essentials such as groceries before spending his money on anything else. W quickly developed his budgeting skills and was able to ensure that his Universal Credit payments lasted each month.

A provided W with emotional support and was able to discuss some of the ongoing family issues that caused W stress and anxiety. W advised that when his mental health dipped, he often isolated himself from others and would not leave his home. A spoke about different coping strategies and W was able to put these into practice.

In February 2024, W received an offer of permanent accommodation in East Kilbride with a local housing association. He has continued to engage with our support geared around settling into his new tenancy. W has been able to manage his budget very well and has not reported any issues with running out of money before his next pay day.

W has continued to work towards improving his mental health and has been pushing himself to leave his home each day for a walk to build up his confidence in his local area. He has started to take up Pitch and Putt golf which he feels has helped him make better use of his time and improve his mental wellbeing. W has been able to develop his independent living skills and has advised that he feels he is able to speak on the phone, complete a fortnightly shop and can travel independently. W's support needs have been met and he is settled in his new tenancy and feels that he is no longer at risk of homelessness.

# Our People First Approach/ Fair Work

## Our People First Approach

People First is Right There's unique approach to supporting our people and the wider organisation. It is a Psychologically informed, tailored support system that has been grown from Right There's values, psychological research, evidence, as well as the voice of our people. A systemic, tiered approach that allows for sustainability and equity.

Our People First approach strengthens our ability to provide the best possible support within all our programmes and provides us with a psychologically informed foundation to communicate our level of impact to the people we support, our staff, and our supporters.

The three core components of the People First Approach, which provide the lens for how we create policy, practice, and ethos, are:

- Needs-led
- Relational
- Learning & Resilience

In 2023-2024, the People First team delivered 125 reflective practice sessions, with a total of 363 participants, and developed a Reflective Practice evaluation framework to evidence the impact of this work. In addition, the team delivered 6 sessions of responsive work, to 51 people.

Our People First focus for 2024-2025 is to embed the People First Approach through a robust implementation plan, ensuring our team are universally able to access the system and the support it offers, at the point of need.

### The Fair Work Framework

The Fair Work Convention was established in 2015 following a recommendation of the Working Together Review. Right There supports the belief that fair work is work that offers effective voice, opportunity, security, fulfilment, and respect; that

balances the rights and responsibilities of employers and workers and that can generate benefits for individuals, organisations, and society.

### Effective Voice

Effective voice is much more than just having a channel of communication available within workplaces. Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where workers' views are sought out, listened to, and can make a difference. At Right There, employees are actively encouraged to share their feedback through the Employee Engagement Survey, in which questions are themed towards the Fair Work dimensions, and feedback is shared through collaborative workshop sessions where action plans are built. Our teams are also involved in our Annual Business Planning process. Throughout the employee lifecycle, there are multiple touchpoints for employees to share their views, including probation review meetings, Initial Experience Questionnaire for new colleagues, support and supervision, appraisals, and Exit Questionnaire for leavers.

### Respect

Fair work is work in which people are respected and treated respectfully, whatever their role and status. Respect involves recognising others as dignified human beings and recognising their standing and personal worth. Respect at work is a two-way process between employers and workers and is valued for recognising the reciprocity of the employment relationship.

At Right There, respect as a dimension of fair work is supported in a wide variety of ways: through organisational policies and working practices, and adoption and genuine engagement with respect as one of our organisational values, displayed through communication and meaningful interactions.

### Security

Security of employment, work, and income are important foundations of a successful life. Predictability of working time is often a component of secure working arrangements. While no one has complete security and stability of employment, income, and work, security remains an important aspect of fair work. Context and competitive conditions impact significantly on prospects for security, but fair work is not work where the burden of insecurity and risk rests primarily on workers.

Right There is proud to be a Living Wage employer. In addition to this, we are proud to pay a minimum of £13 per hour to our employees, going beyond the requirements of the Social Care base rate of £12 per hour. At Right There, our employees can build stability in their contractual working arrangements through a variety of ways, including flexible working which can align with family life and caring commitments, fair opportunities for pay progression, and clear sick pay and pension arrangements.

### Opportunity

Opportunity allows people to access and progress in work and employment and is a crucial dimension of fair work. Meeting legal obligations by ensuring equal access to work and equal opportunities in work sets a minimum for fair work. This protects workers in those groups subject to specific legal protections on the grounds of sex, sexual orientation, race, ethnicity, age, and disability.

Fair opportunity is supported at Right There through clear and fair hiring practices and an inclusive approach to how we assess candidates in our recruitment processes. We are committed to a range of professional and personal development opportunities for our team, including role-specific development pathways, recognised educational qualifications, professional accreditation,

coaching, and mentoring. These are delivered through our dedicated in-house Learning and Development team, and augmented by recognised educational institutes, training organisations and qualified specialists. Leaders and line managers in the organisation are able to access specific development opportunities related to delivery through people, and we have extended this to aspiring managers to ensure that development opportunities are broadened, and individuals can build their skills and knowledge for future career progression.

### Fulfilment

Ensuring that people have access to work that is as fulfilling as possible is an important aspiration of the Fair Work Agenda. Fulfilment at work means different things to different people, but at Right There we recognise that all types of work at all levels can be more fulfilling where the tasks, work environment, and employment conditions are aligned to the skills, talents, and aspirations of the people who carry it out. This is demonstrated through our approach to job design and evaluation, which we reviewed in 2023 in consultation with our employees – we will continue this work in 2024-2025 to further progress this.

# Strategic Report: Achievements and Performance – Making it Happen

## Right There People, Processes and Priorities

Financial year 2023-2024 was the second year of our five-year strategy – 'Growing Together' – which has five strategic aims, to:

1. Provide the best possible support for people whatever their situation
2. Be accessible and available for those who need us most
3. Strengthen community connections
4. Build a sustainable and dynamic organisation
5. Invest in our outstanding team

### Aim One

#### Provide the best possible support for people whatever their situation

2023 – 2024 saw the continuation of our work in providing robust and consistent programmes for the 3,720 people we supported during the year. We continued to shape our offer to best support people in whatever stage of life, while also joining up our services to offer a person-centred approach to the people we support to access accommodation, mentoring, and counselling.

Our staff were able to implement our People First approach to create interventions and engagement built on psychological systems of support that are both tailored and responsive within a design framework that seeks to improve wellbeing and practical support for the people we support. Right There continues to find innovative ways to equip our teams with positive tools that will benefit the people we support on their personal journeys.

'A vision without a plan is just a dream. A plan without a vision is just drudgery...but a vision with a plan can change the world.'

