

# Right There

## Annual Report and Financial Statements 31 March 2025

For People.  
At Home. In the Community.

Charity Number: SC017093  
Company Number: SC394447





# Annual Report and Financial Statements

## 31 March 2025

<b>Introduction</b>	<b>3</b>
<b>Joint Board Chair and Chief Executive Statement</b>	<b>5</b>
<b>About Us</b>	<b>6</b>
<b>Who We Are and What We Do</b>	<b>7</b>
<b>The Difference We Made</b>	<b>10</b>
<b>2024-2025 at a Glance</b>	<b>11</b>
<b>For People, At Home and In the Community</b>	<b>13</b>
<b>Vision, Mission &amp; Values</b>	<b>16</b>
<b>Strategy</b>	<b>18</b>
<b>Our Strategy</b>	<b>19</b>
<b>Strategic Report</b>	<b>20</b>
<b>Looking Ahead: Plans for Future Periods</b>	<b>32</b>
<b>Financial Review and Performance</b>	<b>34</b>
<b>Governance</b>	<b>35</b>
<b>Review</b>	<b>37</b>
<b>Statement of Trustees' Responsibilities</b>	<b>39</b>
<b>Independent Auditor's Report</b>	<b>40</b>
<b>Financial Statements</b>	<b>42</b>
<b>Statement of Financial Activities</b>	<b>43</b>
<b>Notes to the Financial Statements</b>	<b>46</b>

# Introduction

# What is life like for people experiencing or facing homelessness in Scotland?

In 2024 the Scottish Government declared a national housing emergency, and by the end of the year thirteen local authorities had made similar declarations. For the 53,549 people who are experiencing homelessness, these declarations will only compound the fear, isolation and anxiety they are already experiencing, giving them little hope that their situation may improve.

Richard is one of them – over the last 20 years he has experienced homelessness alongside substance use and mental health challenges, feeling like the support offered to him was judgemental and impersonal. At Right There we believe everyone needs a safe and stable home – not just a roof over their heads but a place they feel protected and accepted.

For over 200 years we have worked to prevent people becoming homeless or separated from their loved ones. With the housing crisis worsening, we are more committed than ever to meet people wherever they are in life, supporting them on the journey to create a safe, supportive place to call home.

## Richard's Story

I was first referred to Right There a few years ago. After a difficult time with social support, substance use and housing workers in the past, I thought they wouldn't be able to help.

My partner and I were here, there and everywhere, staying with mates and family and then we ended up on the streets. We were at rock bottom living in car parks in Glasgow. We were sleeping rough for a while but eventually got put into a first-stop accommodation for just over 3 months, and that's when I was referred to Outreach: Housing Support.

I was still in the mindset "same as the rest", but how wrong was I. When I first met Ceri and James from Right There I got a feeling I can't explain, but they cared and listened to me and would always ask what I thought before going ahead in doing anything. It was completely different from any support in the past and like I say they really do care.

They are here for the right reason – to help, and that's exactly what they do; whether it's with food, bus pass, gym pass, getting me through the door to recovery meetings or just a talk, it gives me massive peace of mind to have them to lean on if or when I need them. I would recommend them to absolutely anyone who needs someone at their back.



Richard



## Joint Board Chair and Chief Executive Statement

Like many charities across Scotland and the UK, Right There is operating through a time when there is greater need for the programmes we offer but fewer resources available to deliver them, due to increased costs and constraints in public sector funding. Although that has certainly created some challenges for us, at Right There we remain absolutely committed and resolute in the belief in our mission and our vision for a world where everyone has an equal chance to create a safe and supportive place to call home.

We are pleased therefore, to be able to present our annual report for the financial year 2024/25, which sets out how we have continued to grow and strengthen the charity, stabilise our financial position and, most importantly, provided support to thousands of people across Scotland.

2024 was a very special year for Right There as we reached our milestone 200-year anniversary. We regarded this as a unique and privileged time for everyone involved with the organisation to reflect on our individual and collective part in this charity's history. Having been founded in response to growing inequalities across Glasgow and grown to support thousands of people across Scotland every year, our reflection reaffirmed the need for the holistic, people-first services Right There provides and it increased our desire to serve more people who might benefit from the work we do.

Amid the cost-of-living crisis, we felt it was crucial to explore the difference Right There makes each day to people across Scotland. In May 2024, we were delighted to have the Scottish Minister for Housing, Paul McLennan, help us launch our Social Impact Report. The report is the outcome of many months of detailed research and evaluations by the social research agency, Sonnet Advisory & Impact. They engaged with our stakeholders, including Local Authority commissioners, funders, volunteers, staff and, most importantly, the people we support.

We were astounded when it was shown that the charity generates savings and other social benefits of at least £308.6m through its work with over 3000 people each year. We always knew we had a positive impact on people's lives, as we see that in the interactions and relationships we build with people every day, but to have the impact presented in such a way has made us more determined than ever to advocate for the people we support to ensure they receive the right support, in the right place, at the right time.

During the year, we continued to help prevent homelessness or being separated from loved ones for 3376 people and family members. We offered tailored support For People (1-1 support), At Home (housing and accommodation), and In the Community (community integration).

Through our holistic approach we were able to walk alongside each individual wherever they were in their journey, which was demonstrated through five Archetype stories and videos developed to support our impact report. There was a lot to celebrate through the year as we retained a number of services that were subject to a competitive tendering process and secured our largest ever donation from a corporate partner, following the introduction of our supporter engagement function. We were also able to increase our occupancy and housing benefit recovery rates by improving our systems and processes and introducing a new integrated finance and housing management system.

Unfortunately, we made the difficult decision to hand back three supported accommodation services we delivered in Edinburgh during the year. This was heart-wrenching, as not only had we delivered the services for over 20 years, but our incredible teams were supporting nearly 60 people at the time. Although we were disappointed that we could not reach a workable solution with the local authority, we were pleased to be able to work collaboratively to minimise disruption to the residents and our teams as the services transferred to another provider.

2024-2025 was a year that had many challenges but much to celebrate too. As ever, the biggest success for Right There was the way our colleagues continued to provide the best possible support to people, regardless of their situation. The way our teams live our values and meeting people wherever they are with no judgement isn't something we take for granted – it's something we continue to nurture through our People First approach and investing in our people, through pay increases, enhanced pension contributions and other benefits.

**We would like to thank everyone involved in our mission – volunteers, Trustees, staff, commissioners, donors, supporters – for helping to prevent homelessness, one person at a time.**

Robert Cowie  
Chair of Board of Trustees

Janet Haugh  
Chief Executive



# About Us





## Who We Are and What We Do

We are Right There, a charity that provides tailored support for people, at home, and in the community. We are here for people of all ages who are living with the effects of homelessness, poverty, addiction, or family breakdowns.

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

Our programmes, rooted in the hearts of local communities, lift people up, supporting them on the journey to creating a safe, supportive place to call home. We help individuals and families affected by homelessness and improve mental health and wellbeing through mentoring and counselling. We want to challenge stereotypes – it doesn't matter what the situation is – we're not here to judge, only to help.

We are here to offer the right support at the right time, including breaking down financial barriers; accessing the private rental market; linking up with local health, employment and training services to help people make connections within the community; and helping people feel happier, safer, and more confident to take steps to improve their own lives. Every person's story is unique, and everyone's route home is different, so we tailor our response to the individual.

Our community roots as a charity go back over 200 years; we look back with pride but always move forward. Now is the next chapter in our evolving story – and it's more important than ever that we can be right there, helping people find their way home.

South Lanarkshire Outreach  
2024









## Where We Work

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.



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 create opportunities for the people we support to feel part of and contribute to their own communities.

# The Difference We Made

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

At Right There, we offer tailored, holistic support that considers an individual's psychological and emotional needs, ensuring we provide the right practical support, at the right time in their unique journey.

We support over 3,000 children, adults, and families every year who have been impacted by the effects of poverty, homelessness, addiction, childhood trauma and other major life events.



