

**Charity Registration Number: 1064818**

**Company Registration Number: 3188162 (England and Wales)**

**THE CATHEDRAL ARCHER PROJECT  
LIMITED**

**REPORTS AND FINANCIAL STATEMENTS**

**YEAR ENDED 31 DECEMBER 2020**

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LEGAL AND ADMINISTRATIVE INFORMATION

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**Directors/Trustees**

Ian Brownlee  
Stephen Kober  
Neil Riley (Chair)  
Dorrien Peters  
Surriya Falconer  
Karl Dalgleish  
Richard Taylor  
Julie Gill

Appointed 23 January 2020  
Appointed 1 November 2020  
Resigned 15 February 2021

**Chief Executive Officer**

Tim Renshaw

**Registered Office**

Cathedral of St Peter & St Paul  
Church Street  
Sheffield  
S1 1HA

**Auditors**

BHP LLP  
2 Rutland Park  
Sheffield  
S10 2PD

**Bankers**

Nat West Bank Plc  
42 High Street  
Sheffield  
S1 1QG

Co-operative Bank Plc  
60-62 Pinstone Street  
Sheffield  
S1 2HN

Barclays Bank Plc  
10-12 Pinstone Street  
Sheffield  
S1 2HN

## TRUSTEES' ANNUAL REPORT

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As trustees and directors of the Cathedral Archer Project Limited we are pleased to present our report and the audited financial statements of the charity for the year ended 31 December 2020. In preparing this report we have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' (FRS 102) in preparing the annual report and financial statements of the charity.

The financial statements have been prepared in accordance with the accounting policies set out in notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and 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 published in October 2019.

Since the charity qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

### **Our Governance and Management Structures**

#### **Directors and Trustees**

The Cathedral Archer Project Limited ('CAP') is governed by its Articles of Association and is incorporated as a company limited by guarantee. The governance structure of the charity is in line with the requirements of both the Charity Commission and Companies House.

New Articles of Association were adopted on 26<sup>th</sup> July 2018 to take account of our new trading activity Just Works which, in the course of undertaking its trading activities, meets the aims of the charity by helping people to move away from homelessness.

All of the directors are members of the company and guarantee to contribute £20 in the event of a winding up. The term 'director' includes both trustees and directors. Full board meetings are held bi-monthly. Sub-committees to review and report on financial management and HR and policy development each meet three or more times during the year. Reports on finance, work to raise funds, human resources and project activity are received by the Board. The directors also use working groups to address particular short term concerns. An annual general meeting is held each September.

All directors give of their time freely and no remuneration or expenses were paid in the year.

Due to the Covid-19 pandemic, all meetings of the Trustees' Board or sub-committees took place using Zoom during 2020. Our trustees are regular visitors to our centre and, in addition to their duties as trustees, most volunteer in other ways such as reception work, serving food, supporting our fundraising team etc. The pandemic imposed a distance from the direct work of the project that was necessary if unwelcome and which goes against the values of the trustees and the reasons they opted to serve the Archer Project when becoming a trustee.

***The Board's main duty is to manage the charity, ensuring good governance and practice, as defined by law.***

## **TRUSTEES' ANNUAL REPORT**

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Directors ensure processes are in place for the staff to be well looked after, that investment of charity funds complies with the terms of the CAP Articles of Association, and that the strategy and objectives of the CAP are developed. This is achieved through sub-committees of the full board. The sub-committees present written reports and bring any necessary issues to the attention of the full board for discussion and decision.

The Board must act exclusively in the best interests of the charity. Therefore, a Director must not allow a situation to arise where their duty as a Director conflicts with their own personal interest. They are required to govern the charity and to ensure that the objectives of the charity are met.

There are no anticipated changes to the way the Board of Directors and trustees operate.

### **Induction and training of Directors**

Once appointed, Directors make themselves aware of the terms of the Articles of Association of the Cathedral Archer Project (CAP). The Board spend time inducting new directors by informing them about:

- The history of the organisation
- CAP's mission statement and organisational values
- The structure of the organisation, committees, sub-committees, working groups, user groups, staff and volunteers, and the partnership with the Cathedral's mission
- The Project's premises
- Newsletters and publicity
- The Strategic Plans of CAP

To assist, the Board presents all new directors with an induction pack. The Board ensure that new directors know enough to be able to carry out their role. The individual commitment to governance tasks is agreed with the Chair of Directors on an annual basis.

### **Management structure**

The senior managers of the project meet as an Executive each month. The Executive Meeting is responsible for the daily operations of the project under the leadership of the Chief Executive Officer and reports to the Board of Directors. In addition, the staff team has weekly meetings to discuss operational issues.

