



CHILDREN AND YOUTH SERVICES FOUNDATION ANNUAL REPORT 2025





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WHO WE ARE AND WHO WE SUPPORT



The CAYS Foundation is a not-for-profit organisation providing residential care and support to children and young people in the Cayman Islands delivering 24-hour care to young people, between the ages of 12 and 18, who are unable to live with their families due to safeguarding concerns, welfare needs, or court-directed interventions.

Referrals to the Foundation are made primarily through the Department of Children and Family Services (DCFS) and the Youth Courts. Our role is to provide a safe, structured, and nurturing environment in which young people can stabilise, develop, and begin to build positive futures whilst having the space to address the challenges which have led them to be with us.

The Foundation operates the Bonaventure Campus and the Frances Bodden Campus, each with different homes for young people. Each home is staffed on 24/7 by trained Child and Youth Care professionals and care is delivered in line with trauma-informed and relationship-based practice, recognising the importance of trust, safety, and connection in supporting reflection and development.

Increasing emphasis is placed on “experience arranging”—creating meaningful opportunities that broaden young people’s horizons and support their social and emotional development.

The Foundation works closely with a range of statutory and community partners. This multi-agency approach ensures that care is coordinated, responsive, and aligned with the best interests of each young person.

Through our work, the CAYS Foundation seeks not only to provide care, but to create stability, build resilience, and support young people to achieve positive, sustainable outcomes.

A MESSAGE FROM THE BOARD

As we reflect on 2025, the Board is encouraged and inspired by the continued progress, resilience, and commitment that define the work of the CAYS Foundation. This has been a year not only of development, but of real, tangible change across our homes, our practice, and the experiences of the young people in our care. This year has also seen us place greater emphasis on creating opportunities and experiences beyond our homes and beyond the parameters which often contain looked after young people.

From the ongoing redevelopment of the Frances Bodden Children's Home to the expansion of our workforce and the introduction of new programs, we are building services that are more responsive, more therapeutic, and more aligned with best practice in residential childcare.

The Board is particularly grateful for the way our teams continue to embrace trauma-informed, relationship-based practice. The work is complex and often demanding, but our staff consistently demonstrate compassion, professionalism, and an unwavering commitment to the young people we support which is evident in the day-to-day care provided and in the meaningful opportunities created for young people to experience, achieve, and grow.

None of this would be possible without the continued support of our partners, stakeholders, and the wider community. The Board of Directors would like to extend our sincere thanks to our government partners, donors, and all those who contribute to our work. Your support enables us to continue evolving and improving the services we provide.

While we are proud of what has been achieved, we remain ambitious. The needs of the young people we serve require us to keep developing, learning, and striving for better. As we look ahead, our focus will remain on strengthening our provision, investing in our people, and ensuring that every young person in our care is given the best possible chance to succeed.

Thank you for your continued support of the CAYS Foundation.

A FOCUS ON GROWTH AND OPPORTUNITY: BUILDING PATHWAYS FORWARD

In 2025, CAYS Foundation focused on strengthening outcomes for young people in our care, not simply the young people we care for now, but those to come in the future. 2025 had a theme of developing different facets of the organisation; creating homely spaces, growing capacity in our caring adults and evolving our business infrastructure and systems.

During the year, CAYS:

- Seniors embarked on a field trip overseas to visit a sector leading organisation in the UK. The team had the benefit of some experiential learning, working alongside the teams in the homes, consulting with and shadowing management and hearing about the development of the continuum of services
- Seniors became trainers in Safe Crisis Management furthering capacity to train core staff and promote reference to the principles and practices outside of the annual training
- Created new opportunities for our young people to have enriching experiences and agency over the resources available to them. The 'Sponsor a Young Person' initiative allowed for weekly pocket money, funds;
 - to personalise their bedrooms,
 - to purchase clothing they need and like,
 - to have a birthday celebration and a gift of their choosing,
 - to choose Christmas gifts
 - to have an annual vacation or staycation