Old Proverb

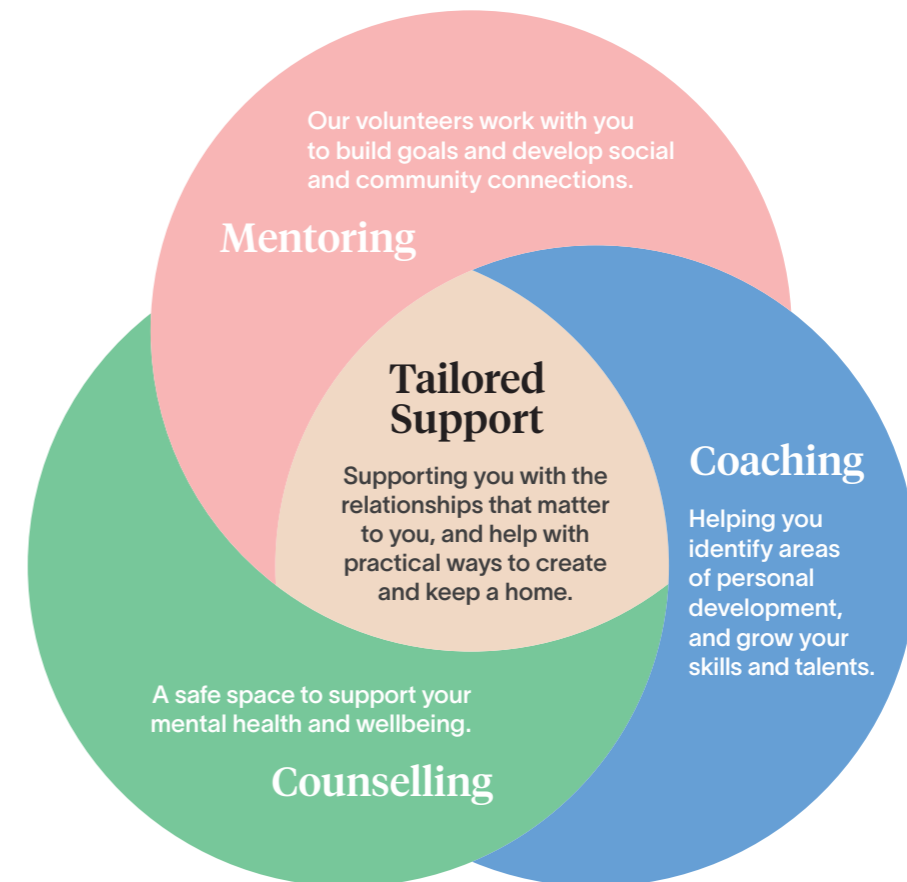
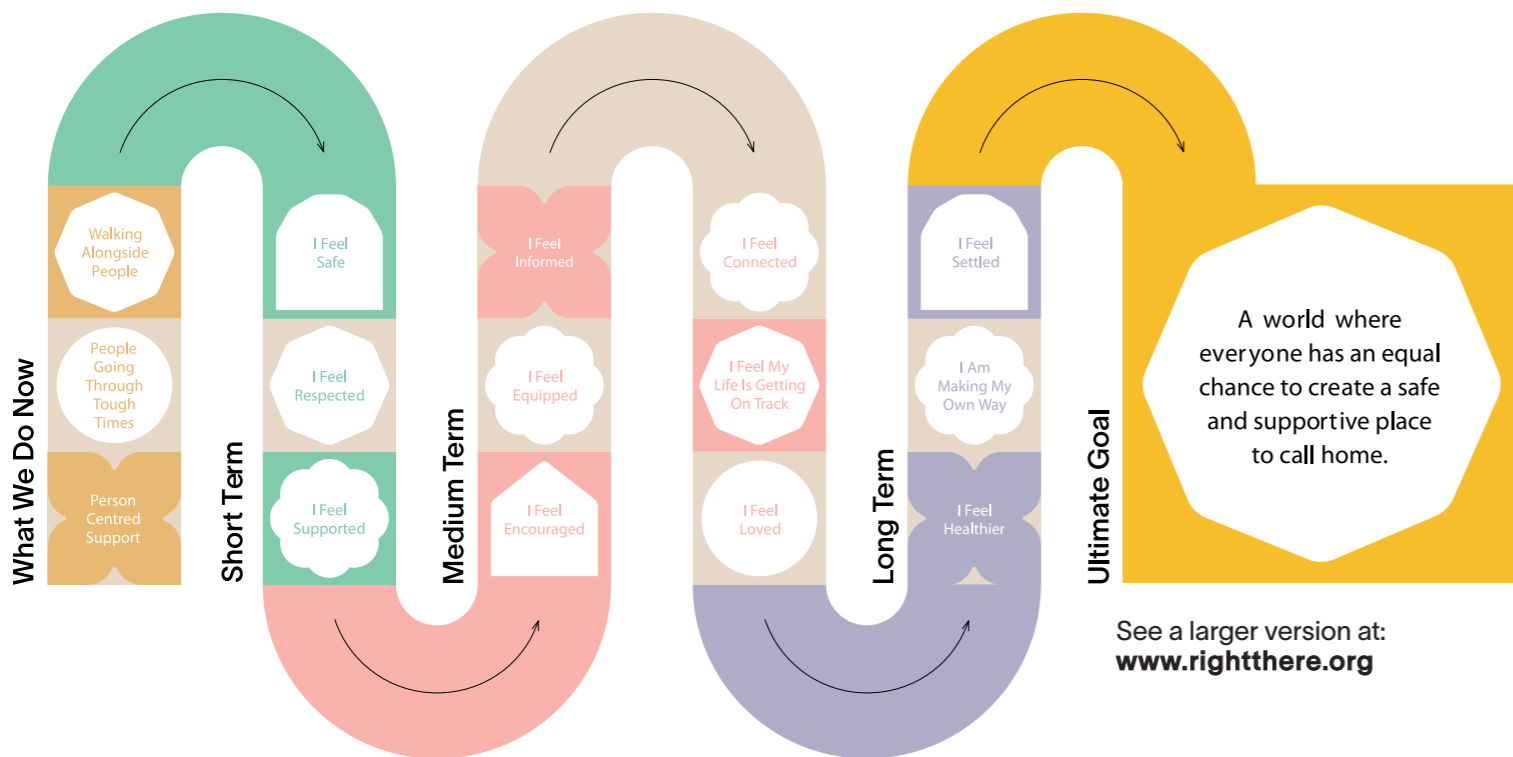
### Aim Two

#### Be accessible and available for those who need us most

2023-2024 saw Right There successfully retain its Intensive family support service in Glasgow, renew its Edinburgh Housing Outreach Support in both the Northwest and Southwest of the city with a new partner, and develop a new service in Orkney for young people impacted by alcohol and drugs within their family settings. Examples of three crucial,

community led services reaching out and engaging positively with young people, adults, and families across a range of interventions.

Tailored support is at the heart of our programme delivery and within our community-based outreach services. We are Right There for people at the times and places where we can make the greatest impact. One to one support, local coaching in Edinburgh, counselling in Orkney, and bespoke family interventions in Glasgow are but a few of the ways in which our impact is positively felt.



# Strategic Report: Achievements and Performance – Making it Happen

## Right There People, Processes and Priorities

### Aim Three

#### Strengthen community connections

Our teams continue to work hard to make a positive impact on the people we serve, supporting them towards achieving their personal goals, guided by our vision and mission. We want the people we work with to feel part of their community and in turn, understand how important it is for the community to engage with our work and help destigmatise adverse life events such as homelessness, mental health, or being in care.

Our teams do incredible work, and they make a huge impact on people's lives every day.

We know we cannot achieve our vision alone and we need the support of many people to deliver our mission.

Through our communications activity, we want to highlight the voices of the people we support, and so many people we support want to help others by sharing their life experiences. During 2023-2024, our teams worked with people who were at the right stage of their journey to help them tell their stories to different audiences across multiple channels to inspire others to reach out for help.

#### Community Spotlight

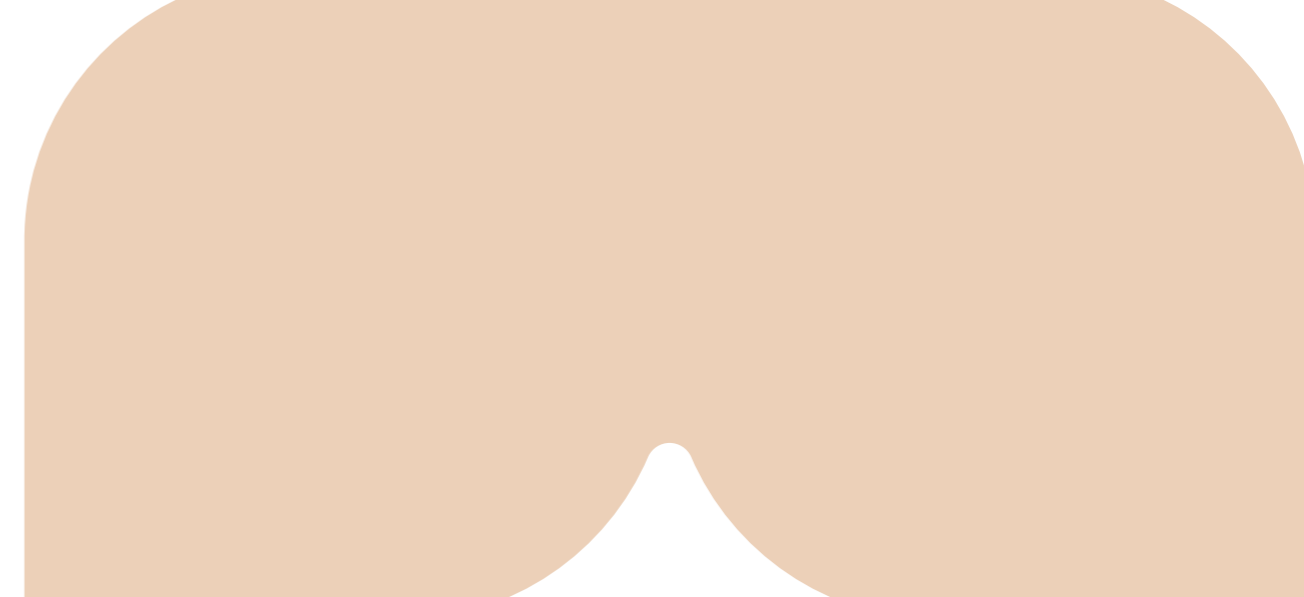
Right There continues to positively engage with the communities we support, and last year we established new relationships with local partners. We launched the campaign "Grow Together" which

allowed us to forge four collaborations which included MUD Urban Flowers donating 100% of their sales of a particular style of bouquet to Right There. Our ambassador Jilly Isabella created a 6-minute Instagram story about our campaign, benefiting the organisation due to her following of 120,000 people and she engaged directly with some of our young people from our Glasgow Supported Accommodation programme.

The West End Garden Centre invited us to be part of their GIVE 250 charity initiative and Ibrox Primary School ran their own "Grow Together" fundraiser in May of which Right There had a stall engaging with over 100 pupils and community members and was featured in the Glasgow Times. The highlights and benefits of this campaign included total donations of £3,035, estimated audience reach of 216,000 across all social media platforms and enhanced relationships with the people we serve.