Christmas Party  
December 2024



## 2024-2025 at a Glance



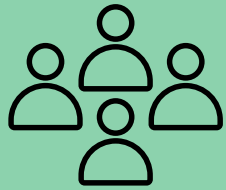
# 3,376

We supported 3376 people, including additional family members



# 9

We delivered 9 programmes in multiple locations



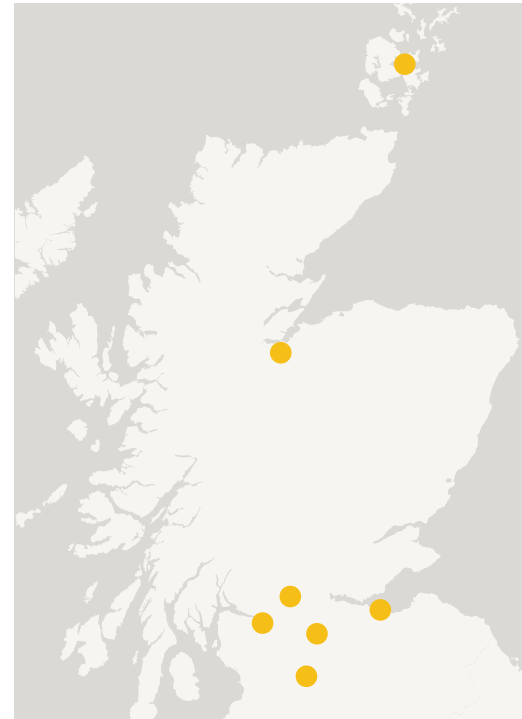
# +1,309

We reached an additional 1309 people this year with our support



# 800

Our programmes actively supported over 800 people every day



# 7

We offered support in 7 local authority areas around Scotland



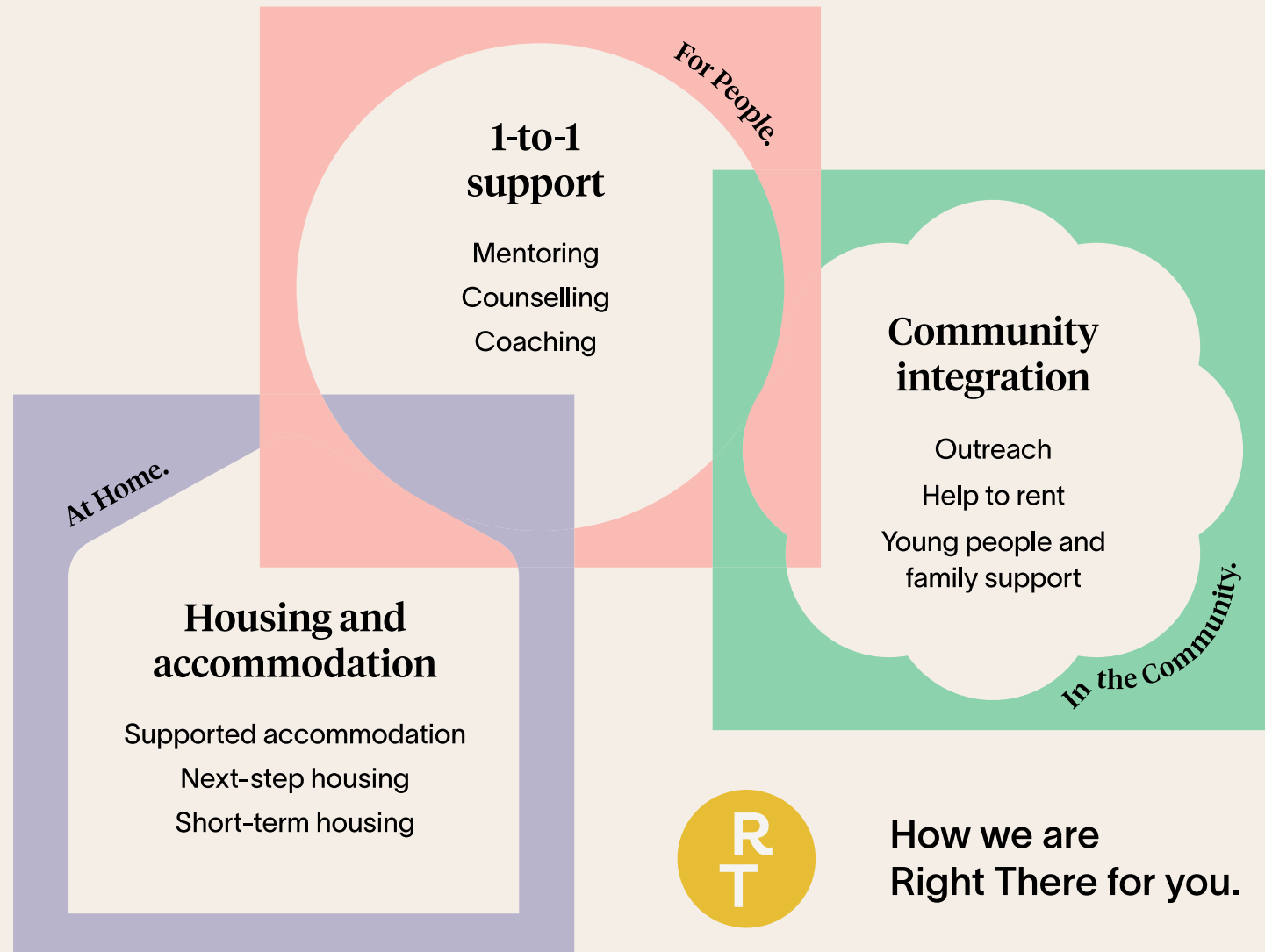
**Chief Executive, Janet Haugh at  
Furnish Forward Launch**

March 2025



## For People, At Home and In the Community

In 2024–2025, we worked hard to define the incredible work we deliver across Scotland into 9 key programmes.



## For People.

By providing Counselling, Mentoring, and Coaching we help people feel happier, safer, and more confident in taking steps to improve their own lives.

We know every person's story is unique, so we tailor our response to the individual; in whatever we do, the person always comes first.

**231 counselling sessions** were delivered to people we support.

There were **816 mentoring sessions** between mentees and their matched mentor.

**26 mentoring volunteers** completed our Right There mentoring training.

## At Home.

Everyone deserves a place to call home – not just a roof over their heads, but a place they feel protected and accepted.

From Supported Accommodation to Short-term Housing and Next Step Housing, Right There provides safe and supportive places to call home.

**933 people** were supported by our At Home accommodation programmes.

**240** of those supported progressed into permanent tenancies.

## In the Community.

Rooted in local communities, through Outreach, Help to Rent, and Young People and Family Support, we equip people to live independently and build strong family and community connections, with practical and informed advice and solutions to personal, housing, financial, and relationship barriers.

**119 Young People and Families** were supported by our teams in Glasgow and Orkney.

Our Outreach programmes supported **854 people** across Scotland.

**386 people** were supported by our Help-to-Rent programmes in Glasgow and South Lanarkshire.





## How We Spent Our Money

### 2024-2025

#### At Home (Housing and Accommodation)

##### £8 million

We provide a safe place to call 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.

#### For People (1-to-1 Support)

##### £708k

We support people going through difficult times and young people living in care to help prevent family relationship breakdowns and homelessness.

#### In the Community (Community Integration)

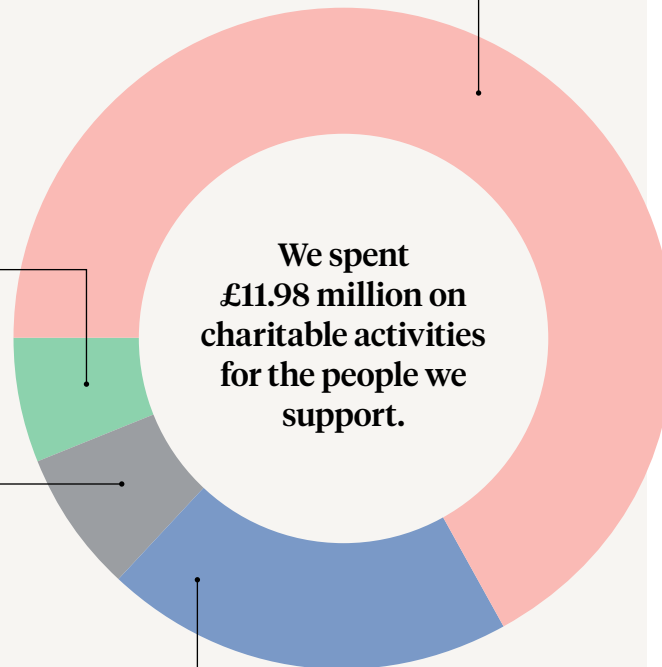
##### £822k

We provide outreach housing and wellbeing support rooted in communities; we are there for people who are ready to live more independently in their own homes.

#### Central services, support costs for our programmes, and raising income

##### £2.4 million

This includes our core costs, support for our delivery staff including training, land and buildings costs, and running costs of our investment property.



## How We Raised Our Money

### 2024-2025

#### Rental income from investment properties

##### £24k

We generate rental income from our commercial lets within property we own to be used towards our charitable objectives.

#### Statutory income from charitable activities

##### £11.9 million

We generate income from contracts and entitlements to deliver our For People, At Home, and In the Community programmes across the local authorities we operate in.

#### Fundraising

##### £135k

Our first year with a dedicated fundraising function, and we are incredibly grateful to our supporters for our tremendous start with over 400% increase in fundraising income from 2023-2024.

#### Grants

##### £739k

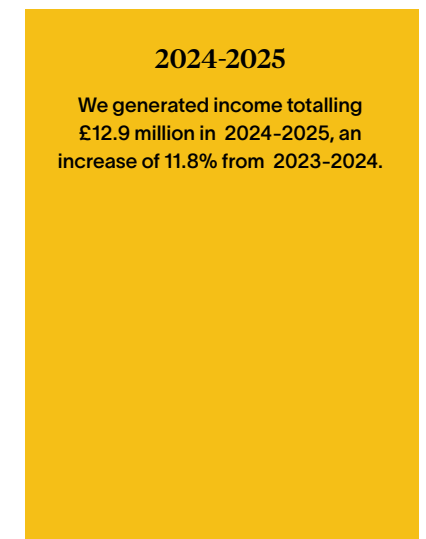
Income awarded by grant-giving bodies that directly fund our core programmes across Mentoring, Counselling, and Young People Family Support, as well as core costs.

#### Other income

##### £117k

This includes our work to support Unaccompanied Asylum-Seeking Children and provide additional support in collaboration with Social Work to meet the needs of the people we support.

# +11.8%





# Vision, Mission & 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 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.

### 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.

Young People and Family Support  
Orkney



# Strategy

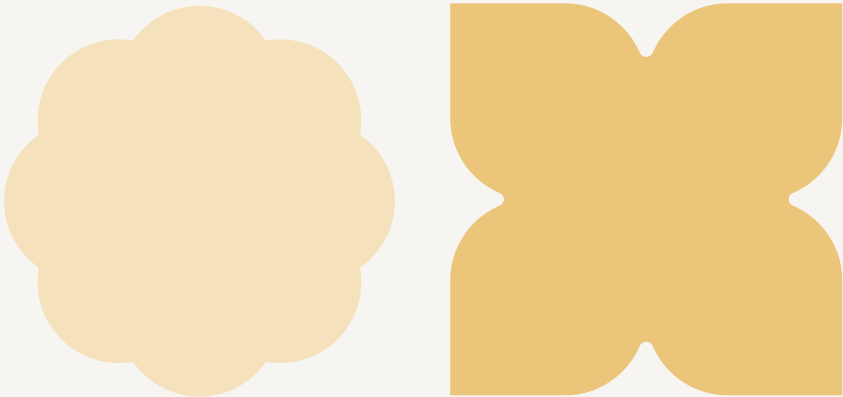




# Our Strategy

**In 2022, we launched a five-year strategy, ‘Growing Together’. Our strategy details our aims and objectives over the five years from 2022-2027 and how 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. Financial year 2024-2025 was the third year of our organisational strategy.**

How we do things is as important as what we do. We know everyone’s route to a safe, supportive home is different and our support reflects this. It ranges from prevention and early intervention to accommodation and community-based support. Whatever the context, our response is person-centred; tailored to each person’s needs, strengths, and aspirations.