### **Relations with Sheffield Cathedral**

CAP is an independent charity but maintains a close working relationship with the Cathedral and occupies space within the Cathedral building. CAP is grateful for the good and transparent relations with the Cathedral which enables mutual benefit and goodwill.

CAP's location in the City Centre is vital to its being able to achieve its work with the city's homeless and vulnerable and this is made possible by the close relationship with Sheffield Cathedral. In December we held our annual carol service in the Cathedral which was streamed live via the internet as no-one could attend in person due to the pandemic. The arrangement between both organisations is covered in a Lease which includes a Memorandum of Understanding giving CAP a secure structure but also the flexibility to work with the people who use the project in the best way possible to meet their needs.

### **Our Mission and Working Practices**

In our Articles of Association we state our general purpose as a charity to be 'the relief of poverty within Sheffield City Centre and the region, with particular focus on and concern for those people who are homeless or otherwise experiencing housing difficulties due to their poverty.'

Guided by these Objects:

- We help people to build a home. A home is a place where we feel safe and comfortable and is much more than a place of shelter or somewhere to sleep.
- We help to build people's confidence and esteem. This is important as low confidence and self-esteem prevent people from taking positive actions, as they believe that their lives cannot improve because 'that's the way life is'!
- We provide a safe place where people can use or get some of the basics for life.

We believe everybody has a right to a fulfilling and enjoyable life and that there are some important things we can do to help people achieve this.

### **Public benefit**

In setting the objectives and planning the activities the directors have given careful consideration to the Charity Commission's general guidance on public benefit. Public benefit is an essential part of what it is to be a charity. But it is more than a legal requirement. It provides us with a positive opportunity to demonstrate some of the benefits we bring to the public, in return for the financial and other benefits that come from us being a charity. These include:

- Having a positive effect on individuals as they take small steps towards a huge change and are supported to move away from street activity and instead experience a life that is much more satisfying.
- Making a positive contribution to 'place' and the city centre environment. We believe we have made a particular contribution to addressing the challenges faced by rough sleepers in the city centre.
- Taking a leadership role on Sheffield's '[Help us Help](#)' campaign and challenging public service provision nationally through, for instance, engaging with local politicians and taking the opportunity to lobby at a national level.
- We believe it is our responsibility to learn about homelessness from the latest investigation and research in order to deliver best practice within our service.

### **The way we work**

Our aim is to work alongside and with people who are or have been homeless, creating an environment in which change and progress is possible. Putting the person at the centre of our work means we work collaboratively with other agencies to help people meet their expressed needs and wishes. We have invested

in trauma informed practices so our principal tool is building trusted relationships with people with the intention of helping people to take the actions they want to take to move away from homelessness. It follows that we see recovery from homelessness as a journey and we structure our service as a pathway for people to navigate. We believe individuals themselves hold the key to their own recovery and that our role is one of support and providing opportunities for people to change.

The delivery of our services is informed by our understanding of the body of research around the Psychologically Informed Environment (which includes Trauma Informed Care and Strengths Based Approaches). Our theory of change explains how our activities lead to outcomes and ultimately to our mission – that people lead stable and fulfilling lives. It enables us to understand more fully how our work makes an impact and in what ways.

### **Our Pathway**

We divide the services we offer into three streams which we call 'engagement', 'stabilisation' and 'fulfilment'. They are consecutive in that they form a pathway from homelessness to a settled and more fulfilled life. The transition from one stream to the next is measured using a framework of outcome indicators such as engagement with offender managers. This indicates a willingness to work with the criminal justice service to prevent further criminal activity. However, there isn't a clear distinction between streams as a person may show indications of a more stable lifestyle in one way but not another. For example, a person may have gained their own tenancy but still meets with street homeless people as their main social activity. All three streams promote progress in health, accommodation and citizenship.

Equally, our belief in collaborative working and sharing our learning means we will look to involve other agencies as we change and develop. We look for opportunities to work with other day service providers to look at how engagement, stabilisation and fulfilment are delivered across the city area and whether collaboration will improve people's access and use of services.

- **Engagement**

Engagement is an important part of the process of building the trusted relationships needed for personal development to happen. Trauma Informed learning includes the importance of 'connectedness' in life as a necessary stage before people understand and respond to regulation of behaviours. It is the connectedness that is the focus of engagement. Making people feel welcome, heard and valued is the heart of this work. Under this heading we include the following work flows:

#### ***One-to-one support***

From its beginnings the Cathedral Archer Project has been a place where people who are homeless can find a welcoming space and a warm, sustaining meal. It involves listening and doing our best to meet the immediate expressed needs of the people who use the project. This includes helping people to make appointments with other agencies, to see health workers or to get food. It also includes completing initial assessments, making referrals to outside agencies and advising on in-house services available for example, food parcels, laundry, showers and use of the telephone.