#### Our Events

At Christmas, we launched our "Magical Moments" campaign to enhance the sentiment of positively demonstrating the difference Right There makes to people's lives during the season of goodwill. This spanned programmes from Glasgow through to Inverness and consisted of events and activities involving local performers and the people we support. From a Santa's grotto visit at our support services, to drumming lessons at ocean terminal in Edinburgh and performances from the fiddler's society in Inverness, young people and families were able to join in the Christmas spirit.



Right There will continue to establish growing relationships across the areas we deliver in, with the intention of continuing to strengthen our community-based support and allow us to invest more time towards supporting those who need it most.

Last year, we were hugely grateful to have support from several local partners who helped raise funds and awareness of our work in local communities. In particular, we were excited for the first Right There supporter fundraiser event run by Muiredge Primary School in South Lanarkshire. The pupils

jumped for joy during a Jumpathon fundraiser raising an impressive £1,200. Our team went along to the school to talk to the primary 2 class about the causes of homelessness, supporting our aim in destigmatising adverse life events.

This is an important area of work that we'll continue to develop as we aim to grow awareness and unrestricted income, so we can be there for more people who may need support.



# Strategic Report: Achievements and Performance – Making it Happen

## Right There People, Processes and Priorities

### Aim Four

#### Build a sustainable and dynamic organisation

To ensure Right There can adapt and deliver the best possible support, we need to be dynamic and have robust financial stewardship. As part of our strategic aim to build a sustainable and dynamic organisation, we have continued to improve our internal processes and availability of management information, while also beginning the first phase of Right There's digital transformation.

During the 2023–2024 financial year, we conducted a full systems review with the support of the CT Evolve team to assess the charity's current processes and needs for system improvements. Since then, we successfully migrated our housing management system which will enable us to be more automated in our finance, property, and operational functions, as well as have access to an increased level of reporting, and provide our teams with clear and accurate information.

We have also adopted a new approach to our Annual Business Planning that aligns to our strategic aims, 5-year goals, and aids in increased planning. The annual business planning process is also supported by staff development days, all managers meetings, and our annual staff festival to continuously align our strategic aims throughout the organisation.

### Aim Five

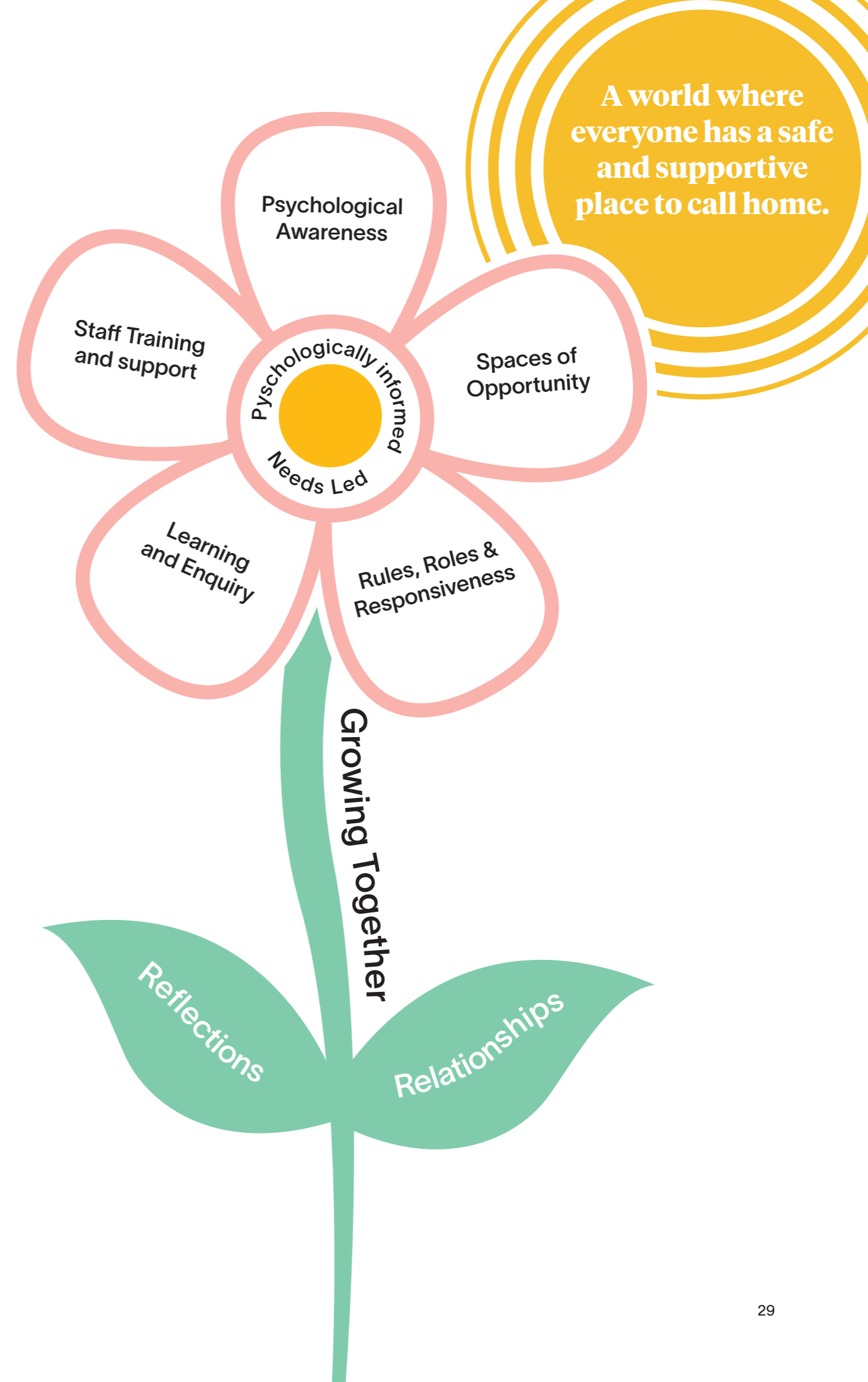
#### Invest in our outstanding team

At Right There, our commitment to fostering an empowered and well-equipped team has been at the forefront of our initiatives over the last year. We believe that the strength of our organisation lies in the dedication and expertise of our colleagues, who work tirelessly across Scotland to support our community.

In 2023–2024, we celebrated significant advancements in our organisational structure and staff development programmes. We introduced a new job description template that has revolutionised the way we manage job design. This template supports our recruiting managers by streamlining the creation of job descriptions, facilitating job evaluation, and enhancing our recruitment processes. The establishment of a robust job evaluation methodology now provides a clear framework that aids managers during performance appraisals, ensuring alignment with our organisational goals and values.

The People Team led the successful execution of the 2023 Staff Festival. This event was a vibrant platform for our team to engage in interactive sessions that linked their personal missions with our collective goals. It was not only a celebration of our shared values but also an opportunity for every team member to voice their thoughts and ideas, reinforcing a culture of inclusivity and mutual respect.

These initiatives are part of our People First approach, which has evolved into our unique system, named our People First Practice. Through this system, we have integrated our learnings from Psychological Informed Environments (P.I.E.) and our ongoing commitment to trauma-informed, person-centred, and strengths-based practices. Embedding these principles across all levels of Right There will continue over the coming year, as the launch of our People First Practice, ensuring that our staff are supported not just professionally but personally.



# Financial Review and Performance

## Financial Review

After a challenging period in 2022-2023, we are happy to have maintained a strong financial position throughout 2023-2024. Though we have ended the year to 31 March 2024 in a strong position and increased level of reserves in line with our approved policy, similar to all other organisations within the third sector, we continue to face pressures in terms of levels of funding, continued rising inflationary costs, and cost of living.

Following the last two financial years in which we completed a buy-out of a historical pension deficit in 2022 and ended the year in a non-recurring deficit; and completed a significant level of bad debt write offs in 2023 in which we ended the year with a small net income, we are pleased to have maintained a strong financial position in 2024, ending the year with a £1,409,110 net income.

We were successful in managing a reduced debt position compared to the prior year, which resulted in increased collection of housing benefit income.

We were also successful in increasing our level of reserves in line with our approved policy. Following a revaluation of our properties within the financial year which resulted in an increase in valuation of £270k, we have subsequently reflected the increase within our designated funds in line with the Charity's explanation of funds to match the net fixed asset additions in the year and is inclusive of the revaluation or impairment of land and buildings.

We also more closely managed our level of restricted funds. Following the previous financial year in which

fully utilised restricted balances were transferred to unrestricted funds, on 31 March 2024, all restricted fund expenditure has been reconciled to the specific underlying restricted amounts received and any balances relating to periods within 2024-2025 at year end have been deferred. This has also aided in our level of free reserves at year end.