## The work we do is guided by five strategic aims

### Provide the best possible support for people

Shape our offer to support those who need it – from prevention and early intervention to accommodation and community-based support.

Join up our own programmes, and integrate with others’, so that the right support is available, in the right place and at the right time.

Provide support that is truly person-centred.

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

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.

Shape our offer so that we are accessible for people in a variety of ways.

### Strengthen community connections

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.

### Build a sustainable and dynamic organisation

Diversify our funding to support work beyond our contracts.

Make better use of evidence to strengthen our impact, share learning and make the case for change.

Strengthen our management processes and capabilities.

### Invest in our outstanding team

Recruit and retain a diverse, flexible and committed workforce.

Invest in the learning and development of our people.

Value and support our people



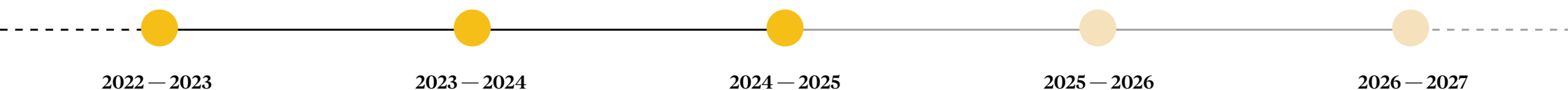
Young People  
and Family Support  
Orkney

## Strategic Report

Financial year 2024-2025 was the third year of our 5-year strategy – 'Growing Together' – which has five strategic aims.

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

### 'Growing Together' 5-year strategy





## Aim 1

# Provide the best possible support for people whatever their situation



Help to Rent

### For People (1-to-1 support)

We supported over 55 families and matched 13 mentors and mentees, coupled with providing 364 hours of support per week and facilitating 816 mentoring sessions.

Our Young People & Family Support programme has gone from strength to strength, with the partnership working collaboratively through sharing best practice, training and learning coupled with facilitating groupwork sessions, family events, and activities both in the community and based at our HUB in Govan.

We invested time in research, creating data profiles of 12 local authorities, tracking Care Inspectorate benchmarking and policy changes and launched our Equalities in Action initiative incorporating the UNCRC into our practices.

### At Home (Housing and Accommodation)

Our Orkney supported accommodation programme scored 5's across the board following a visit from the Care Inspectorate in August, highlighting care, support, and staffing as the main strengths of the service.

We invested in our Glasgow Supported Accommodation programme, by upgrading fixtures, fittings, and replacing all fire doors, whilst also launching our plan to fully refurbish the flats we own to ensure our properties are of the highest standard. We continue to deliver activities, drop-in opportunities for partner agencies, and positive engagement through regular support meetings, with 5 young people moving on to their own tenancies last year. We have been part of the 16+ review process, with young people from the accommodation involved in several working groups and we will invest further in participation through various funding opportunities such as the Corra Promise Participation Fund.

### In the Community (Community Integration)

We received scores of 5's following visits from the Care Inspectorate in our Outreach Housing Support Edinburgh programme, which highlighted our support planning, leadership and staff teams as delivering high standards of support.

We established our first year of partnership working with Four Square through our new Edinburgh Outreach contract, in which we support people across the Northwest and Southwest of the city. Based in the Pilton Community Health Project, we strengthened our relationship with local groups and networks (R2, Voluntary Sector Forum and Munro Community Centre), promoted the organisation at community-based events, and secured grants for 26 people we support to ease individual financial pressures through Turn2us and the Edinburgh & Lothian Trust Fund. Working in partnership, we supported over 590 people and attended on average over 70 community drop-in sessions per month.

## Aim 1

# H's Journey

### Providing Outreach support

H was referred to the Outreach programme in July 2023. Initially, she was living in temporary accommodation, where she received regular visits and wellbeing calls from staff. A trusting relationship was built early on, allowing for tailored support to be delivered based on H's individual needs. In January 2024, H successfully moved into permanent accommodation, with support continuing throughout her transition.

Shortly after her initial referral, H experienced a mental health crisis. In response, staff adapted their approach to prioritise her psychological and emotional wellbeing. Early support focused on helping H understand her responsibilities as a tenant, manage her budget, and build independent living skills.

H disclosed multiple physical health concerns, including alcohol dependency and epilepsy. She shared that her alcohol use had severely affected her liver, kidneys, and pancreas. Due to anxiety and fear of unfamiliar people, she had limited contact with medical professionals. Staff provided emotional support, helping H talk through her experiences and begin to process past trauma. Over time, H expressed a desire to become abstinent from alcohol. She agreed to referrals for additional help, including CARES (Community Addiction Recovery Service) and Turning Point (Recovery Outreach Service), and engaged well with these services.

As H settled into her permanent tenancy in January 2024, support continued until February 2025. The focus shifted to helping her maintain her tenancy, manage her health, and build long-term stability. Staff supported H with practical tasks such as managing benefits, budgeting, engaging with healthcare services,

and implementing a safety plan. They also helped her establish personal boundaries and reduce risks in the community. H remained engaged and regularly contacted her case manager for emotional support.

H frequently expressed how important it was for her support to feel personal. She developed a strong, trusting relationship with her case manager, valuing both meaningful conversations and light-hearted chats. This compassionate, respectful approach helped her feel genuinely supported and understood. As her confidence grew, H began to take on more responsibilities, including managing correspondence and completing tasks independently.

At times, due to ongoing health challenges, H required more intensive support, including multiple visits per week. This flexibility allowed her to access both practical help and emotional reassurance when needed. She took an active role in her support, often making notes during visits to stay organised and track her progress.

While H made consistent efforts to reduce her alcohol consumption, she occasionally struggled to maintain regular contact with addiction services. She was supported to engage with Social Work for additional safeguarding, and Occupational Health made adaptations to her home to better suit her needs.

By January 2025, H had been living in her permanent tenancy for over a year. She had made substantial progress in furnishing her home and managing her health. Her support with Right There concluded in February 2025, with H settled and continuing her journey toward independence.

**A trusting relationship was built early on, allowing for tailored support to be delivered based on H's individual needs.**

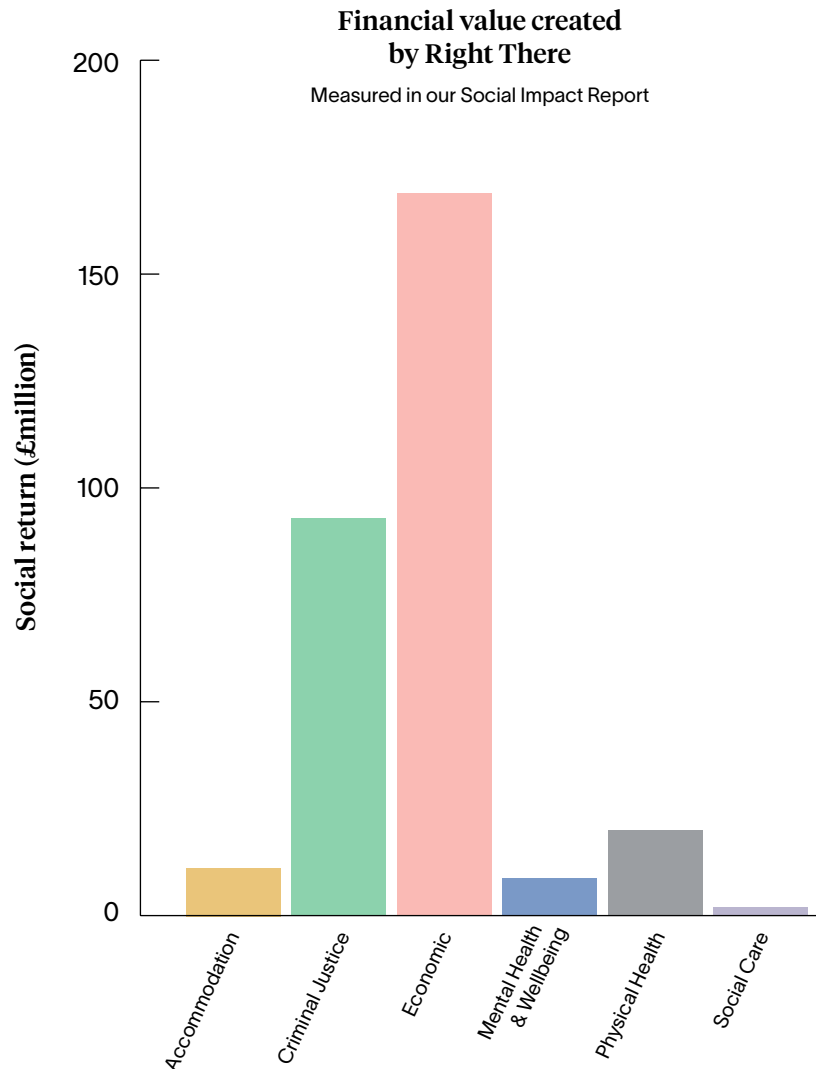


Supported Accommodation  
Glaitness



## Aim 2

# Be accessible and available for those who need us most



## We launched our first ever Social Impact Report

Aligned with our 200 Year celebrations, we worked with Sonnet Advisory and Impact to measure the social impact of Right There's interventions and holistic tailored support. The report, 9 months in the making, measured the savings and other social benefits generated through the positive outcomes for the people we serve in relation to physical, mental, economic, educational, social, criminal justice, and accommodation categories.

The findings were quite astounding, with it being demonstrated that Right There generates a social return of at least £308.6 million through its support to over 3000 people each year. This is on average an impact of £81,000 per household supported.

These economic outcomes capture the financial value created by Right There's holistic approach and activities:

- Accommodation: £11.5m
- Criminal Justice: £93.0m
- Economic: £168.9m
- Mental Health & Wellbeing: £9.1m
- Physical Health: £20.3m
- Social Care: £2.4m

## Being accessible to all

We took time during the year to continue to review and 'join-up' our programmes to make them more accessible for the people we support. We simplified our offerings For People, At Home and In the Community into nine programme areas that we deliver across 7 local authorities.