In this phase we help to contact people or other agencies or simply offer a listening ear in a time of crisis. As a result, we have helped people to get off the street and into their own accommodation, access hospital services and other healthcare when needed and even prevented some from returning to prison.

### ***Health and Wellbeing***

Pre-covid, CAP hosted medical surgeries four days per week in our specially equipped medical room. Clinics include GP, nursing and dental services. But our concern for health goes much further. People who are homeless are more likely to become ill and die than those who are in accommodation. Getting people off the street is vitally important for healthcare. Additionally, mental illness is almost universal amongst homeless groups. We provide a safe space where people who are homeless can meet with and benefit from the services of a range of health and welfare professionals.

### ***A Hub of agencies***

Accessing services easily is important for good engagement. It builds trust and provides evidence that systems can work for the individual. Advice and support with benefits applications, accommodation surgeries and appointments, probation service contact are all services led by outside agencies that aid engagement and help the journey away from homelessness.

### ***Covid Impact***

We worked with other agencies and the public authorities when responding to measures to combat the spread of Covid-19. Most services dealing with homelessness closed or moved away from face-to-face services. We decided to remain open until all homeless people had been provided with accommodation. This was never realised even after hotel provision was made available to street homeless populations through the government's 'Everyone In' scheme.

We were not able to run our normal service and the aim of our service provision was forced to change. We could not be a 'safe, warm and welcoming' space providing a pathway from rough sleeping to a settled and fulfilling life. Our purpose was to help preserve life within homeless populations and to achieve this we had to encourage social distancing and self-isolation when that was possible. We changed our criteria for presenting at our project. We worked primarily with people who remained without accommodation and/or income.

Further, during the first lockdown when risk assessments lacked the greater knowledge of later in the year, we could not allow people into our building unless it was to use the toilets, showers or telephone. This enabled safe working internally and moved the focus for imposing social distancing on a 'through the gates' food service outside the building. We employed security staff to help us address social distancing problems. After the end of the first lockdown and when risk assessments were more informed we opened our doors to a limited number of people. This helped us manage numbers and achieve better social distancing because it reduced congregating near the gates as people waited for food.

The closure of homeless agencies and city centre retail meant that the pre-covid provision of food at every mealtime plus donations from the general public to homeless people stopped. We took the decision to provide a cooked breakfast and lunch and a sandwich bag to take away on a seven day per week basis. To do this we worked with agencies that had been forced to close. We benefitted from their staff and volunteers working at our centre and from food donations from their stores and suppliers. This multi-agency effort under our leadership was symbolic of the way the sector responded to the pandemic and the restrictions imposed to help combat the spread of the virus. The seven day service changed gradually from the end of August as weekend agencies took decisions to provide services once again.



At the beginning of the pandemic we followed advice about which people would be most likely to suffer severe or deadly consequences if they caught the virus. By the end of February 2020 we had a reduced staff team. All volunteers over seventy years of age, people with underlying health conditions or who lived with people with underlying health conditions were informed of the need to shield and so to stay away from the project. Through this we lost five paid staff and most of our volunteers. Management staff turned to frontline duties and without the support of personnel from other agencies we would not have been able to respond in the way described above. The commissioned Rough Sleeper Service, run by Framework, remained active as an outreach service. We worked closely with them and the combination of outreach information and our base to work with people to access the 'Everyone In' provision and other emergency accommodation was vital.

Homeless related support agencies closed or moved to telephone and digital access only. This included health provision, accommodation services, criminal justice services, advice and guidance and the DWP. People who were street homeless were severely impacted by this in terms of access to benefits claims and receipt of money, access to drug treatment provision, mental health support, health appointments and health assessments. All of these services worked hard to provide services under new guidelines but the consequence was a period when previously normal activity was difficult to access. This affected treatment and medication provision, and access to known caseworkers. People who were street homeless spoke about being abandoned and forgotten but they were also appreciative of the work we did to maintain connection and provide a crisis service.

- **Stabilisation**

Many of our current services support people to make changes to the way they live, moving from surviving life to a place where there are genuine choices about the future. We want to increase these opportunities and give those involved the space and time needed.