Total charity income for the year, amounted to £11,562k which is an increase of 8% from the previous year (2023 - £10,704k). Total expenditure within the year was £10,153k representing a decrease of 5% from the previous year (2023 - £10,680k). This has resulted in net income for the year of £1,409k (2023 - £5.9k net income).

Within the year income comprised:

- Donations received £25k
- Project and Contract Income £11,537k

The increase in income during the year was primarily a result of the Housing Benefit uplifts and increased grant income.

The reduction in expenditure during the year was a result of improved bad debt positions, and cost savings.

## Reserves

It is the policy of the charity to maintain general funds at an appropriate level based on current and future requirements. After reviewing our current reserves policy and target within this financial year, the Board of Trustees approved to increase the level of free

reserves needed to accommodate for our increased level of staffing costs, property maintenance, and unforeseen emergencies not previously factored into our reserves targets. This allows sufficient funds to enable the on-going work of the charity to be maintained in line with its charitable objectives.

As of 31 March 2024, the charity had total reserves of £4,911,116 (2023; £3,502,006) of which £147,361 (2023: 142,915) were restricted funds and designated funds were £2,648,599 (2023; 2,264,677) which include the funds set aside for investment in services plus the value of fixed assets less long-term liabilities. This leaves free reserves of £2,115,156 (2023; £1,094,414). This represents 2.5 months (2023; 1.2 months) of expenditure which is in line with the trustees reserves policy.

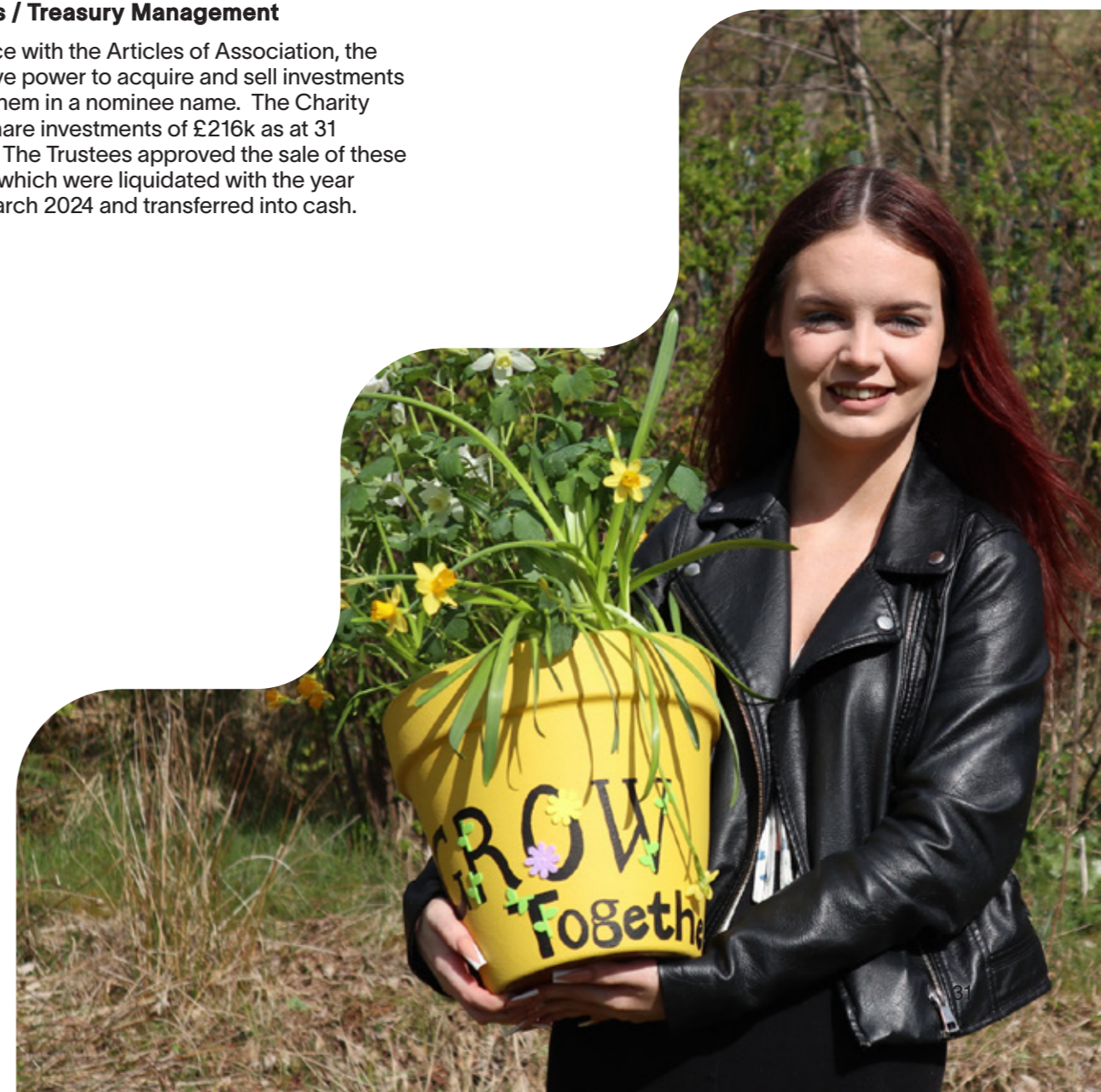
Refer to note 17 for an explanation of funds.

## Investments / Treasury Management

In accordance with the Articles of Association, the Directors have power to acquire and sell investments and to hold them in a nominee name. The Charity held listed share investments of £216k as at 31 March 2023. The Trustees approved the sale of these Investments which were liquidated with the year ending 31 March 2024 and transferred into cash.

## Going Concern

The financial statements have been prepared on a going concern basis. Forecasts and cash flows for the period to September 2025, have been prepared including reverse stress testing in respect to a baseline level of available funds and income resources to ensure the charity's has sufficient liquidity and ability to continue as a going concern. Based upon the forecasts and cash flows prepared, the trustees are confident that the actions and strategies implemented together with the financial results support the going concern position. The charity also has sufficient cash reserves which could be utilised if there was a requirement to do so. Therefore, a going concern basis of accounting has been adopted when preparing the financial statements.





# Plans for Future Periods

As we enter year three of our 'Growing Together' strategic plan, we remain committed to provide the right support at the right time for those who need us the most so that more people can have a settled home life, and fewer people become homeless or separated from their families.

We will build on the work done last year to:

1. Provide the best possible support for people whatever their situation
2. Be accessible and available for those who need us most
3. Strengthen community connections
4. Build a sustainable and dynamic organisation
5. Invest in our outstanding team

We have identified five strategic projects for 2024 – 2025 linked to strategic aims and aligned to our organisational values.



<b>Respect</b>	Roll-out the Right There Model of Delivery	Shape our offer to support those who need it, join up our programmes, and provide truly person-centred support.
<b>Compassion</b>	Develop evaluation criteria for new markets and explore expansion of our Help to Rent and Mentoring services.	Focus our work in areas and with people where the need is greatest, ensure that those who need us most know we are there for them, and shape our offer so that we are accessible for people in a variety of ways.
<b>Aspiration</b>	Build community connections and volunteering opportunities for the people we support	Expand opportunities for people we support to feel part of, and contribute to, their communities, build community support for what we do, destigmatise adverse life events, including homelessness, mental health and being in care
<b>Integrity</b>	Focus on digital transformation to support our people and processes	Make better use of evidence to strengthen our impact, establish metrics to measure efficiency and effectiveness, strengthen our management processes and capabilities
<b>Reflection</b>	Recruit, retain, and invest in our people	Invest in the learning and development of our people, leadership development, build knowledge and skills in our workforce.

To read our latest strategy in full, you can visit [www.rightthere.org](http://www.rightthere.org)

# Plans for Future Periods

Our environmental, social, and governance plans for the future

## Environmental

Right There continues to adhere to our sustainability, environmental, and ethical strategy, ensuring we comply where possible with energy saving initiatives, ethical procurement and upcycling of resources and sourcing local SMEs for the supply of goods. In July 2023, we developed our climate change plan with the ultimate aim to lower carbon emissions over a three-year period. This will be a particular focus of funding in 2024-2025, with staff awareness, training and engagement workshops planned during this time.

## Social

Right There will continue its focus toward measured expansion into several areas linked to our strategic aims. This includes more exploration around scoping opportunities linked to the organisation becoming more carbon neutral through our daily activities, increased partnership working and development in our children & family, help to rent, and mentoring programmes of which are currently well renowned. Building on these areas, with considerations around additional property, will further establish our reach and demonstrate our social impact within communities during a time where the funding and third sector landscape has been challenging.

Moving forward, our appetite for working towards our vision and mission will not diminish, as we have invested in specialist resources to engage further with the communities that we deliver in. Our newly appointed Supporter Engagement Lead, Bid Writer and Communications Team will have a renewed focus on partnerships, diversifying income streams, fundraising, social engagement, and work to expand our reach to maximise development opportunities.