## For People (1-to-1 support)

We facilitated 231 counselling sessions with 52 young people across the year in Orkney, providing a vital one to one service, delivered by our 2 fully qualified youth counsellors. We continue to prioritise this programme due to ongoing demand and an average of up to 15 active cases per month.

We invested in an Adult Mentor Volunteer Coordinator post, following on from our reflections of last year, we were able to identify people moving through our programmes or transitioning into the community, who would benefit from continued support in the form of a mentor. This will provide a further layer of engagement and demonstrate Right There's holistic model of providing tailored support.

## At Home (Housing and Accommodation)

We grew our property portfolio of Private Sector properties from 380 to 476 across Glasgow, meaning we could offer quality short-term housing to more people who need it. We continued to establish positive relationships with new landlords and provide a diverse offer of tenancy options for people transitioning through our Short-Term Housing and Help to Rent programmes. This programme will continue to explore dynamic approaches to accommodation, offering solutions to address the current Housing Crisis and continue to maintain the capacity to exceed the 545 referrals supported last year.

## In The Community (Community Integration)

During the year, we worked in partnership with South Lanarkshire Council to adapt our programme following the closure of the Supported Accommodation service. We were delighted to continue to support the 13 residents who moved on from the accommodation service and to expand our offering to provide outreach support to over 40 individuals across the local authority.

We established new community links in South Lanarkshire with SHORE, rapid access and prison leavers. Establishing links with Specsavers, HSCB and local community hubs have allowed us to further embed ourselves within the community and bring additional benefits to the people we support.

## Aim 2

### B's Journey

#### A place to feel safe and reset

B was referred to Supported Accommodation Glasgow by social work when he was serving a sentence in Polmont Young Offenders. The social work department had been in contact with the programme to enquire if we could accommodate B, as they were struggling to place this young man in any other accommodation due to his offending behaviours and risks involving knives, serious assault and misuse of illicit substances.

B had suffered severe trauma throughout his early childhood and neglect due to his parents' chaotic and transient lifestyle. He had lived in a kinship arrangement until the age of 15 years old when social work were contacted regarding B's escalating behaviour; he was staying out late, drinking alcohol and placing himself in danger. He was putting himself and others at risk and was moved into a Children's House (CH). B did not develop a relationship with staff in the early stages. He chose instead to spend all his free time outside the CH.

B's offending continued after he moved into the Children's House, and he accrued many charges that included assault, possession of knives, domestic charges and threatening and abusive behaviours. He was referred to youth justice aged 17 as it was felt that his offending was the most worrying issue. He had been made subject to several disposals imposed by the court including community payback and police curfews.

B continued to display worrying behaviour that caused others fear and alarm and placed them at risk within the CH. A police curfew was imposed by the Court which B breached several times resulting in him being taken into custody. B was said to have threatened young people and the staff team in the CH, and this resulted in him being assessed as not safe to return and a high risk. Social work assessed that if B was moved into an area or accommodation where there are others involved in offending, he would be propelled further into this lifestyle, and this would make it more challenging for him to reduce recidivism.

**His face lit up when he walked into the flat and said, "Is this all for me, the whole flat?". He was overwhelmed and could not believe that this was his new flat.**

We had been approached by B's care team, and we were able to offer a place at Supported Accommodation Glasgow. He moved into the accommodation in September 2024 on his release from custody. He was accommodated within one of our two-bedroom flats. We agreed that B would have the full flat to himself and we would provide additional staffing to help support B initially due to concerns regarding his behaviours.

On B's first day arriving at the accommodation, staff remember the expression on his face when they initially took him into his flat. His face lit up when he walked into the flat and said, "Is this all for me, the whole flat?". He was overwhelmed and could not believe that this was his new flat.

B settled in very quickly to the accommodation. He was on a curfew from 9pm to 7am which to this day he has managed every day and not breached this at all. Through the support from his keyworker and the staff team he was able to get into a daily routine. He continually attends his community payback every Friday and manages to get himself up and ready for this without any support. He has not accrued any further charges since moving into the accommodation.

B has engaged with his keyworker and the support team around him and has thrived within the accommodation. He continues to work alongside his care manager and has not reoffended since moving into the accommodation.

B has now been at the accommodation for 6 months and continues to enjoy his time here. He is involved within the programmes activities and engages with his peers and staff regularly. He was involved in the participation for the Youth Led Forum and met with Right There's Senior Leadership Team during the CEO Roadshow. The Northeast casework team are delighted with the progress this young man has made and the support the staff team have been in changing this young man's life.



Supported Accommodation  
Glasgow





Parliamentary Event

November 2024

**“My experience with  
Right There Glasgow  
Supported Accommodation  
has been nothing but positive.”**



Counselling  
Orkney

## Aim 3

### Strengthen community connections

#### We celebrated our 200-year anniversary

We celebrated our 200th year at every opportunity, starting with the launch of our social impact report in May where we gathered friends, supporters and politicians to find out about the difference we make. In our September staff festival, we used the opportunity to celebrate our past whilst planning our future, and in November we hosted a Garden Lobby event in the Scottish Parliament, where invited guests were able to hear directly from our programmes about their great work. In February, we went back to the parliament for a three-day exhibition, leading to a number of programme visits from cross party elected members. We rounded up the year of celebration by planting a tree and unveiling a commemorative bench in Glasgow Green. Our busy year meant we had our best year to date relating to media mentions and opinion pieces being published.

#### We continued to grow and build our partnerships and engagement

Forging strong relationships with partner providers – Project Worker K.D from Housing First for Youth said, “my experience with Right There Glasgow Supported Accommodation has been nothing but positive. The staff are really welcoming, engaging, and always do their best for their young people.”

We were active members and partners within the Coalition of Care and Support Providers in Scotland (CCPS) Board and Finance working groups to assess the cost of living crisis and changes in NI impact on social care uplifts. We continued our partnership within our Young People and Family Support programmes to work with Aberlour, Action for Children and Includem to explore the impact of quantitative and qualitative data in relation to our approach to children and families.

We have increased our focus on participation through working with the Promise Participation Workers in Glasgow, developing increased engagement opportunities for young people and increasing their access to resources through the Corra Participation Fund. This project has been designed and led by young people across our Young People & Family Support Programmes and our Glasgow Supported Accommodation programme. This ongoing project allows the voice of the people we support to be heard and shape our support.

#### We launched our fundraising function

We employed a Supporter Engagement Manager who led on several community engagement approaches involving schools, community groups, national events (such as the Kilt Walk) and corporate partnerships. This included a second year of support from the pupils of Ibrox Primary School, Glasgow and major donations from CommsWorld and Edrington that helped raise a record level of donations for the organisation.

### K's Journey

#### Supporting mental health

K was referred for counselling in 2020 when she was aged 19. She and her counsellor began working together in April 2021. K had a challenging upbringing, including bullying from her siblings and people at school, as well as the sudden death of her father. K was diagnosed with anorexia when she was 14. She was also diagnosed with OCD and struggles with anxiety and low mood. She continues to battle with all these today but seems to have much better control over her eating disorder.

Lots has happened with K during her time attending counselling, especially with her mental health issues, that had included near suicide attempts, and relationship difficulties with friends, family, and romantic partners. During the past year, K has gotten a job, bought a house with her partner, got married, and had a baby daughter. After meeting her partner, and with his support, K seems much more independent and confident.

However, K continues to worry about her struggles with OCD. She is constantly affected by the intrusive thoughts and compulsions to complete patterns. The intrusive thoughts include ‘bad things’ happening and people dying if she doesn’t complete patterns. K has patterns she must walk outside and within her home. She also believes she must wash her hands and switch light switches numerous times daily. Further, K sets multiple alarms during the night to check she and her family are all alive.

K worries how OCD might impact her daughter, through genetics and learned behaviour. This adds to her anxiety but also gives her more determination to fight it. She and her counsellor have worked on externalisation, graded exposures; resisting, delaying, altering, and reducing her compulsions.

K has noticed an increased ability to ignore the compulsions recently. The team therefore hope to continue slowly working through these exposures, while celebrating each time K manages to have power over the OCD. K’s mood is generally much more positive, and she has hope for the future.



## Our occupancy rates in short-term housing increased from 77% to 86% within the year.



A 9% increase in occupancy from April 2024 to March 2025.

### Aim 4

## Build a sustainable and dynamic organisation

We said a heartfelt goodbye to our Edinburgh Supported Accommodation services, after over 20 years of programme delivery in West Pilton, Broomhouse, and Crewe Road Gardens. As a charity we could not continue to subsidise significant costs associated with the service and despite joint and proactive conversations with City of Edinburgh Council, could not find a balance to continue.

### Our digital transformation journey and data-driven decision making

In May 2024, we migrated to a new housing management system, HomeMaster. For the first time, our colleagues across programmes, property, and finance teams had access to an integrated system to manage the journey of our tenants, landlords, and maintenance. During the year, we've continued to enhance and improve our processes to ensure we are operating as efficiently as possible and providing the best possible support to people. The system provides greater oversight on compliance, internal and external maintenance at our short-term housing and supported accommodation programmes, and accessible information on occupancy and property conditions.

In February 2025, we also implemented HomeMaster for our finance system, providing an integrated system for all tenant details. This provides clear visibility on tenant rent payments and balances and ensures we can quickly address any issues that emerge.

Thanks to the collaborative efforts of our incredible colleagues, we've been able to increase our occupancy rates – particularly in short-term housing that increased from 77% to 86% within the year, ensuring those in need of a safe place to call home have access to our private rent properties.

### Management information dashboards and streamlined programme data

As an agile, innovative, and aspirational organisation that seeks to support people whatever the need, we need the right information to make the best decisions for the charity.

We developed new monthly management dashboards for all our functions across programmes and central support so we can ensure all our teams are capturing the right data at the right time and are able to track progress against our plans.

### Business and budget planning processes

We have continued to develop and link our workforce planning tools, budget holder reporting, and financial models to better support our programme teams with the tools to feel connected to our vision, mission, and strategic aims, whilst receiving tailored support throughout our business and budget planning processes.

We have further strengthened our annual business planning process to ensure the priorities set for the next year take in feedback across all levels of the organisation. We've also created a more connected and joined-up approach linked to our strategic plan by creating identifiable and measurable objectives for the year ahead.