- Continued to engage with the private sector to strengthen fundraising efforts and work towards our ambition of modernising CAYS Facilities
- Designed and delivered an employability program for young people to engage local employers with a view to providing supported work placements for CAYS young people.
- Modernized residential service provision to better meet the complex needs of the young people in our care to include 1-1 services, secure care and small group living environments
- Upgraded the rear of the Bonaventure building with high spec finishes and a focus on being comfortable and homely. Began a comprehensive upgrade of Frances Bodden Boys Home. Achieved the award of CIG funding for the upgrades of the Phoenix House Secure Care building.
- Advocated for improved conditions for our staff team to bring them in line with core Government. Funding was granted
- Achieved an increase in budget to support the implementation of an HR, scheduling and Payroll management system. Procurement exercise was undertaken.
- Trained staff in Safe Crisis Management, Cash, Medication, Darkness to Light, First Aid and CPR and other essential training.



A YEAR OF PROGRESS AND POSSIBILITY

2025 was a year of meaningful progress and continued development for the CAYS Foundation. Alongside laying strong foundations for the future, we have seen tangible improvements across our environments, our practice, and our organisational systems.

One of the most significant developments has been the ongoing refurbishment of the Frances Bodden Boys Home. Following the successful approval of Building Control and Planning, work progressed from internal demolition to the early stages of construction by the end of the year. During this period, young people were thoughtfully and successfully relocated to Bonaventure, ensuring continuity of care and stability throughout the transition.

This redevelopment reflects more than physical change. It represents a continued commitment to trauma-informed care—moving away from dormitory-style living towards smaller, more personalised environments that promote dignity, emotional safety, and stronger relationships.



Alongside developments in our physical environment, we have strengthened our workforce model. The introduction of the Casual Youth Support Team has provided flexible, responsive support to our core staff, enabling us to better meet the needs of an increasingly complex group of young people.

Equally important, this initiative has created meaningful pathways for Caymanians to enter the sector. The role offers an accessible route into youth support work, allowing individuals to gain experience alongside existing employment before choosing whether they want to make the transition and embark on a career as a Youth Support Worker. This approach has already proven successful, both in enhancing care and supporting workforce development.



STRENGTHENING PRACTICE AND CAPABILITY

Throughout the year, we continued to embed a trauma-informed approach across all areas of our work. Staff engaged in targeted training in safe crisis management, safeguarding, and mental health, strengthening their ability to respond with consistency, empathy, and skill.



A key milestone was the development of our Senior Team as accredited Safe Crisis Management trainers. This has enabled us to deliver training internally, ensuring that the language, values, and interventions are consistently embedded into day-to-day practice.



ENRICHING THE LIVES OF YOUNG PEOPLE



At the heart of our work is a commitment to ensuring that young people do not simply receive care, but experience opportunities that support growth, confidence, and belonging.

Throughout the year, young people participated in a wide range of activities, including sports, community programmes, and cultural experiences. These opportunities play a vital role in helping them build relationships, develop skills, and see themselves as active members of their community.

We also facilitated a number of staycations and on-island experiences, ensuring that all young people had access to positive and memorable opportunities. From overnight stays in local hotels to shared meals, cultural activities, and recreational outings, these experiences allowed young people to step outside their everyday environment and create lasting memories.

For some, the opportunity to travel to Cayman Brac marked a significant milestone—including first experiences of air travel. These moments are powerful, helping to build confidence, broaden perspectives, and create a sense of possibility.



CREATING PATHWAYS TO THE FUTURE



A key area of growth in 2025 has been the continued development of our Employability Programme. Through structured work placements and real-world experiences, young people have been supported to explore their interests, develop practical skills, and prepare for life beyond care.

With the support of donors, CAYS engaged employers across a range of sectors, providing guidance on how best to support young people with complex needs. This has resulted in meaningful placement opportunities, with young people and employers supported closely to maximise their chances of success.