## Impact Reporting

Right There, led by the Development team, have been working closely with Sonnet, a consultancy that provides strategic advice for organisations striving to improve their social impact and evaluation processes. The project to date has been extremely beneficial, with Right There's Theory of Change being further enhanced, an impact report co-produced highlighting the economic benefits of Right There's support and a robust outcomes framework assisting in the future design of our evaluation and impact tools. This project will continue over the coming months leading to phase two, where we plan to conduct a research project culminating in an impact report measuring the scale of Right There's interventions over a five-year period.

## Governance: Right There's Ecosystem

In the 2024-2025 financial year, we plan to continue our work towards implementing digital transformation within Right There's Ecosystem. With the support of the CT Evolve team and our project management team, we plan to continue to learn and effectively utilise our new housing management system, while also looking to further integrate and automate our finance, HR, and customer relationship functions to increase our management capabilities while also providing enhanced care planning for the people we support.



Right There Ambassador Jilly Isabella (second left) with young people we support.

# Principal Risks and Uncertainties

## Our Approach to Risk Management

Right There has a duty of care to the people we support, our staff, volunteers, and partners. To ensure that our work can continue to effectively make a difference to people's lives, Right There has established further structures and processes to manage risks.

Through the Board and Committee structure in place, the directors have continued to review and assess the major risks to which the entity was exposed and ensure that these risks are managed and mitigated where necessary. A strategic risk register is in place and is managed by our Head of Strategic Initiatives and Governance. Our strategic risk register is in use by our management teams, and assessed by the Finance, Audit and Risk Committee and Board to manage current risks and assess the organisation to identify any potential risks. The register is updated and reviewed monthly to ensure that it is reflective of the organisation's current risks, existing controls, planned actions, and progress against targets.

The systems and processes previously developed and implemented continue to be applied and, where

appropriate, improved to ensure we provide a safe and supportive environment for our staff, people we support, programmes, and communities we serve.

To further support our approach to risk management, we have introduced programme specific risk registers providing managers with advice and assistance in managing the identification, mitigation and management of risks specific to the delivery of their programme.

The key risks to the organisation are income streams which are under pressure as a result of public sector budgetary constraints, the ability to provide support to an increased number of people we support with limited or static funding, and continued cost of living pressures faced and the impact this has, not only on the charity's forecasted costs and reduction in funding, but on our staff and the people we support.

To mitigate the anticipated future risks, we continue to develop our relationships with our funders, partners, and key stakeholders, adopting a collaborative approach where possible to ensure that our services continue to be appropriate and

suitable for peoples' needs. We will continue to diversify our funding models to be able to adapt to external pressures and positively impact delivery of services to the people we support. We will continue to evaluate and monitor the quality of our services and ensure that is clearly evidenced, and we will apply our knowledge and awareness of changes within the sector to adapt to external factors.

Another key mitigation factor in managing risk continues to be the implementation of "Growing Together" our 5-year strategy 2022-2027. This continues to be our guide as we plan for the future.

We will continue to be flexible in our approach and the way we work. We continue to invest in our people and organisation to build the knowledge, skills and experience to manage and mitigate current risks, and future challenges and uncertainties.

The organisation produces monthly financial management information, annual budgeting, quarterly reforecasting, and regularly reviews and discusses this information at management, committee, and Board level, in line with our financial

reporting framework. In addition to this, a number of forecasting, scenario planning and reverse stress testing are utilised, and continue to be improved, to assess the ongoing impact of the financial challenges we face. Based on the information produced, the Trustees are satisfied Right There will be able to continue its operations in line with its charitable and strategic objectives. The organisation also has sufficient cash reserves in place to support its strategic plans.

# Governance

## Board of Trustees

Robert Cowie (Chair)  
Elizabeth Taylor (Vice Chair)  
Douglas Alexander  
Leeh Howell (Resigned 25 July 2024)  
Brian Mackie  
Andrew McGowan  
Carolann Miller  
Phil Taylor (Resigned 25 July 2024)  
David Anderson  
Michael McCabe (Resigned 23 October 2023)  
Scott McMaster (Resigned 29 June 2023)

## Chief Executive

Janet Haugh

## Company Secretary

Shelby Jones (Appointed 24 November 2023)  
Peter Fee (Resigned 24 November 2023)

## Registered Office

15 Dava Street, Glasgow, G51 2JA  
Scottish Charity Number: SC017093  
Scottish Company Number: SC394447

## External Auditor

Chiene + Tait LLP (trading as CT)  
61 Dublin Street  
Edinburgh  
EH3 6NL

## Solicitors

Burness Paull LLP  
120 Bothwell Street  
Glasgow  
G2 7JL

## Bankers

Bank of Scotland  
Level 6  
110 St Vincent Street  
Glasgow  
G2 5ER

# Trustees

The charity operates under its Articles of Association and is a company limited by guarantee. The governing body is the Board of Directors, which consists of no more than 15. The Directors are also members of the company and Charitable Trustees.

Trustees are recruited through national recruitment campaigns, with successful candidates selected through a robust interview process.

There is an induction and training session for newly appointed Trustees and refresher updates for those continuing on the Board. Qualifying third party indemnity provisions are in place for the benefit of the directors throughout the year.

There are currently 9 Trustees, who meet four times each year to review strategy and performance. At

least one of those meetings is a full day to allow an in-depth review of the charity's past performance and future direction. The Board have also introduced short interim meetings four times a year where they review performance.

Following a Governance review, the remit of the Audit and Risk Committee has been extended to include Finance – Finance, Audit and Risk Committee – and a Remuneration and Nominations Committee has been established. Committees meet at least four times per year to assist the Board in exercising their responsibilities within Right There.

# Management

The Right There Trustees delegate the day-to-day operations of the charity to the Chief Executive, supported by the Leadership Team. The senior members of staff and their responsibilities at the date of this report are as follows:

<b>Janet Haugh</b>	Chief Executive Officer
<b>Steve Black</b>	Director of Programmes
<b>Fiona Hunter</b>	Director of People
<b>Renzo Cardoso</b>	Director of Development
<b>Shelby Jones</b>	Financial Controller and Company Secretary

The above listed management personnel are authorised by the Board to make decisions on the day to day running of the organisation. This includes financial, staffing, and operational decisions. The remuneration of the charities key management is set, monitored, and reviewed by the Board. The overall pay budget for the key management posts will consider factors such as external benchmarking, performance of role holders and other factors including affordability.

## Auditor

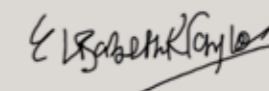
It is the Trustees' assessment that all necessary steps have been taken to ensure that the auditor has been made aware of all relevant audit information and as such there is no relevant audit information which the auditor has not been made aware of.

On behalf of the Trustees:



**Robert Cowie**  
Chair

Date:



**Elizabeth Taylor**  
Vice Chair

Date:

# Statement of Trustees' Responsibilities

For the year ended 31 March 2024

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law and charity law requires the Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law and charity law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and,
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# Independent Auditor's Report

To the Trustees and Members of Right There for the year ended 31 March 2024

## Opinion

We have audited the financial statements of Right There (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, and the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

# Independent Auditor's Report Continued

## To the Trustees and Members of Right There for the year ended 31 March 2024

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

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the Trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 33, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

We gained an understanding of the legal and regulatory framework applicable to the charitable company and the sector in which it operates and considered the risk of acts by the charity which were contrary to applicable laws and regulations, including fraud. These included but were not limited to the Companies Act 2006, charity law, health & safety, care regulations, and employment law (including the working time directive).

Our tests included, but were not limited to:

- enquiries of management and the trustees about any known or suspected instances of non-compliance with laws and regulations including fraud;
- review of minutes of board meetings throughout the period;
- review and consideration of the basis of preparation and assumptions used in key accounting estimates, including the useful lives of assets, whether assets are impaired and the valuation of properties.
- reviewing any available correspondence with regulators;
- auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made exclusively to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable

company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Steven Smillie*

Steven Smillie (Senior Statutory Auditor)  
For and on behalf of CT  
Chartered Accountants and Statutory Auditor  
61 Dublin Street  
Edinburgh  
EH3 6NL

Date: 16 August 2024

CT is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

# Statement of Financial Activities

(Incorporating income and expenditure account and statement of recognised gains and losses) For the year ended 31 March 2024

	Notes	General £	Designated Funds £	Restricted £	2024 £	2023 £
<b>Income:</b>						
Donations and legacies	2	19,947	-	5,063	25,010	34,111
Income from charitable activities:						
Grant and contract income	3	11,299,235	-	237,517	11,536,752	10,669,520
<b>Total income</b>		<b>11,319,182</b>	<b>-</b>	<b>242,580</b>	<b>11,561,762</b>	<b>10,703,631</b>
<b>Expenditure:</b>						
Revaluation of Property	9	-	(270,295)	-	(270,295)	-
Charitable activities	4	10,055,261	129,552	238,134	10,422,947	10,679,643
<b>Total expenditure</b>		<b>10,055,261</b>	<b>(140,743)</b>	<b>238,134</b>	<b>10,152,652</b>	<b>10,679,643</b>
Net (deficit) on investments	10	-	-	-	-	(18,085)
<b>Net income before transfers</b>		<b>1,263,921</b>	<b>140,743</b>	<b>4,446</b>	<b>1,409,110</b>	<b>5,903</b>
Transfer between funds	16	(243,179)	243,179	-	-	-
<b>Movement in funds</b>		<b>1,020,742</b>	<b>383,922</b>	<b>4,446</b>	<b>1,409,110</b>	<b>5,903</b>
<b>Total funds brought forward at 1 April 2023</b>	15	<b>1,094,414</b>	<b>2,264,677</b>	<b>142,915</b>	<b>3,502,006</b>	<b>3,496,103</b>
<b>Total funds carried forward at 31 March 2023</b>	15, 19	<b>2,115,156</b>	<b>2,648,599</b>	<b>147,361</b>	<b>4,911,116</b>	<b>3,502,006</b>

The statement of financial activities includes all gains and losses recognised in the year and prior year. All income and expenditure derive from continuing activities in the current and prior year.