Parliamentary Exhibition  
February 2025



## Aim 5

### Invest in our outstanding team

#### We embedded our People First Approach across the organisation

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 support and develop our staff teams and better serve the people we support.

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

1. Needs-led
2. Relational
3. Learning and resilience

In 2024-2025, we delivered 149 reflective practice sessions to a total of 371 people. This represents a 19% increase from last year, evidencing the increased access and support we are providing our staff.

#### We streamlined and restructured our leadership and senior management team

We worked with a consultancy to better understand what our managers needed from senior managers and what roles were needed to deliver our strategic ambitions. This resulted in the Leadership Team being reduced in size and a Senior Management Team being formed through the creation of new Heads of service roles.

## We continued to prioritise Fair Work Principles

The Fair Work Convention was established in 2015 following a recommendation of the Working Together Review. Right There supports the belief that fair work 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 our Employee Engagement Surveys, in which questions are themed towards the Fair Work dimensions, and feedback is shared through collaborative workshop sessions where action plans are built.

We've re-engaged our meeting structures in consultation with managers to ensure all managers have a forum to feedback and share their voice. 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.

**By investing in our staff and providing financial wellbeing training opportunities, we believe our colleagues will continue to feel an increased sense of security and valued as a part of Right There.**

Right There is proud to be a Living Wage employer. In addition to this, we are proud to pay a minimum of £13.33 per hour to our employees, going beyond the Real Living Wage of £12.60 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 enhanced sick pay and pension arrangements.

As part of our annual budget setting process for 2025-2026, we are pleased to have approved an increase in employer's pension contributions from the statutory 3% to 5% for all staff. By investing in our staff and providing financial wellbeing training opportunities, we believe our colleagues will continue to feel an increased sense of security and valued as a part of Right There.

### 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 and equal opportunities in work sets a minimum for fairness. This protects workers in those groups subject to specific legal protections on the grounds of age, gender reassignment, being married or in a civil partnership, being pregnant or on maternity leave, disability, race, colour, nationality, ethnic or national origin, religion or belief, sex, and sexual orientation.

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. Leaders and line managers in the organisation are able to access specific development opportunities 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 2024 in consultation with our employees.



## Humza Yousaf MSP visits Mentoring

December 2024





## Looking Ahead: Plans for Future Periods

As we enter year four 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.

- 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 6 strategic projects for 2025–2026 linked to strategic aims and aligned to our organisational values.

Our Values	Our 2025–2026 Project	Our 2025–2026 Priority
Respect	Holistic help	Provide holistic support to everyone who needs it by all staff joining up our offer of support, understand our model, and feel equipped to offer the right support at the right time for the people we support.
Compassion	My journey	Develop and embed an outcomes framework across our programmes to measure and evidence our impact and extend our offering to more people who need it.
Aspiration	My voice	Maximise meaningful participation and engagement of the people we support so their voice is helping to shape the future of our programmes and improve outcomes for the people we support.
Aspiration	Gift of giving	Develop and implement a fundraising strategy to expand our model and support more people.
Integrity	Our ecosystem	Develop and implement Phase 2 of Right There’s digital transformation, including our processes and systems for care planning and people management to enable our staff to provide the best possible service with accessible data for the people we support.
Reflection	Elevate	Develop and implement a comprehensive talent development strategy to equip our people with the skills and experience to provide the best possible support and develop their career with Right There.

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

## Financial Review and Performance

### Our financial performance over the years

Right There, like many other third-sector organisations, has experienced the effects of a constantly moving external landscape in terms of level of funding available, cost of living crisis, and inflationary increases. Following a challenging financial period in which we completed a buy-out of a historical pension deficit in 2022 and significant bad debt write offs in 2023, we ended the 2023-2024 financial year with a £1.4m surplus. This was partly due to an increase in our property valuation of £270k, and more timely and effective management of housing benefit income through our integrated housing management and finance system, which resulted in increased collection rates compared to the prior year.

### Our income in 2024-2025

We generated income totalling £12.9 million in 2024-2025, an increase of 11.8% from 2023-2024.

### Donations income

While 98.9% of our income comes from statutory or contractual income, one of our strategic priorities is to develop and implement our income diversification strategy. 2024-2025 was our first full year of introducing a dedicated fundraising function within Right There. Thanks to our incredible supporters, we generated income totalling £134,849 from donations in 2024-2025, a 439.2% increase from 2023-2024.

### Income from charitable activities

Despite the loss of our Edinburgh supported accommodation contracts, we were able to successfully increase our statutory and grant income by 10.8% from 2023-2024, totalling £12.8 million.

We were able to retain our Glasgow Intensive Family Support Service and our Edinburgh Outreach Housing Support programmes, increase our housing benefit income via increased portfolio size and occupancy rates within our Short-Term Housing Glasgow programme, and increase our unrestricted grant income to help support our core running costs.

### Our spend in 2024-2025

Our priority continues to be to provide the best possible support for people, and as we strengthen and stabilise our financial position and reserve levels, so we can make decisions to support our holistic model and meet our aspirations to improve our management capabilities. Our spend in 2024-2025 increased by 17.7% from 2023-2024, totalling £12.0 million.

We chose to invest in our Mentoring and Help to Rent programmes, increase management capacity within our programme teams, and implement a new housing management software to have more accessible and accurate data and drive our occupancy targets.

We chose to invest in our fundraising function, phase 2 of our work with Sonnet Advisory and Impact to develop our outcomes framework and begin planning for our next phase of digital transformation within our care planning and people management processes.

### Our year-end position

We ended the 2024-2025 financial year with a net income position of £941k. After a challenging financial period in 2022 and 2023, we are continuing to stabilise our year-on-year position by ensuring we maintain an appropriate level of free reserves, continuing to increase our voluntary income, and ensuring our spend goes towards our programmes and where our money can have the most impact.

### 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 the growth and sustainability of the charity. This allows sufficient funds to enable the ongoing work of the charity to be maintained in line with its charitable objectives.

As of 31 March 2025, the charity had total reserves of £5,859,252 (2024: £4,911,116) of which £119,076 (2024: £147,361) were restricted funds and £2,792,631 (2024: £2,648,599) were designated. This includes the funds set aside for investment in services plus the value of fixed assets less long-term liabilities. This leaves free reserves of £2,947,544 (2024: £2,115,156).

Please refer to [note 18](#) for an explanation of funds.

### Going concern

The financial statements have been prepared on a going concern basis. Forecasts and cash flows for the period to March 2027, 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 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.







# Governance

# Governance

## Board of Trustees

- Robert Cowie**  
Chair
- Elizabeth Taylor**  
Vice Chair
- Douglas Alexander**
- Leeh Howell**  
Resigned 25 July 2024
- Brian Mackie**
- Andrew McGowan**  
Resigned 30 January 2025
- Carolann Miller**
- Phil Taylor**  
Resigned 25 July 2024
- David Anderson**
- Ruth Dorman**  
Appointed 14 January 2025
- Christine Duncan**  
Appointed 07 November 2024
- Julie Edgar**  
Appointed 17 December 2024
- Joanne Watermeyer**  
Appointed 24 April 2025

## Chief Executive

Janet Haugh

## Company Secretary

Shelby Jones

## Registered Office

15 Dava Street, Glasgow, G51 2JA

## Scottish Charity Number

SC017093

## Scottish Company Number

SC394447

## External Auditor

CT Audit Limited  
Statutory Auditor  
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 10 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 Finance, Audit and Risk Committee and Remuneration and Nominations Committee have been established. Committees meet at least two 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:

**Janet Haugh**  
Chief Executive Officer

**Renzo Cardosi**  
Director of Programmes

**Shelby Jones**  
Director of Finance and People

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 and affordability within our pay structures.





Sonnet Report Launch  
2024

## Review

### Our environmental, social, and governance review.

#### 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.

We recognise that our activities can have an influence on the environment. We have committed to adopting working practices that help to have a positive effect, assist towards continued environmental improvement, prevent pollution, and reduce unavoidable negative influences caused by Right There's activities.

Our environmental policy covers all aspects of our programmes, and confirms that Right There will endeavour to:

1. **Reduce the amount of waste generated by reusing and recycling where possible.**
2. **Recognise the procurement and use of products/services which have minimal environmental and social impact.**

We seek to minimise the impact of our delivery on the environment, including but not limited to:

1. **The reduction of emissions.**
2. **The efficient use of energy.**
3. **The use of biodegradable or recycled products.**
4. **The minimisation of waste.**
5. **The sustainable use of materials.**

#### Action we are taking

We have introduced mechanisms to reduce vehicle emissions by installing vehicle trackers and the application of sustainable principles of travelling and arranging meetings via Teams for example, utilising smart screens in meeting rooms that allow all our services to connect across multiple local authorities.

We provided training/advice to update staff on issues to encourage good environmental practices. We were able to access fuel vouchers for people we support affected by fuel poverty challenges and the energy cost crisis.

We were successful in being awarded a Green Business Grant to support us on our journey to transition to net-zero carbon and climate resilience. With this funding, we installed smart controls in our Supported Accommodation Glasgow residence which aims to cut carbon and reduce energy spend and provides Right There with the data insights to our energy usage.

We onboarded a void energy management provider, Green Energy Switch, to aid in our management of void utilities, expedite our utility switch-over process for the people we support, and assist us to have more oversight of our void energy usage.

## Social

Our aspiration for working towards our vision and mission will not diminish as we continue to invest in areas that have meaningful impact for the people we support, the communities we serve, and a positive impact across the third sector landscape.

### 2024-2025

We launched our Social Impact Report in May 2024. The report is the outcome of many months of detailed research and evaluations by the social research agency, Sonnet Advisory & Impact. They engaged with all our stakeholders, including Local Authority commissioners, funders, volunteers, staff and, most importantly, the people we support. Amid the cost-of-living crisis and in the year we celebrated our 200th anniversary, it was crucial to us to explore the difference Right There makes each day to people across Scotland. Our impact report quantitatively evidences the impact of our work as we continue to realise our vision of a world where everyone has an equal chance to create a safe and supportive place to call home.