A key feature of a homeless lifestyle is the lack of positive things to do with your time. This has several negative consequences such as encouraging negative and anti-social behaviours, fostering or reinforcing a sense of exclusion and fuelling depression and anxiety. People often use alcohol and drugs to cope with their depression, but this only exacerbates underlying traumas.

At CAP we offer a relationship-based approach which has stimulation and progression at its core. We aim to get people thinking about building a home, looking after their wellbeing and planning a future. Participation is a key tool so taking part in activities, volunteering, being part of our team and looking beyond what our centre has to offer is all part of the process. Through this programme people may learn new skills but the prime objective is to increase sense of personal growth and achievement.

The way we deliver our activities encourages participants to shape, change and develop the way our service works. Using time constructively builds confidence and self-esteem, it helps to motivate and inspire and improves mental wellbeing. There is also the opportunity to help run the project by becoming a volunteer in our Partner Programme. This is a structured programme of volunteering within the project. It is open to anyone using the project and helps them to build skills and confidence and use their time more positively. Our experience suggests that being part of a team and taking on responsibility stimulates further desire to change and achieve.

***Promoting healthier lifestyles***

Promoting healthier lifestyles and making people more aware of health concerns is central to our work. We do this through health awareness promotions on topics including diabetes, hepatitis and sexual health, encouraging people to eat well and exercise and by promoting recovery from addiction through participation in recovery groups from substance and alcohol addiction.

**Covid Impact**

Our stabilisation work largely ceased for most of 2020. Activities stopped immediately that lockdown restrictions were announced and had been reduced in previous weeks. The need to focus on people who were street homeless and dedicate the staff resource and space to crisis provision, coupled with our intention to encourage self-isolation, meant that people who had accommodation were asked to remain in their accommodation and avoid coming to the project. We knew this would have a detrimental impact but regulations, the need for safe practice and the lack of resource to do anything different left us with no other choice.

We continued contact with people who had the equipment and means. Phone calls and social media platforms have been used to contact some people. Within the stabilisation stream there is a wide range of use of phones and digital media. Some will have lost phones and changed contact details. For example, we are aware of a number of people whose use of drugs and alcohol increased at some point during the lockdown period. Selling phones or swapping sellable items to meet the demand of their addiction has left some without the means to contact us. For example, one person who had accommodation and was attending activities and working towards becoming a volunteer has reverted to greater drug use and dealing activity.

The restrictions within the centre meant we were not able to offer the 2019 number of volunteer opportunities to people who need activity as a means to combat mental health issues and as an alternative to being part of street homeless groups. Only four people who are formerly homeless have volunteered continuously throughout the lockdown period. Pre-covid we would have offered between 8 and 12 volunteer opportunities per day to people moving away from homelessness.

From September 2020 we increased our support to people in the stabilisation group who we were in contact with. We made space in the centre for face-to-face meetings, met people out of doors, and invited some volunteers to return. Whilst the numbers were low the outcomes were significant, reviewing personal finance management, increasing safe social interaction, addressing accommodation concerns and improving health. An example was the inclusion in digital media training for one person and their subsequent participation in a film about their history of becoming and surviving homelessness.

- **Fulfilment**

We believe life should be rich with opportunity and satisfaction whether that is through employment, having a secure lifestyle or a home. In 2016 we reviewed how we could support people back into employment. We created work streams as social enterprises to offer supported employment opportunities to those who had come through earlier phases of the CAP 'journey'. In 2017 we accepted some referrals for people who came through other routes. Employment was only one part of the Fulfilment stream. Improved health and wellbeing leading to new and different social groups was the other aspect we focused on. Since 2016 we have applied our outcomes framework to the Fulfilment

stream and look for indicators of high-level functioning in looking after accommodation, health and citizenship. In 2020 we worked with 27 people in our fulfilment stream, 23 took part in supported employment.

### **Employment**

Through Fulfilment we delivered over 7,440 hours of paid work in 2020, a drop of only 19% compared to 2019. The reduction was a result of contracted work ending or being postponed due to the pandemic. We employed people in social enterprise activities of cleaning, cooking, printing and on-line sales.

Supported employment in social enterprises focuses on helping vulnerable adults achieve long term employment and professional development towards long term career goals. We deliver a range of paid-for service contracts, primarily cleaning and pay the 'real' living wage to all our employees. We are a Department of Works and Pensions approved 'supported permitted work' provider.