The notes on pages 45 to 58 form part of these financial statements.

## Balance Sheet as at 31 March 2024

	Notes	2024 £	2023 £
<b>Fixed assets</b>			
Tangible fixed assets	9	3,095,943	3,004,851
Investment properties	9	210,000	-
Investments	10	9,792	215,609
<b>Total Fixed Assets</b>		<b>3,315,735</b>	<b>3,220,460</b>
<b>Current assets</b>			
Stock		-	7,954
Debtors	11	1,030,624	895,723
Cash in bank and on hand		2,609,111	1,144,843
<b>Total Current Assets</b>		<b>3,639,735</b>	<b>2,048,520</b>
<b>Liabilities</b>			
Creditors amounts falling due within one year	12	(1,280,121)	(915,696)
<b>Net current assets</b>		<b>2,359,614</b>	<b>1,132,824</b>
<b>Total Assets Less Current Liabilities</b>		<b>5,675,349</b>	<b>4,353,284</b>
<b>Creditors:</b>			
Amounts falling due greater than one year	13	(764,233)	(851,278)
<b>Net Assets excluding pension liability greater than one year</b>		<b>4,911,116</b>	<b>3,502,006</b>
<b>Total net assets</b>		<b>4,911,116</b>	<b>3,502,006</b>
<b>The funds of the charity:</b>			
<b>Unrestricted funds:</b>			
General	15, 19	2,115,156	1,094,414
Designated funds	15, 19	2,648,599	2,264,677
Restricted funds	15, 19	147,361	142,915
<b>Total funds</b>		<b>4,911,116</b>	<b>3,502,006</b>

The financial statements were approved by the Board and signed on their behalf by:



**Robert Cowie**  
Chair

Date:



**Elizabeth Taylor**  
Vice Chair

Date:

The notes on pages 45 to 58 form part of these financial statements.

# Financial Statements

## Statement of Cash Flows for the year ended 31 March 2024

	2023	2022
	£	£
<b>Cash flows from operating activities</b>		
Net (expenditure)/income per Statement of Financial Activities	1,409,110	5,903
Interest payable	42,916	42,329
Revaluation of property	(270,295)	-
Depreciation charge	109,642	106,611
Loss on disposal of fixed assets	15,354	
Pension Liability Settlement	-	(1,384,535)
Net (gains)/losses on investments	2,818	18,085
(Increase)/decrease in Stock	7,954	(7,954)
(Increase)/decrease in debtors	(134,901)	55,132
(Decrease)/Increase in creditors	360,212	(156,637)
<b>Net cash (used in)/provided by operations</b>	<b>1,542,810</b>	<b>(1,321,066)</b>
<b>Cash flows from investing activities</b>		
Payment for tangible fixed assets	(155,793)	(134,704)
Proceeds from disposal of investments	202,999	-
<b>Net cash provided by (used in) investing activities</b>	<b>47,206</b>	<b>(134,704)</b>
<b>Cash flows from financing activities</b>		
Repayment of borrowings	(82,832)	(108,567)
Bank Loan Drawn Down	-	1,000,000
Interest paid	(42,916)	(42,329)
<b>Net cash provided by (used in)/generated by financing activities</b>	<b>(125,748)</b>	<b>849,104</b>
<b>Net (decrease)/increase in cash and cash equivalents in the year</b>	<b>1,464,268</b>	<b>(606,666)</b>
<b>Cash and cash equivalents at the beginning of the year</b>	<b>1,144,843</b>	<b>1,751,509</b>
<b>Cash and cash equivalents at the end of the year</b>	<b>2,609,111</b>	<b>1,144,843</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand and in bank	2,609,111	1,144,843
<b>Total cash for cash flow purposes</b>	<b>2,609,111</b>	<b>1,144,843</b>
Term deposits	-	-
<b>Total cash at bank and in hand per balance sheet</b>	<b>2,609,111</b>	<b>1,144,843</b>

The notes on pages 45 to 58 form part of these financial statements.

# Notes to the Financial Statements

## For the year ended 31 March 2024

### 1. Accounting policies

Right There is a private company limited by guarantee and Scottish Registered Charity incorporated in Scotland under the Companies Act. The address of the charity's registered office, its company and charity registration numbers are given on the Governance page. The nature of its principal activities are set out in the Report of the Trustees.

These financial statements have been rounded to the nearest pound. The functional and presentational currency is Great British Pounds.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the company's accounting policies.

Right There meets the definition of a public benefit entity under FRS 102.

### Going concern

The organisational structure, business objectives, and principal activities are set out within the trustee's report. The strategic report further describes the organisations achievements, financial performance, future plans, principal risks, and uncertainties facing the organisation.

The organisation is able to pay operating costs, and service debt through its operating surpluses. Based upon the forecasts and cash flows prepared for the 12 months from September 2024 the trustees are confident that the actions and strategies implemented together with the financial results support the going concern position. The charity also has sufficient cash reserves and property, which could be utilised if there was a requirement to do so however it is the Board's view that this course of action would be unlikely.

The organisation's cash flow and projections taking account of all risks and uncertainties show that the organisation should continue to operate without the requirement of an overdraft, or further borrowings. It is the view of the Board that the organisation has adequate income generation, and resources to continue to operate for the foreseeable future. Therefore, the annual financial statements have been prepared on the basis of going concern.

# Notes to the Financial Statements

For the year ended 31 March 2024

Continued

## Income recognition

Unless otherwise stated, all income is included gross in the Statement of Financial Activities when a legal entitlement has been established, the amount can be quantified with reasonable accuracy and there is reasonable expectation of receipt. Contractual income is recognised in the Statement of Financial Activities to the extent that the charity has provided the service.

Donations are included in the Statement of Financial Activities in the year which they are received. Grants received are recognised when the charity becomes unconditionally entitled to the grant.

Investment income is included when receivable.

## Tangible fixed assets

Tangible fixed assets are recorded at gross cost or valuation less depreciation

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Buildings – 2% straight line  
Furniture and equipment – 33.33% straight line  
Vehicles – Up to 10 Years straight line

Freehold land is not depreciated.

Properties rented out that earn rental income are classified as investment property. Investment properties are accounted for initially at cost which includes purchase cost and any directly attributable expenditure and then at fair value with any gain or loss accounted for in the statement of financial activities.

The Trustees do not consider the value of the Land and Buildings held to be less than their carrying value in the financial statements. The Trustees give consideration to the impairment and revaluation of Land and Building assets on a regular basis.

## Investments

Listed investments are stated at market value at the balance sheet date. Gains and losses on revaluation or disposal are recognised in aggregate in the Statement of Financial Activities and includes any realised or unrealised gains or losses on the sale

of investments and any gain or loss resulting from revaluing investments to market value at the end of the year. The Investment Portfolio was liquidated during the year and funds transferred to free cash.

## Expenditure

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

Charitable expenditure comprises those costs incurred in the delivery of the charity's activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Support costs are allocated on a time apportionment basis for staff costs.

Governance costs include those costs associated with meeting the constitutional requirements of the charity and include the audit fees and costs linked to the strategic management of the charity. These are included in support costs.

Other expenditure comprises the depreciation charge for the year.

The charity contributes to a defined contribution pension scheme. The Statement of Financial Activities charge represents the cost to the charity.

## Leased assets – lessee

The charity classifies the lease of rental property as operating leases; rental charges are charges on a straight line basis over the term of the lease.

## Funds

Funds are defined as follows:

Unrestricted funds comprise grants and other income received for the objects of the Organisation without further specified purpose and are available as general funds.

Designated funds represent unrestricted funds which have been earmarked by the Trustees for particular purposes.