We increased our partnership working in our Edinburgh Outreach Housing Support programme and established ourselves within the local community by creating a base in Pilton Community Health Project.

We invested in our first Adult Mentoring Coordinator post to provide mentoring to the adults we support in our Short-Term Housing Glasgow and Supported Accommodation Glasgow programmes, ensuring we continue to establish our holistic model of support across our programmes.

We continued to build and strengthen our community connections by focusing on local community engagement and corporate partnerships, with the aim to expand our reach and impact across the local authorities we are already operate in, increase our social engagement, and aid in diversifying our income streams.

## Governance

In the 2024-2025 financial year, we created our Strategic Initiatives and Governance team to lead the organisation's strategic transformation activities, risk management, and drive collaboration and engagement of our strategic plan and alignment to the activities we deliver. We've focused on building change capacity and capability to be an aspirational, high-performing, and sustainable organisation so that we can produce tangible benefits for the people we support.

We've also created a new Property working group within our meeting structure to focus on our ongoing capital investment programme within our Glasgow Supported Accommodation, our increased operational efficiency within our Short-term housing programme, and our property standards, compliance, and health and safety requirements across our portfolio. We've refined our Audit and Risk Group to focus on reporting against our strategic risk register to identify any changes to current risks or emerging new ones and focus on incident and compliance across all our programmes to better inform our Finance, Audit, and Risk Committee.

Within our Remunerations Committee, we've also decided to conduct a Governance review of the Board in 2025 to ensure our Board continues to adhere to best practice and aligns with and contributes to the organisation's strategic objectives.

### Risks and uncertainties

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 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 charity is exposed to 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 new or emerging 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 on the charity, 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 to assess the ongoing impact of our financial position. 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.



## Statement of Trustees' Responsibilities for the year ended 31 March 2025

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:

- to any material departures disclosed and explained in the financial statements;
- 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.

### 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

29 July 2025



Elizabeth Taylor  
Vice Chair

29 July 2025

# Independent Auditor's Report to the Trustees and Members of Right There for the year ended 31 March 2025

## Opinion

We have audited the financial statements of Right There (the 'charitable company') for the year ended 31 March 2025 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 2025, and of its incoming resources and application of resources, including income and expenditure, for the year then ended; and
- 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:

- 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.

## Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on [page 39](#), 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, the valuation of properties and the bad debt provision;
- 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: [frc.org.uk/auditorsresponsibilities](https://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

29 July 2025

For and on behalf of CT Audit  
Chartered Accountants and Statutory Auditor  
61 Dublin Street, Edinburgh  
EH3 6NL

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

# Financial Statements





## Statement of Financial Activities

Incorporating income and expenditure account and statement of recognised gains and losses.  
For the year ended 31 March 2025.

	Notes	General (£)	Designated funds (£)	Restricted (£)	2025 (£)	2024 (£)
<b>Income</b>						
Donations and legacies	<a href="#">2</a>	134,849	-	-	134,849	25,010
<b>Income from Charitable Activities</b>						
Grant and contract income	<a href="#">3</a>	12,501,462	-	289,091	12,790,553	11,536,752
<b>Total income</b>		<b>12,636,311</b>	<b>-</b>	<b>289,091</b>	<b>12,925,402</b>	<b>11,561,762</b>
<b>Expenditure</b>						
Revaluation of Property	<a href="#">9</a>	-	-	-	-	(270,295)
Raising Funds	<a href="#">4</a>	43,687	-	-	43,687	8,749
Charitable activities	<a href="#">4</a>	11,451,845	164,359	317,375	11,933,579	10,414,198
<b>Total expenditure</b>		<b>11,495,532</b>	<b>164,359</b>	<b>317,375</b>	<b>11,977,266</b>	<b>10,152,652</b>
<b>Net income (expenditure) before transfers</b>		<b>1,140,779</b>	<b>(164,359)</b>	<b>(28,284)</b>	<b>948,136</b>	<b>1,409,110</b>
Transfer between funds	<a href="#">16</a>	(308,391)	308,391	-	-	-
<b>Movement in funds</b>		<b>832,388</b>	<b>144,032</b>	<b>(28,284)</b>	<b>948,136</b>	<b>1,409,110</b>
<b>Total funds brought forward at 1 April 2024</b>	<a href="#">16</a>	<b>2,115,156</b>	<b>2,648,599</b>	<b>147,361</b>	<b>4,911,116</b>	<b>3,502,006</b>
<b>Total funds carried forward at 31 March 2025</b>	<a href="#">16, 19</a>	<b>2,947,544</b>	<b>2,792,631</b>	<b>119,077</b>	<b>5,859,252</b>	<b>4,911,116</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 46 to 57](#) form part of these financial statements.

# Balance Sheet

As at 31 March 2025.

Company Registration Number: SC394447

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

Robert Cowie  
Chair

29 July 2025

Elizabeth Taylor  
Vice Chair

29 July 2025

The notes on [pages 46 to 57](#) form part of these financial statements.

	Notes	2025 (£)	2024 (£)	
Fixed assets				
Tangible fixed assets	<a href="#">9</a>	3,153,018	3,095,943	
Investment properties	<a href="#">9</a>	210,000	210,000	
Investments	<a href="#">10</a>	10,185	9,792	
Total fixed assets		3,373,203	3,315,735	
Current assets				
Stock		-	-	
Debtors	<a href="#">11</a>	1,349,691	1,102,304	
Cash in bank and on hand		3,574,814	2,609,111	
Total current assets		4,924,505	3,711,415	
Liabilities				
Creditors amounts falling due within one year	<a href="#">12</a>	(1,765,439)	(1,351,801)	
Net current assets		3,159,066	2,359,614	
Total assets less current liabilities		6,532,269	5,675,349	
Creditors				
Amounts falling due greater than one year	<a href="#">13</a>	(673,017)	(764,233)	
Net assets (excluding pension liability greater than one year)		5,859,252	4,911,116	
Total net assets		5,859,252	4,911,116	
The funds of the charity				
Unrestricted funds	General	<a href="#">16, 19</a>	2,947,544	2,115,156
	Designated funds	<a href="#">16, 19</a>	2,792,631	2,648,599
Restricted funds	<a href="#">16, 19</a>	119,077	147,361	
Total funds		5,859,252	4,911,116	



## Statement of Cash Flows

For the year ended 31 March 2025.

The notes on [pages 46 to 57](#) form part of these financial statements.

	2025 (£)	2024 (£)
<b>Cash Flows from Operating Activities</b>		
Net (expenditure)/income per Statement of Financial Activities	948,136	1,409,110
Interest payable	39,485	42,916
Revaluation of property	-	(270,295)
Depreciation charge	164,358	109,642
Loss on disposal of fixed assets	-	15,354
Pension Liability Settlement	-	-
Net (gains)/losses on investments	(393)	2,818
(Increase)/decrease in Stock	-	7,954
(Increase)/decrease in debtors	(247,387)	(134,901)
(Decrease)/Increase in creditors	409,380	360,212
<b>Net cash (used in)/provided by operations</b>	<b>1,313,579</b>	<b>1,542,810</b>
<b>Cash Flows from Investing Activities</b>		
Payment for tangible fixed assets	(221,433)	(155,793)
Proceeds from disposal of investments	-	202,999
<b>Net cash provided by (used in) investing activities</b>	<b>(221,433)</b>	<b>47,206</b>
<b>Cash Flows from Financing Activities</b>		
Repayment of borrowings	(86,958)	(82,832)
Bank Loan Drawn Down	-	-
Interest paid	(39,485)	(42,916)
<b>Net cash provided by (used in)/generated by financing activities</b>	<b>(126,443)</b>	<b>(125,748)</b>
<b>Net (decrease)/increase in cash and cash equivalents in the year</b>	<b>965,703</b>	<b>1,464,268</b>
Cash and cash equivalents at the beginning of the year	2,609,111	1,144,843
Cash and cash equivalents at the end of the year	3,574,814	2,609,111
<b>Analysis of Cash and Cash Equivalents</b>		
Cash in hand and in bank	3,574,814	2,609,111
Total cash for cash flow purposes	3,574,814	2,609,111
Term deposits	-	-
<b>Total cash at bank and in hand per balance sheet</b>	<b>3,574,814</b>	<b>2,609,111</b>

# Notes to the Financial Statements

For the year ended 31 March 2025.

## 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 income. Based upon the forecasts and cash flows prepared to March 2027, 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.

### 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 less depreciation with the exception of buildings which are held at 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	Up to 5 Years straight line
Vehicles	Up to 5 Years straight line

Freehold land is not depreciated. Commercial 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.

During the year, the charity revised the estimated useful life of its vehicles from 10 years to 5 years. The effect of this change was to increase depreciation expense by £32,831 in the current year.

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.

Certain properties are held under an operating finance lease to earn rental income. Investment properties are accounted for as follows:

- Investment properties are initially recognised at cost, which includes purchase cost and any directly attributable expenditure.
- Investment properties whose fair value can be measured reliably are measured at fair value. The surplus or deficit on revaluation is recognised in the Statement of Financial Activities.



# Notes to the Financial Statements

## 1. Accounting policies continued...

### Debtors

Trade and other debtors are recognised at the settlement amount due. A suitable provision is made when any amounts become doubtful.

### 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.
- **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.
- **Trade debtors** are reviewed at each reporting date to assess whether a bad debt provision should be recognised. This involves judgement in identifying whether there is objective evidence of impairment and estimating the value of loss based on historical loss experience and current economic conditions.