On average we delivered an average of 620 hours of paid work per month during 2020

### **Personal Wellbeing**

All of the individuals we support have a history of long-term unemployment and have overcome challenging circumstance including homelessness, addiction, offending, human trafficking, domestic abuse and the vast majority also has associated mental and physical health conditions. The wellbeing activity programme is crucial in enabling our team to successfully manage the transition to happier and more fulfilling lives whilst taking on progressively more responsibility. Personal wellbeing extends beyond the working environment and it is an aim of the programme that improved physical and mental wellbeing, alongside the benefits of employment, help to improve a person's resilience to deal with those issues that once led to dependence on alcohol and drugs, disabling levels of anxiety and other symptoms of not coping well.

One-to-one support is at the centre of the programme which also includes counselling, managing emotions, yoga, meditation, mindfulness and physical exercise such as walking, running, tennis & boxing.

### **PrintedByus**

Through PrintedByus we run screen printing workshops for homeless and vulnerable people in Sheffield who want to learn new skills & gain experience. We print artwork designed by some of Sheffield's finest creatives and sell our products via our online shop, at local events and also at a small number of Sheffield boutiques.

Our first social franchise for Printed By Us is run by St George's Crypt, Leeds, an organisation similar to the Cathedral Archer Project. We are aiming to develop our social franchising model further.

*'You don't think it (good change) will happen to you so you don't try. I thought I belonged there (on the street) so I just got on with it (drug and alcohol use).'* Lee, now a cleaner in our social enterprise.

### **Covid Impact**

We were able to continue our support of the people in our Fulfilment stream. Covid was the cause of reduced work contracts but also increased the hours of some contracts. There was an overall reduction

in hours worked. This meant that we had to furlough some people but that others were able to continue working. Of the 23 employed in our social enterprises, 20 were furloughed at some point during 2020.

The level of progress people had made prior to Covid-19 meant that activities on social media were well attended and communication was not lost with any of the participants.

A feature of the pandemic was the increase in online retail sales. This helped to maintain PrintedByus' level of activity. A substantial printing contract and the gift of a shop unit in Meadowhall by British Land Limited, during December, meant that PrintedByus had its best sales year to date.

The relatively buoyant on-line market gave us the confidence to acquire a second brand of T-shirts and prints called The Yorkshire Collective. The designs focus on Yorkshire and fit with our current range and places of sale.

### **How we measure our performance and impact**

#### **The issues CAP addresses**

Research into homelessness has improved our understanding of its causes and the work that can be effective in overcoming it. CAP is involved in evaluating services for homeless adults through active membership of national organisations, such as Homeless Link, and contributes to and benefits from research and national data.

Our experience as a charity working for many years in this sector teaches us that there are distinct groups of people who present as homeless:

- People who have multiple and complex needs. The term 'multiple and complex needs' has been used in studies and reports to describe those whose homelessness is complicated by a number of contributing factors which together have a negative impact on the options people have for improving their lives.

These separate factors include:

- Criminal activity
  - Addiction to illegal substances and alcohol
  - Mental illness
  - Family breakdown and abuse, including time spent in care during childhood. This group makes up the majority of the people who use CAP.
- People whose needs are simpler but who have been affected by a sudden loss of accommodation and support systems. This includes people who have lost employment, whose relationships have broken down and through these circumstances have lost their homes, their confidence and who feel lost in life.
  - Migrant workers and other immigrants and those seeking asylum (usually Failed Asylum Seekers who are not eligible for any publicly funded support) who have basic needs of food, showers, laundry and a place to be.

Homelessness has been compounded in recent years by the economic downturn and the austerity policies adopted. As a result there has been an increase in national figures related to homelessness since 2009. The 2020 Covid-19 Pandemic brought about emergency measures to accommodate people who were rough sleeping. The number in emergency accommodation in England in January 2021 was 11,263. A further 26,167 had been moved into settled or supported accommodation having been recorded as homeless during the pandemic..(<https://www.gov.uk/government/publications/coronavirus-covid-19-emergency-accommodation-survey-data-january-2021> ). The number of people rough sleeping on a single night in autumn 2019 (the methodology for calculating rough sleeper numbers) was 4,266. The pandemic helped to throw light on the real number of homeless in England. As well as a higher number of rough sleepers, those accommodated included the hidden homeless (people accommodated in other people's accommodation), and those becoming homeless as a direct result of the pandemic. In Sheffield we worked with some from the hospitality industry who lost jobs and accommodation before the furlough scheme became effective.

The longer impact of Covid is not known yet but it is feared. Homelessness rises when social conditions worsen. It must be expected that the increase in domestic abuse and violence, and the impact on mental health will result in some of those affected becoming homeless.