Restricted funds comprise grants and other income received for spending on specified purposes as

specified by the donor.

## Cash and cash equivalents

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

## Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measure at amortised cost using the effective interest method.

## Termination/Redundancy

The charity accepts that there are occasions where it may be necessary to make staff redundant and terminate their employment, our intention is to manage the business which results in secure employment for our employees or offer suitable alternative employment where appropriate to avoid the need for redundancies. Payments for redundancies are calculated based on payment of statutory entitlement.

## Holiday pay

A liability is recognised to the extent of any unused holiday pay entitlement which has been accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement and accrued at the balance sheet date.

## Key judgements and estimates

In preparing these financial statements, the Trustees have made the following judgements:

- Tangible fixed assets are depreciated over a period to reflect their estimated useful lives. The applicability of the assumed lives is reviewed annually, considering factors such as physical condition, maintenance and obsolescence.
- Fixed assets are also assessed as to whether there are indicators of impairment. This

assessment involves consideration of the economic viability of the purpose for which the asset is used.

The key sources of estimation uncertainty are as follows;

The value of properties including investment property is determined using a qualified chartered surveyor. The valuation involved making assumptions about the price per sq ft of similar property in a similar area, such estimates are subject to a degree of uncertainty as the true value can only be obtained in the open market.



# Notes to the Financial Statements

## For the year ended 31 March 2024

### Continued

#### 2. Income from donations and legacies

Charity	Unrestricted		Restricted	2024	2023
	General	Designated		Total	Total
	£	£	£	£	£
<i>Voluntary income</i>					
Donations	19,947	-	5,063	25,010	34,111
<i>2023 Donations</i>	34,111	-	-	34,111	

#### 3. Income from charitable activities

Charity	General	Designated	Restricted	2024	2023
				Total	Total
	£	£	£	£	£
Housing & Family Support Services	11,055,115	-	237,518	11,292,632	10,617,495
Support office	244,120	-	-	244,120	52,025
2024 total	11,299,235	-	237,518	11,536,752	10,669,520
<i>2023 total</i>	10,452,958	-	216,562	10,669,520	

#### 4. Expenditure on charitable activities

	Unrestricted		Restricted	2024	2023
	General	Designated		Total	Total
	£	£	£	£	£
Revaluation of property	-	(270,295)	-	(270,295)	-
Housing & Family Support Services	8,435,848	114,241	238,134	8,788,223	8,989,367
Support Office	1,619,413	15,312	-	1,634,724	1,690,277
2024 total	10,055,260	(140,743)	238,134	10,152,652	10,679,645
<i>2023 total</i>	10,363,180	99,901	216,562	10,679,645	

#### 5. Net income/(expenditure) for the year

Net (expenditure)/income for the year is stated after charging/(crediting):

	2024	2023
	£	£
Current auditors remuneration – External audit	19,750	-
Prior auditors remuneration- External audit	-	19,250
Depreciation of tangible fixed assets	109,642	106,611
Operating lease rentals – property	2,499,186	2,693,555
Revaluation of property	(270,295)	-

Taxation: As a registered Scottish Charity, Right There is out with the scope of corporation tax rules from taxation on surpluses earned from its charitable activities.

#### 6. Staff Costs

	2024	2023
	£	£
Wages and salaries	4,389,930	4,481,058
Redundancy payments	23,219	-
Employer's NIC	385,308	401,275
Defined contribution pension costs	326,416	334,865
Life insurance	23,379	19,056
	5,151,254	5,236,255
Recruitment and agency staff	248,900	250,041
	5,400,154	5,486,296

# Notes to the Financial Statements

## For the year ended 31 March 2024

### Continued

The average number of employees in the year within the Charity was 174 (2023 - 166).

During the year, no trustee received any emoluments, other benefits or reimbursement of expenses (2023 - none).

	2024	2023
	No	No
The number of higher paid employees in the year was:		
£90,000 - £100,000	1	1

Key management personnel of the charity are the Chief Executive, Finance Controller and Company Secretary, Director of Programmes, Director of Development, and the Director of People. The total employee benefits, including employers N.I. and pension contributions of the key management were £443,379 (2023 - £582,223).

#### 7. Other direct costs

	Unrestricted			2024	2023
	General	Designated	Restricted	Total	Total
	£	£	£	£	£
Property costs	3,882,562	-	9,274	3,891,836	3,693,289
Administration costs	550,235	-	10,533	560,767	461,548
Project costs	28,525	-	20,212	48,738	40,078
Charitable giving	4,672	-	1,583	6,255	-
Finance costs	104,499	-	-	104,499	493,650
Training costs	16,276	-	-	16,276	42,605
	<b>4,586,768</b>	<b>-</b>	<b>41,602</b>	<b>4,628,370</b>	<b>4,731,168</b>

#### 8. Support costs

				2024	2023
	General	Designated	Restricted	Total	Total
	£	£	£	£	£
Administration costs	117,005	15,312	2,864	135,230	233,520
Professional fees	74,667	-	-	74,667	60,091
Finance costs	45,987	-	-	45,987	42,329
Governance costs	24,299	-	-	24,299	19,631
	<b>262,007</b>	<b>15,312</b>	<b>2,864</b>	<b>280,183</b>	<b>355,571</b>

In 2022-2023 the Charity had general support costs of £348,772, designated support costs of £nil, and restricted support costs of £6,799.

#### 9. Tangible Fixed Assets

	Land & Buildings	Investment Properties	Furniture & Equipment	Vehicles	Total
	£	£	£	£	£
<b>Cost or valuation</b>					
At 1 April 2023	3,937,377	-	616,001	104,771	4,658,149
Additions in the year	-	-	94,863	60,930	155,793
Disposals in the year	-	-	-	(18,995)	(18,995)
Transfers	(210,000)	210,000	-	-	-
<b>At 31 March 2024</b>	<b>3,727,377</b>	<b>210,000</b>	<b>710,864</b>	<b>146,706</b>	<b>4,794,947</b>
<b>Depreciation</b>					
At 1 April 2023	1,060,099	-	582,722	10,477	1,653,298
Charge for the year	61,280	-	37,037	11,324	109,642
Disposals	-	-	-	(3,641)	(3,641)
Revaluation of Property	(270,295)	-	-	-	(270,295)
<b>At 31 March 2024</b>	<b>851,084</b>	<b>-</b>	<b>619,759</b>	<b>18,161</b>	<b>1,489,004</b>
<b>Net Book Value</b>					
<b>At 31 March 2024</b>	<b>2,876,293</b>	<b>210,000</b>	<b>91,105</b>	<b>128,545</b>	<b>3,305,943</b>
<b>At 31 March 2023</b>	<b>2,667,278</b>	<b>210,000</b>	<b>33,279</b>	<b>94,294</b>	<b>3,004,851</b>

The trustees periodically review the valuation of the Charities properties, the last independent valuation was carried out by Allied Surveyors Scotland, on a market value basis, which resulted in an increase in valuation of £271,000 in the year 31 March 2024 resulting in a net book value of £3,086,293. This has been recognised within the expenditure of the Charity as the revaluation reverses a previously recognised impairment of £273,000 in the year to 31 March 2022 within the expenditure heading of the Statement of Financial Activities. Without the revaluation of the properties, net book value of the properties at 31 March 2024 would have been £2,818,558.

# Notes to the Financial Statements

For the year ended 31 March 2024

Continued

## 10. Investments

	Charity 2024 £	Charity 2023 £
<b>Market value:</b>		
Listed Equities	3	205,872
Cash for Investment	9,789	9,737
	<u>9,792</u>	<u>215,609</u>
<b>Cost:</b>		
Listed Equities	3	195,412
Cash for Investment	5,045	5,045
	<u>5,048</u>	<u>200,457</u>
<b>Market value</b>		
At 1 April 2023	215,609	233,694
Additions at cost – shares	-	-
Disposals at opening book value - shares	(205,869)	-
Movement in cash balances	52	-
Movement in market value	-	(18,085)
At 31 March 2024	<u>9,792</u>	<u>215,609</u>

The investment portfolio was liquidated post 2022-2023 year-end, and funds transferred to free cash.

## 11. Debtors: Amounts falling due within one year

	2024 £	2023 £
Trade debtors	285,217	380,242
Prepayments	62,839	263,582
Other debtors	226,512	10,614
Accrued income	456,056	241,285
	<u>1,030,624</u>	<u>895,723</u>

## 12. Creditors: Amounts falling due within one year

	2024 £	2023 £
Bank loan	87,045	82,832
Trade creditors	494,010	375,643
Other taxation and social security	112,055	90,978
Accruals and deferred income (note 22)	551,367	333,886
Pension creditor	25,506	28,488
Other Creditors	10,139	3,869
	<u>1,280,121</u>	<u>915,696</u>

## 13. Creditors: Amounts falling due greater than one year

	2024 £	2023 £
Bank loan	<u>764,233</u>	<u>851,278</u>

In May 2022 a loan for the sum of £1m was taken out to fund the pension buyout. This loan is repayable in 120 instalments of £10,556 fully repayable May 2032 and carries an interest rate of 4% to June 2027, then reducing to 2% for the remaining term of the loan.