At the same time, young people were equipped with the skills needed to navigate employment, including understanding expectations, workplace behaviour, and communication. For many, the experience of earning and contributing has been transformational—building confidence, self-worth, and aspiration.



EDUCATION, THERAPEUTIC SUPPORT, AND FAMILY CONNECTION



We remain committed to supporting each young person’s individual journey. This includes working closely with schools and government partners to ensure access to education, alongside providing access to therapeutic support through counselling, group work, and specialist services. CAYS are engaged with the Department of Education, the Ministry of Education and our own Ministry of Social Development and Innovation to consider the best provision for young people with additional support needs in education, whether this exists, or whether a new provision has to be created.

Family connections continue to be an important focus. Where possible, we actively support reunification, providing guidance and structured support throughout the process. During the year, we delivered parenting sessions and facilitated a range of family-focused events, creating opportunities to strengthen relationships and build positive shared experiences, supporting close family to reflect on their experiences as care givers, in the same way that the young person reflects on their challenges.

SUPPORTING TRANSITIONS AND INDEPENDENCE



Supporting young people into independence remains central to our work. In 2025, we supported a number of transitions into independent living and overseas opportunities.

These transitions are carefully planned, recognising both the opportunities and the challenges they present. Our approach remains rooted in strong, consistent relationships, ensuring that young people feel supported as they take significant steps toward adulthood.

LOOKING AHEAD

While we are grateful for what we have been able to achieve and our focus remains firmly on the future. Each development, initiative, and opportunity reflects our commitment to ensuring that young people are not defined by their past but empowered to shape their future.

At CAYS Foundation, we have chosen not to rest and be complacent or stagnant, we are making every effort to bring the standard of our facilities and our practice in line with international best practice.

We are grateful for the support of our Ministry and our community partners as we continue to dream big for our young people, giving them license to dream big for themselves.

FINANCIAL PERFORMANCE

FINANCIAL PERFORMANCE MEASURE	2025 Budget \$ 000'S	2025 Actual \$000'S
REVENUE FROM CABINET	3,100	3,704
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-
REVENUE FROM <u>OTHERS</u> PERSONS OR ORGANISATIONS	-	190
SURPLUS/DEFICIT FROM OUTPUTS	3,100	3,894
OTHER EXPENSES	(3,716)	(4,153)
NET SURPLUS DEFICIT	(616)	(259)
TOTAL ASSETS	1,206	2,698
TOTAL LIABILITIES	86	191

NET WORTH	1,120	2,508
CASH FLOWS USED IN OPERATING ACTIVITIES	(553)	847
CASH FLOWS USED IN INVESTING ACTIVITIES	(12)	(162)
CASH FLOWS FROM FINANCING ACTIVITIES	-	500
CHANGE IN CASH BALANCES	(565)	1,185
FINANCIAL PERFORMANCE RATIO	2025 Budget %	2025 Actual %
CURRENT ASSETS: CURRENT LIABILITIES	8.78:1	11.39:1
TOTAL ASSETS: TOTAL LIABILITIES	14.03:1	13.78:1
HUMAN CAPITAL MEASURES	2025 Budget \$ 000'S	2025 Actual \$000'S

TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	50	43
STAFF TURNOVER (%)		
SENIOR MANAGER	0%	0%
PROFESSIONAL AND TECHNICAL STAFF	0%	0%
ADMINISTRATIVE STAFF	0%	0%
PHYSICAL CAPITAL MEASURES	2025 Budget \$ 000'S	2025 <u>Actual</u> \$000'S
VALUE OF TOTAL ASSETS	1,206	2,698
ASSET REPLACEMENTS: TOTAL ASSETS	0.2:1	0.1:1
BOOK VALUE OF ASSETS: COST OF THOSE ASSETS	0.55:1	0.41:1
DEPRECIATION: CASH FLOW ON ASSET PURCHASES	6:1	0.88:1
CHANGES TO ASSET MANAGEMENT POLICIES	-	-