Those affected will include minors and as there is sufficient evidence to link early life trauma and living in circumstances which pose continual threats (such as communities with higher levels of personal crime e.g. violence and aggression) with homelessness later in life, it may be the case that Covid-19 will have a longer term impact on homelessness.

This link between early life trauma and homelessness is a key reason why CAP has explored Trauma Informed approaches to working with homeless communities.

### **What is the outcome of the work we do?**

We have developed an Outcomes Framework to measure the impact of the work we do. The Framework shows indicators of the progress needed to move along our pathway in the areas of accommodation, wellbeing and citizenship. For example, a person who is still immersed in street life is unlikely to show compliance with probation services, is more likely to use A&E than GP services and is unlikely to maintain accommodation for more than 3 months. Our work is to change these patterns rather than just get someone into accommodation or to a single GP appointment. By the time a person is accepted into our Fulfilment stream of activities we expect they will have retained their accommodation and be looking to make where they live a home, that they will be managing any health conditions through appointments with known specialists and that criminal behaviour will have stopped and been replaced with an interest in their community. We can measure this progress so that individuals can see and monitor it for themselves.

Additionally, our systems measure outputs. For example, how many meals are we serving, or how many activities are we providing and who is using them. Pre-covid we would expect to work with between 1,000 and 1,200 people each year. In 2019 we reported that we provided 93 cooked meals per day and that over 300 people took part in our activities. Covid has impacted all of these statistics.

The responses to the pandemic meant that we did not measure in our usual way due to lack of experienced personnel and changes to the way we operated.

On average 32 people per day came to our centre. Each was offered a cooked breakfast, lunch and given a takeaway cold meal. In addition, we helped provide food to people who we wanted to remain in their accommodation. This is a significant reduction on our 2019 figure due to our reduced service offer during the pandemic.

We supported 112 people we had not worked with previously during 2020. Some of these were directly linked to Covid, for example, people who lost accommodation due to losing work.

There are other important services in a pandemic situation that we would never record such as the number of times our toilets or telephones were used. Lack of access to toilets has become a problem in Sheffield exacerbated by the pandemic. There are no public conveniences and those in public or retail spaces closed. Equally, the move away from face-to-face services, especially in the first six months of the pandemic, led to a high demand for telephones.

This increase in basic provision (food, toilets, laundry, and telephone) increased our running costs at a time when usage declined. Covid relief funds provided much needed support.

#### **Arson Attack: 15<sup>th</sup> May 2020**

In May 2020 we were in the middle of the first lockdown and had developed a 'through the gate' service as a first response to the pandemic and the restrictions we had to operate under. The centre was being used to provide meals for people who presented at the centre and for hot and cold meals taken to local accommodation settings.

On the evening of 15<sup>th</sup> May at around 5.45pm the centre was broken into and a fire lit in our largest space. the damage was limited by the prompt attendance of the Fire Service but was still extensive. The room where the fire was located suffered fire damage to the floor, walls, ceiling and utility supplies. The smoke damage affected many more rooms. Fortunately, there was only light smoke damage to our kitchen, and our lounge, main toilet block, showers, laundry, education room and medical room were untouched by smoke.

The fire took office and activity space. Initially, due to homeworking and the reduction of services, the impact was minimal but even then it stretched our ability to provide safe office working for staff in the project. As the initial lockdown ended it meant that meetings with people in our stabilisation stream had to take place outside the project or in rooms kindly made available by the Cathedral. As we plan for the future we have to look outside the centre for office space and think creatively about how and where we do activities.

In 2017 a firm of local architects had undertaken a review of the space we use and reported that a reconfiguration would significantly improve our operations and help us improve outcomes. 2020 was not the ideal time to think about such a scheme of work. However, the fire, unwelcome as it was, gave us the opportunity to consider a different layout. The Church Burgesses Trust made a grant to help us explore the costs of a refurbishment programme. New layouts have been proposed and presented to people who use the project, agencies who collaborate with the project including health workers, the city centre policing team, and the staff and volunteers of the project. This scheme will be further evaluated in 2021 and the viability of funding the scheme assessed.

It is with great sadness that we learned that the perpetrator of the arson attack died in prison from the Covid-19 virus, having been convicted and sentenced for arson.

### **Developing our staff and volunteers**

#### **Staff development**

We take staff development seriously and each year we ensure we are up to date in a number of disciplines, such as Safeguarding courses. Equally, we have invested in training to equip our team to deliver work that is psychologically informed, such as understanding trauma, its impact and ways we can work to lessen its impact. In 2020 training almost ceased. Our effort was on maintaining a frontline service with inexperienced staff, often volunteers. For staff new to us we provided support to learn aspects of trauma informed ways of working. In a few cases people benefitted from on-line training.