The following secured debts are included within creditors:

	2024 £	2023 £
Bank loan	<u>851,278</u>	<u>934,110</u>
< 1 year	86,957	82,832
1 – 2 years	91,303	86,957
2 – 5 years	302,167	287,707
> 5 years	370,851	476,614

Lloyds Banking Group hold a bond and floating charge over the remaining assets. The bank loan is repayable in monthly instalments ending May 2032.

# Notes to the Financial Statements

## For the year ended 31 March 2024 Continued

### 14. Financial Instruments

	Charity 2024	Charity 2023
	£	£
<b>Financial Assets</b>		
Financial assets measured at fair value through SOFA	<u>3</u>	<u>205,872</u>

Financial assets measured at fair value comprise listed investments held at 31 March 2023, which have been sold during the year and transferred to free cash.

### 15. Funds

Fund	Balance brought forward at 1 April 2023	Income	Expenditure	Transfers (note 16)	Closing 31 March 2024	Closing 31 March 2023
	£				£	£
General	1,094,414	11,319,182	10,055,260	(243,179)	2,115,156	1,094,414
Designated	2,264,677	-	(140,743)	243,179	2,648,599	2,264,677
Restricted	142,915	242,580	238,134	-	147,361	142,915
	<u>3,502,006</u>	<u>11,561,762</u>	<u>10,152,652</u>	<u>-</u>	<u>4,911,116</u>	<u>3,502,006</u>

Fund	Balance brought forward at 1 April 2022	Income	Expenditure	Transfers (note 16)	Closing 31 March 2023
	£				£
General	(205,703)	10,487,069	(10,381,265)	1,194,313	1,094,414
Designated	3,128,017		(99,901)	(763,439)	2,264,677
Restricted	573,789	216,562	(216,562)	(430,874)	142,915
	<u>3,496,103</u>	<u>10,703,631</u>	<u>(10,697,728)</u>	<u>-</u>	<u>3,502,006</u>

### 16. Fund transfers

2024	General fund	Designated	Restricted
	£	£	£
Net additions to fixed assets	(160,347)	160,347	-
Bank loan repayments	(82,832)	82,832	-
Transfer of utilised reserves	-	-	-
	<u>(243,179)</u>	<u>243,179</u>	<u>-</u>

2023	General fund	General Fund - Pension	Designated	Restricted
	£	£	£	£
Pension repayment	(1,384,535)	1,384,535	-	-
Net additions to fixed assets	(134,703)	-	134,703	-
Bank loan repayments	(108,567)	-	108,567	-
Bank Loan	1,000,000	-	(1,000,000)	-
Transfer of utilised reserves	430,874	-	-	(430,874)
Adjustment	6,709	-	(6,709)	-
	<u>(190,222)</u>	<u>1,384,535</u>	<u>(763,439)</u>	<u>(430,874)</u>

In line with the Trustee's Reserves Policy and the Charity's explanation of funds, transfers from general funds to designated funds match the net fixed asset additions in the year and is inclusive of the revaluation or impairment of land and buildings. The transfer between general and designated funds also includes any amounts repaid on borrowings and to bring the designated fund into line with the definition in note 17.

Restricted Funds carried forward have been reconciled to the specific underlying restricted amounts received and remaining restricted balances still to be utilised post year end have been deferred into the year ending 31 March 2025.

### 17. Explanation of funds

**General Fund:** This fund is used for the furtherance of the charitable objectives of the organisation.

**Designated Fund:** This fund represents the net book value of fixed assets net of bank loans outstanding at the year end, and Designated Investment reserve.

**Designated Fund - Investment:** The investment reserve was created in 2021, to provide funds to invest in the organisation, for the furtherance of its charitable aims. The balance of £193k has been carried forward and will be utilised in future years.

# Notes to the Financial Statements

## For the year ended 31 March 2024 Continued

**Restricted Funds:** These are donor restricted funds, received from Funders, including local authorities, which must be used for specified purposes, or are refundable advance payments; the balance of £147k (2023-£143k) represents amounts received from funders not spent in the period to 31 March 2024 and will be expended in year to 31 March 2025.

### 18. Designated Funds Breakdown

2024	Balance brought forward at 1 April 2023	Income	Expenditure	Transfers (note 19)	Closing 31 March 2024
	£				£
Designated-Capital less bank loan repayments	2,070,741	-	140,743	243,179	2,454,663
Designated-Investment	193,936	-	-	-	193,936
	<u>2,264,677</u>	<u>-</u>	<u>140,743</u>	<u>243,179</u>	<u>2,648,599</u>

2023	Balance brought forward at 1 April 2022	Income	Expenditure	Transfers (note 19)	Closing 31 March 2023
	£				£
Designated-Capital less bank loan repayments	2,934,081	-	(99,901)	(763,439)	2,070,741
Designated-Investment	193,936	-	-	-	193,936
	<u>3,128,017</u>	<u>-</u>	<u>(99,901)</u>	<u>(763,439)</u>	<u>2,264,677</u>

### 19. Net assets by fund

2024		General fund	Designated	Restricted	Total 2024	Total 2023
		£	£	£	£	£
	Tangible fixed assets	-	3,305,943	-	3,305,943	3,004,851
	Investments	9,792	-	-	9,792	215,609
	Current Assets	3,298,438	193,936	147,361	3,639,735	2,048,520
	Creditors due: < 1 year	(1,193,079)	(87,045)	-	(1,280,121)	(915,696)
	> 1 year	-	(764,233)	-	(764,233)	(851,278)
		<u>2,115,154</u>	<u>2,648,601</u>	<u>147,361</u>	<u>4,911,116</u>	<u>3,502,006</u>

2023		General fund	Designated	Restricted	Total 2023
		£	£	£	£
	Tangible fixed assets	-	3,004,851	-	3,004,851
	Investments	215,609	-	-	215,609
	Current Assets	1,711,669	193,936	142,915	2,048,520
	Creditors due: < 1 year	(832,864)	(82,832)	-	(915,696)
	> 1 year	-	(851,278)	-	(851,278)
		<u>2,115,154</u>	<u>2,648,601</u>	<u>142,915</u>	<u>3,502,006</u>

### 20. Operating lease commitments

At 31 March 2024 the Charity had total commitments under operating leases as follows:

	Other	
	2024	2023
	£	£
<b>Lessee:</b>		
Expiry date:		
Within 28 days	206,605	215,467
Rental expenditure paid in the current year	<u>2,499,186</u>	<u>2,693,555</u>
	2024	2023
	£	£
<b>Lessor:</b>		
Expiry date:		
Within 1 year	24,192	24,192
Between 2 and 5 years	<u>-</u>	<u>-</u>

# Notes to the Financial Statements

For the year ended 31 March 2024

Continued

## 21. Deferred Income

	Charity 2024 £	Charity 2023 £
Balance brought forward	150,564	200,552
Deferred income receivable	116,447	150,564
Deferred income released to statement of financial activities	(150,564)	(200,552)
Balance carried forward	<u>116,447</u>	<u>150,564</u>

Deferred income represents multi-year funding received in advance of the year commencing. These will be released in the year to 31 March 2025.

## 22. Analysis of net debt

	Balance brought forward at 1 April 2023	Cash flows	Other non-cash changes	Closing 31 March 2024
Cash at bank	1,144,844	1,464,268	-	2,609,112
Borrowings				
Bank loan < 1 year	(82,832)	(4,213)	-	(87,045)
Bank loan > 1 year	(851,278)	87,045	-	(764,233)
<b>Total</b>	<u>210,734</u>	<u>1,547,100</u>	<u>-</u>	<u>1,757,834</u>

	Balance brought forward at 1 April 2022	Cash flows	Other non-cash changes	Closing 31 March 2023
Cash at bank	1,751,509	(606,666)		1,144,843
Borrowings				
Bank loan < 1 year	(42,677)	(891,433)	851,278	(82,832)
Bank loan > 1 year			(851,278)	(851,278)
<b>Total</b>	<u>1,708,832</u>	<u>(1,498,099)</u>	<u>-</u>	<u>210,733</u>



## For People. At Home. In the Community.

Thank you to all the people we support, volunteers, and staff whose photographs and stories appear in this publication.



— 1824 - 2024 —

# Right There

For 200 Years

Get in touch: [hello@rightthere.org](mailto:hello@rightthere.org)

Right There walks alongside those who need support, to prevent them becoming homeless or separated from their loved ones.

Right There is a registered charity and company limited by guarantee, with its Registered Office at: 15 Dava Street, Glasgow G51 2JA

Please note all personal details about the people we support within this report have been anonymised.

Registered Charity Number SC017093. Company Number SC394447.



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