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

### 2. Income from donations and legacies

	Unrestricted		Restricted (£)	Total (£)
	General (£)	Designated (£)		
Voluntary Income				
2025 Donations	134,849	-	-	134,849
2024 Donations	19,947	-	5,063	25,010

### 3. Income from charitable activities

	General (£)	Designated (£)	Restricted (£)	2025 Total (£)	2024 Total (£)
Housing & Family Support Services	12,031,207	-	286,166	12,317,373	11,292,632
Support office	470,255	-	2,925	473,180	244,120
2025 Total	12,501,462	-	289,091	12,790,553	-
2024 Total	11,299,235	-	237,517	-	11,536,752

### 4. Expenditure on charitable activities

	Unrestricted		Restricted (£)	2025 Total (£)	2024 Total (£)
	General (£)	Designated (£)			
Revaluation of property	-	-	-	-	(270,295)
Housing & Family Support Services	9,165,271	83,580	317,375	9,566,226	8,515,501
Raising funds	43,687	-	-	43,687	8,749
Support office	2,286,574	80,779	-	2,367,353	1,898,696
2025 Total	11,495,532	164,359	317,375	11,977,266	-
2024 Total	10,055,260	(140,743)	238,134	-	10,152,652





## Notes to the Financial Statements

### 5. Net income/(expenditure) for the year Stated after charging/(crediting)

	2025 (£)	2024 (£)
Auditors' remuneration – External audit	20,750	19,750
Depreciation of tangible fixed assets	164,358	109,642
Operating lease rentals – Property	3,324,427	2,499,186
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 income earned from its charitable activities.

### 6. Staff costs

	2025 (£)	2024 (£)
Wages and salaries	4,018,704	4,389,932
Redundancy payments	47,032	23,219
Employer's NIC	372,945	385,308
Defined contribution pension costs	278,842	326,416
Life insurance	20,168	26,379
<b>Total</b>	<b>4,737,691</b>	<b>5,151,254</b>
Recruitment and agency staff	241,815	248,900
<b>Total</b>	<b>4,979,506</b>	<b>5,400,154</b>

Key management personnel of the charity to 31 January 2025 were the Chief Executive, Director of Programmes, Director of Development, Director of People, and Financial Controller and Company Secretary. The key management personnel of the charity from 1 February 2025 are the Chief Executive, Director of Programmes, and Director of Finance and People.

The total employee benefits, including employers N.I. and pension contributions of the key management were £405,623 (2024: £443,379).

#### Related party transactions

During the year, no trustee received any emoluments, other benefits or reimbursement of expenses (2024: none).

The aggregate donations received from a trustee or related party without conditions was £7,500 (2024: £2,500).

The average number of employees in the year within the Charity was 134 (2024: 174).

Number of higher paid employees in the year	2025	2024
£60,000-£70,000	3	1
£100,000- £110,000	1	1



## Notes to the Financial Statements

### 7. Other direct costs

	Unrestricted		Restricted (£)	2025 (£)	2024 (£)
	General (£)	Designated (£)			
Employee costs	3,329,806	-	255,392	3,585,198	4,171,283
Property costs	4,912,654	-	19,185	4,931,839	3,828,440
Administration costs	290,731	-	22,805	313,536	309,306
Project costs	45,202	-	19,356	64,558	48,607
Charitable giving	-	-	-	-	-
Finance costs	558,698	-	-	558,698	104,499
Professional fees	23,686	-	290	23,976	11,365
Training costs	4,494	-	347	4,841	-
Depreciation	-	83,580	-	83,580	42,002
<b>Total</b>	<b>9,165,271</b>	<b>83,580</b>	<b>317,375</b>	<b>9,556,226</b>	<b>8,515,502</b>

### 8. Support costs

	General (£)	Designated (£)	Restricted (£)	2025 (£)	2024 (£)
Employee costs	1,297,867	-	-	1,297,867	1,162,690
Administration costs	586,910	-	-	586,910	450,507
Property costs	159,121	-	-	159,121	63,395
Professional fees	109,356	-	-	109,356	63,303
Finance costs	55,539	-	-	55,539	45,987
Governance costs	24,998	-	-	24,998	24,299
Training costs	52,783	-	-	52,783	16,276
Depreciation	-	80,779	-	80,779	72,239
<b>Total</b>	<b>2,286,574</b>	<b>80,779</b>	<b>-</b>	<b>2,367,353</b>	<b>1,898,696</b>

Governance costs are made up of the statutory audit fees.



## Notes to the Financial Statements

### 9. Tangible fixed assets

Cost or Valuation	Land and Buildings (£)	Investment Properties (£)	Furniture and Equipment (£)	Vehicles (£)	Total (£)
At 1 April 2024	3,727,377	210,000	710,864	146,706	4,794,947
Additions in the year	-		221,433	-	221,433
Disposals in the year	-		-	-	-
Transfers	-	-	-	-	-
At 31 March 2025	3,727,377	210,000	932,297	146,706	5,016,380
<b>Depreciation</b>					
At 1 April 2024	851,084	-	619,759	18,161	1,489,004
Charge for the year	55,560	-	61,296	47,502	164,358
Disposals	-	-	-	-	-
Revaluation of property	-	-	-	-	-
At 31 March 2025	906,644	-	681,055	65,663	1,653,362
<b>Net Book Value</b>					
At 31 March 2025	2,820,733	210,000	251,242	81,043	3,363,018
At 31 March 2024	2,876,293	210,000	91,105	128,545	3,305,943

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 2025 would have been £2,759,839 (2024: £2,818,558).

## Notes to the Financial Statements

### 10. Investments

	2025 (£)	2024 (£)
<b>Market Value</b>		
Listed equities	3	3
Cash for investment	10,182	9,789
<b>Total</b>	<b>10,185</b>	<b>9,792</b>
<b>Cost</b>		
Listed equities	3	3
Cash for investment	5,045	5,045
<b>Total</b>	<b>5,048</b>	<b>5,048</b>
<b>Market Value</b>		
At 1 April 2024	9,792	215,609
Additions at cost – Shares	-	-
Disposals at opening book value – Shares	-	(205,869)
Movement in cash balances	393	52
Movement in market value	-	-
<b>At 31 March 2025</b>	<b>10,185</b>	<b>9,792</b>

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

### 11. Debtors

#### Amounts falling due within one year

	2025 (£)	2024 (£)
Trade debtors	693,303	659,703
Prepayments	86,034	62,839
Other debtors	435,107	226,512
Accrued income	135,247	153,250
<b>Total</b>	<b>1,349,691</b>	<b>1,102,304</b>

### 12. Creditors

#### Amounts falling due within one year

	2025 (£)	2024 (£)
Bank loan	91,303	87,045
Trade creditors	874,065	565,689
Other taxation and social security	79,898	112,055
Accruals and deferred income <a href="#">(Note 22)</a>	693,134	551,367
Pension creditor	22,505	25,506
Other Creditors	4,534	10,139
<b>Total</b>	<b>1,765,439</b>	<b>1,351,801</b>



## Notes to the Financial Statements

### 13. Creditors

#### Amounts falling due greater than one year

	2025 (£)	2024 (£)
Bank loan	673,017	764,233

In May 2022, a loan for the sum of £1 million 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:

Secured Debt	2025 (£)	2024 (£)
Bank loan	764,321	851,278
< 1 year	91,303	86,957
1 – 2 years	95,870	91,303
2 – 5 years	317,280	302,167
> 5 years	259,868	370,851

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

### 14. Deferred income

	2025 (£)	2024 (£)
Balance brought forward	116,447	150,564
Deferred income receivable	126,217	116,447
Deferred income released to statement of financial activities	(116,447)	(150,564)
<b>Balance carried forward</b>	<b>126,217</b>	<b>116,447</b>

Deferred income represents multi-year funding received in advance of the year commencing.  
These will be released in the year to 31 March 2026.

### 15. Financial instruments

	2025 (£)	2024 (£)
Financial assets measured at fair value through SOFA	3	3

Financial assets measured at fair value comprise listed investments held at 31 March 2025.

## Notes to the Financial Statements

### 16. Funds

	Balance brought forward 1 April 2024 (£)	Income (£)	Expenditure (£)	Transfer (£) <a href="#">Note 17</a>	Closing 31 March 2025 (£)
<b>2024 Funds</b>					
General	2,115,156	12,636,311	11,495,532	(308,391)	2,947,544
Designated	2,648,599	-	164,359	308,391	2,792,631
Restricted	147,361	289,091	317,375	-	119,077
<b>Total</b>	<b>4,911,116</b>	<b>12,925,402</b>	<b>11,977,266</b>	<b>-</b>	<b>5,859,252</b>
	Balance brought forward 1 April 2023 (£)	Income (£)	Expenditure (£)	Transfer (£) <a href="#">Note 17</a>	Closing 31 March 2024 (£)
<b>2025 Funds</b>					
General	1,094,414	11,319,182	10,055,261	(243,179)	2,115,156
Designated	2,264,677	-	(140,743)	243,179	2,648,599
Restricted	142,915	242,580	238,134	-	147,361
<b>Total</b>	<b>3,502,006</b>	<b>11,561,762</b>	<b>10,152,652</b>	<b>-</b>	<b>4,911,116</b>

### 17. Fund transfers

	General fund (£)	Designated (£)	Restricted (£)
<b>2025 Transfers</b>			
Net additions to fixed assets	(221,433)	221,433	-
Bank loan repayments	(86,958)	86,958	-
Transfer of utilised reserves	-	-	-
<b>Total</b>	<b>(308,391)</b>	<b>308,391</b>	<b>-</b>
<b>2024 Transfers</b>			
Net additions to fixed assets	(160,347)	160,347	-
Bank loan repayments	(82,832)	82,832	-
Transfer of utilised reserves	-	-	-
<b>Total</b>	<b>(243,179)</b>	<b>243,179</b>	<b>-</b>

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 18](#).

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 2026.

## Notes to the Financial Statements

### 18. Explanation of funds

<b>General Fund</b>	This fund is used for the furtherance of the charitable objectives of the organisation.
<b>Designated Fund</b>	This fund represents the net book value of fixed assets net of bank loans outstanding at the year end, and Designated Investment reserve.
<b>Designated Fund - Investment</b>	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 approved for use in 2025-2026.
<b>Restricted Funds</b>	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 £119k (2024: £147k) represents amounts received from funders not spent in the period to 31 March 2025 and will be expended in year to 31 March 2026.