We will return to a fuller training programme in 2021.

#### **Engaging with our Volunteers**

The volunteers who work at the Cathedral Archer Project are central to the operation of the project and the services we offer. In 2020 we had to ask many of them to stay away from the project. We simply want to record our thanks to those who were not able to attend, many of whom continued to send messages of support. Equally, we are grateful to the many who were new to the project and turned up repeatedly or just on a few occasions to ensure we could deliver a basic service. Without our volunteers our service offer would be greatly reduced. Without the new volunteers in 2020, our service would have ceased.

### **Working with other Agencies**

We value the work we do with other agencies. We repeatedly state that working together provides better options and outcomes for homeless adults. That collaboration includes shared case management, strategic priorities, sharing space, and supporting other agencies/being supported through difficult issues or incidents. Consequently, we have invested significant time to make key relationships work and to get to know agencies who do similar work to ourselves with some of the same people.

In 2020, the fruit of Sheffield agencies working closely together was borne out. The speed of communications and the willingness to provide whatever service could be mustered required only a few telephone calls. Credit should be given to Tracey Ford (Sheffield City Council) for using her time confined to working from home for coordinating meetings and linking the voluntary sector agencies with changing statutory priorities and the committees designed to lead the response.

It is within this context that the award of a British Empire Medal to our Chief Executive Officer for work with homeless adults by responding to the pandemic should be seen. The Archer Project was frequently the visible aspect of the collaboration to ensure a provision for homeless adults remained open for face-to-face service.

### **Fundraising and Marketing**

2020 needed to be a successful financial year as we started the year with a low level of unrestricted reserves. The initial months' income exceeded budget. The threat of a national lockdown made us change our approach to fundraising. Events were cancelled and an on-line appeal launched with video updates on our work to support homeless people as the city closed down.

The appeal was successful and returned our best income figures for the month of April. The arson attack in May 2020 featured on all local news outlets and prompted further donations. The period of April to June put our fundraising ahead of forecast.

Grant making trusts also responded to frontline services working with minority groups impacted by the pandemic. We were successful with a number of applications enabling us to cover unexpected costs such as security to help us promote safe working outside our centre, costs of moving people to homeworking, and increased utilities costs of the extra daily kitchen output and working seven days per week.

The government's furlough scheme also helped reduce costs. Most of our frontline staff team were required to shield. It caused severe staffing issues but the scheme reduced costs and contributed to the healthy unrestricted reserves at the year end.

The end of 2020 left us with a healthy bank balance but also considerable uncertainties in 2021. Lockdown conditions persisted and at the time no vaccines had been through trials. Fundraising events wouldn't be possible for the foreseeable future and the likelihood of Covid-19 response funding continuing at its 2020 level was low. Economic forecasts were not encouraging so a drop in donations was a possibility. Most importantly, the fire damaged centre needed to be addressed. A full refurbishment would be costly and require far greater funds than the 2020 level of success.

### **Managing Risk**

In line with their statutory responsibilities the trustees continuously monitor and review the activities of the charity to ensure that all risks are identified and that procedures have been put in place to mitigate those risks. To assist with this duty the Senior Management Team maintains a register of known and anticipated risks. This risk register is updated and presented to each finance sub-committee meeting and to meetings of the board.

Several significant risks were identified and monitored throughout the year:

- **Covid-19.** The risk of operating during the covid-19 pandemic was constantly reviewed and updated in line with national and local guidance. Magda Boo, (Health Improvement Principal, Office of the Director of Public Health, Sheffield City Council) offered support and guidance on detail of changes and how these might restrict or open up our service provision. Steve Clarke, Chair of the Sunday Centre and retired health and safety officer at Sheffield City Council, advised all homeless agencies on their use of space and the measures needed to mitigate the spread of the virus.
- **Waverley House.** The project has used space at Waverley House since 2017. An independent fire inspection found a number of areas for improvement to prevent the risk of fire. The project worked with the landlord to improve detection and warning systems, replace doors that no longer met fire standards and improve the project's management of the space. All work was planned before the 2020 year end but some structural work wasn't completed until April 2021.