### 19. Designated funds breakdown

	Balance brought forward 1 April 2024 (£)	Income (£)	Expenditure (£)	Transfer (£) <a href="#">Note 17</a>	Closing 31 March 2025 (£)
<b>2025 Funds Breakdown</b>					
Designated-Capital less bank loan repayments	2,454,663	-	(164,359)	308,391	2,598,695
Designated-Investment	193,936	-	-	-	193,936
<b>Total</b>	<b>2,648,599</b>	<b>-</b>	<b>(164,359)</b>	<b>308,391</b>	<b>2,792,631</b>
	Balance brought forward 1 April 2023 (£)	Income (£)	Expenditure (£)	Transfer (£) <a href="#">Note 17</a>	Closing 31 March 2024 (£)
<b>2024 Funds Breakdown</b>					
Designated-Capital less bank loan repayments	2,070,741	-	140,743	243,179	2,454,663
Designated-Investment	193,936	-	-	-	193,936
<b>Total</b>	<b>2,264,677</b>	<b>-</b>	<b>140,743</b>	<b>243,179</b>	<b>2,648,599</b>



## Notes to the Financial Statements

### 20. Net assets by fund

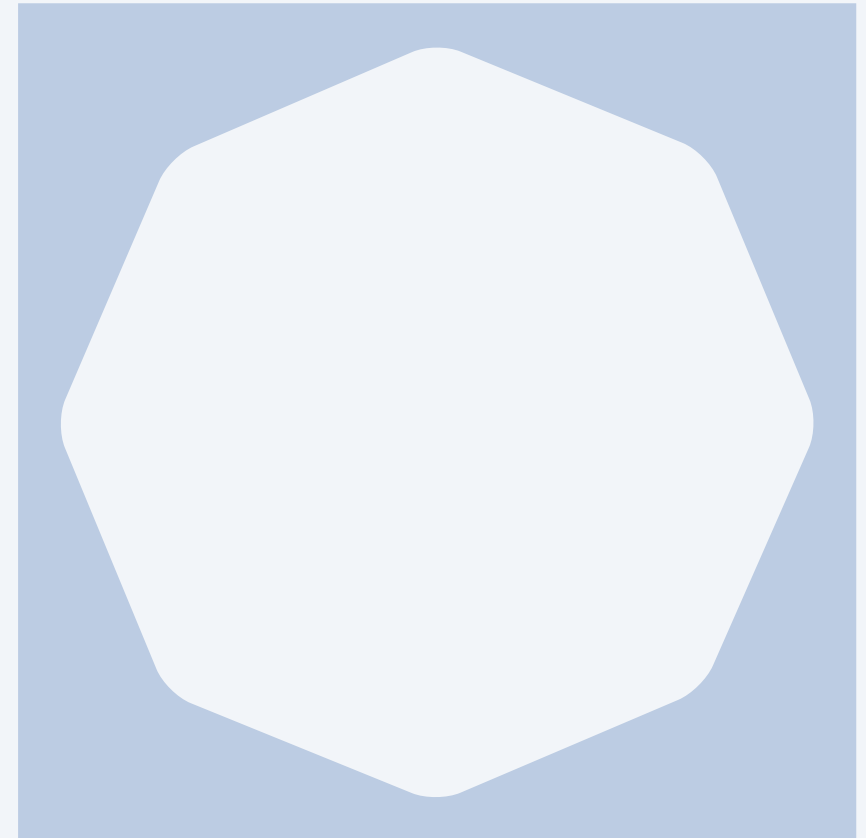
	General fund (£)	Designated (£)	Restricted (£)	2025 (£)
<b>2025 Assets</b>				
Tangible fixed assets	-	3,363,018	-	3,363,018
Investments	10,185	-	-	10,185
Current Assets	4,611,492	193,936	119,077	4,924,505
Creditors due: < 1 year	(1,674,133)	(91,306)	-	(1,765,439)
Creditors due: > 1 year	-	(673,017)	-	(673,017)
<b>Total</b>	<b>2,947,544</b>	<b>2,792,631</b>	<b>119,077</b>	<b>5,859,252</b>

	General fund (£)	Designated (£)	Restricted (£)	2024 (£)
<b>2024 Assets</b>				
Tangible fixed assets	-	3,305,943	-	3,305,943
Investments	9,792	-	-	9,792
Current Assets	3,298,438	193,936	147,361	3,639,735
Creditors due: < 1 year	(1,193,074)	(87,047)	-	(1,280,121)
Creditors due: > 1 year	-	(764,233)	-	(764,233)
<b>Total</b>	<b>2,115,156</b>	<b>2,648,599</b>	<b>147,361</b>	<b>4,911,116</b>

### 21. Capital commitments

At 31 March 2025, the charity had ongoing capital commitments totalling £20,478 (2024: £0) in relation to our ongoing capital investment programme within our Supported Accommodation Glasgow programme.



## Notes to the Financial Statements

### 22. Operating lease commitments

At 31 March 2025 the Charity had total commitments under operating leases as follows:

	2025 (£)	2024 (£)
<b>Lessee Expiry Date</b>		
Within 28 days	330,886	206,605
Rental expenditure paid in the current year	3,324,427	2,499,186
<b>Lessor Expiry Date</b>		
Within 1 year	24,192	24,192
Between 2 and 5 years	-	-

### 23. Analysis of net debt

	Balance brought forward at 1 April 2024 (£)	Cash flows (£)	Other non-cash changes (£)	Closing 31 March 2025 (£)
<b>2025 Debts</b>				
Cash at bank	2,609,111	965,703	-	3,574,814
Borrowings				
Bank loan < 1 year	(87,045)	(4,258)	-	(91,303)
Bank loan > 1 year	(764,233)	91,216	-	(673,017)
<b>Total</b>	<b>1,757,834</b>	<b>1,052,660</b>	<b>-</b>	<b>2,810,494</b>
	Balance brought forward at 1 April 2023 (£)	Cash flows (£)	Other non-cash changes (£)	Closing 31 March 2024 (£)
<b>2024 Debts</b>				
Cash at bank	1,144,843	1,464,268	-	2,609,111
Borrowings				
Bank loan < 1 year	(82,832)	(4,213)	-	(87,045)
Bank loan > 1 year	(851,278)	87,045	-	(764,233)
<b>Total</b>	<b>210,734</b>	<b>1,547,100</b>	<b>-</b>	<b>1,757,834</b>

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

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

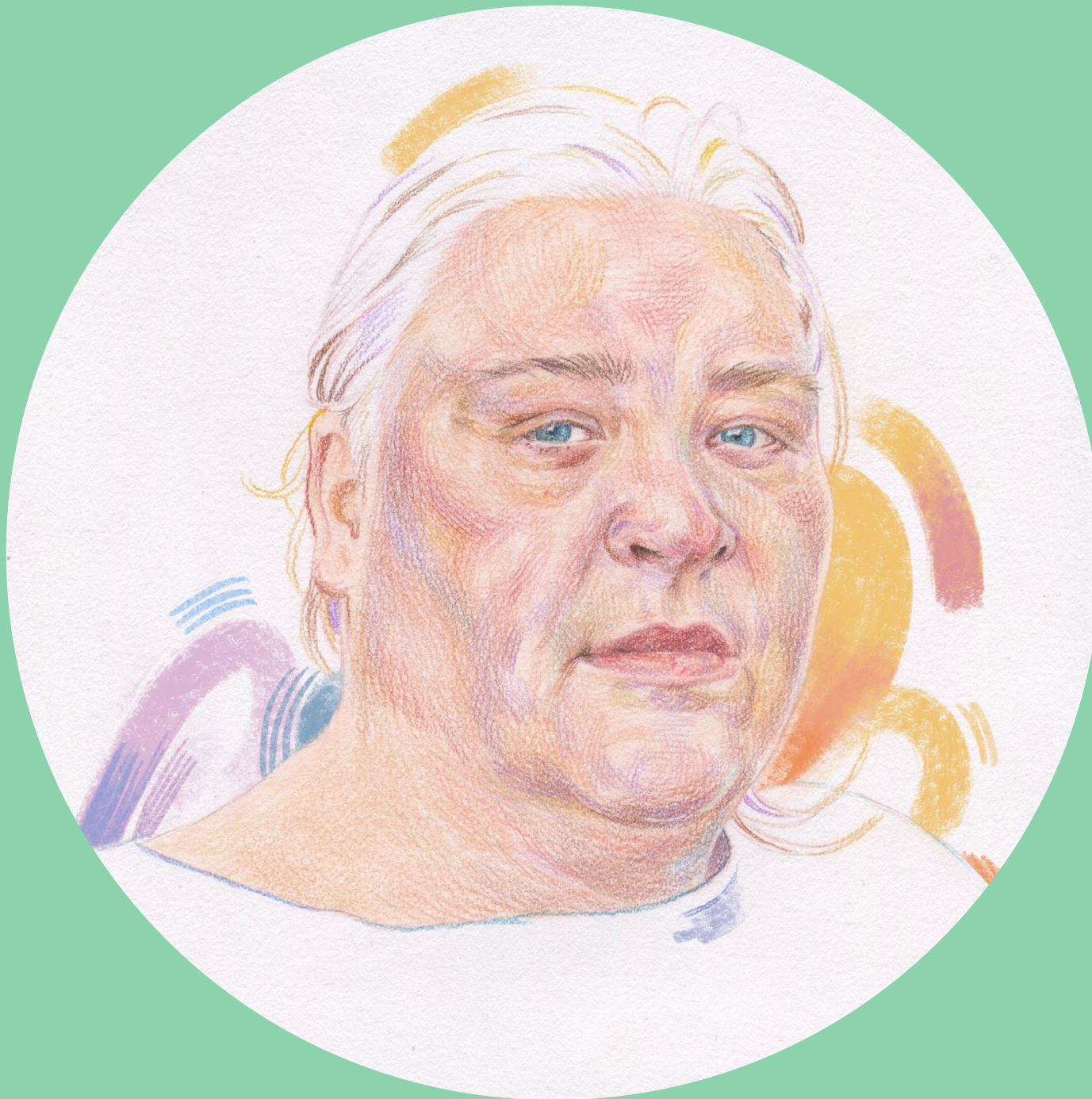
#### Keep up-to-date with our work

Follow us on socials, search 'Right There'

→ Visit our website [rightthere.org](https://rightthere.org)

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

# Right There



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

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.

Charity Number: SC017093  
Company Number: SC394447