- **Loss of key personnel.** The relatively small size of the project's staff team means some skills would be lost with the loss of a single staff member. Succession planning and sharing responsibilities around key posts mitigates the risk.
- **External influences.** There are a number of issues CAP has less control over but remains aware of the impact on its income, reputation and ability to deliver a quality service:
  - **The political and economic environment.** The Covid-19 Pandemic has increased uncertainty in a number of areas:
    - Future income. Economic forecasts vary as to the length and impact of a recession linked to the pandemic. The additional uncertainty of new trading relationships due to Brexit is also a factor in predicting future levels of wealth and debt. The availability of trust funds and the level of donations may be impacted longer term.
    - The project was unable to deliver its three streamed pathway away from homelessness. The lack of clarity over the length of the pandemic and questions about the 'new normal' suggest we may not be able to deliver the streams as we did previously. This has an impact on funding applications and how we foresee staffing requirement and use of space. The Executive Team worked on future delivery plans from September 2020.
    - The pandemic has had a social and mental health impact as well as a financial one. Increased incidents of domestic abuse and violence, reduced observation of children in at risk homes, increased anxiety and depression as a result of isolation will all have longer term impacts. It is expected that homelessness will increase. Will this have an impact on use of our services and our ability to support progress?
  - **Relations with neighbours.** The delivery of service outside our centre has made a difference to the impact on our neighbours. Using security staff we have reduced disorderly behaviour and the use of local shop window ledges or steps as places people used as outdoor seating when around the project or for eating food. Takeaway food cartons, cups and utensils, and the food itself increased littering in the area around the project. To address this the project undertook an end of day litter collection and cleaning round. Bins were located near the takeaway food point for convenience.

## **Financial review**

During 2020 the CAP group achieved a surplus of £318,889 (2019: £8,728). Within this restricted funds decreased by £50,969 (2019: increase of £55,976) and unrestricted reserves increased by £369,858 (2019: decrease of £47,248). Total reserves at the end of 2020 are £506,353 (2019: £187,464) with unrestricted reserves of £415,835 (2019: £45,977) carried forward. In common with many other voluntary sector organisations CAP recognises the inherent uncertainty of its funding streams, particularly with regards to services which will be subject to procurement and commissioning practices, and has this in mind as it plans for the future.

## **Policy on reserves**

The board has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity (free reserves) should be at a level sufficient to continue the current activities of the

Charity in the event of a short-term significant fall in funding. The board believes three months operating costs, currently amounting to £100,000, should be held. At £392,594, the level of free reserves at 31 December 2020 is comfortably above the target level. We are aware that funding continues to be unpredictable. Both the board and the Senior Management Team continue to develop strategies, detailed in the section on funding below, to increase unrestricted reserves and aim to retain these at an acceptable level.

### **Going concern**

As outlined above, free reserves at the end of the year are above target level. Trustees have undertaken detailed reviews of:

- The level of secured grant funding to December 2022;
- The identification and implementation of cost savings in 2022;
- Detailed forecasts of income and expenditure through to December 2022; and
- Cash flow forecasts to December 2022, taking into account a Homeless Link loan secured in July 2019, to better manage the period of service growth currently being experienced.

Taking all these matters into account we consider that it is appropriate to hold reserves above the target level and it is appropriate to prepare accounts on a going concern basis.

### **Future aims and goals**

#### **Service Delivery and Development**

In 2021 we will continue to review plans to fully open our centre as restrictions and guidance linked to the Covid-19 pandemic change. We aim to use resources differently to create dedicated times and usage of space linked to our Engagement and Stabilisation activities. We aim to further our knowledge on applying trauma informed approaches to homeless groups including an increase in therapeutic interventions.

Our Fulfilment stream of activity has the potential to grow. We will work with the private sector to evaluate more supported employment routes. This area of activity is relatively new but sufficiently established for us to review how our governance might change to better enable and support sustainable growth. Within the Fulfilment stream we will review how the two goals of progress to permanent employment and resilient wellbeing are achieved.

#### **Funding and Marketing**

During 2021 the key goals will be:

- To develop further our presence on social media as a means of raising our profile and increasing our donation income. This work will include people who use the project or have previously benefitted from the project's services. By including voices with experience of homelessness we aim to reflect ways homelessness has affected particular individuals or groups, for example, Homeless Women.
- To continue to grow the number of regular givers.
- To work in partnership with the other local homeless agencies to bring in grants to support partnership working that will deliver better outcomes for those we serve.
- To develop a programme of events achievable under lockdown and post lockdown circumstances.

### **Finances**

The project will review its unrestricted reserves policy. It will end 2021 with unrestricted reserves in excess of £150,000.

### **Remuneration Policy**

We are committed to the following principles in determining pay for all our employees:

- Be consistent, equitable and open in how employees are rewarded and recognised
- Apply the same approach to pay and reward for all employees, except where there is a clear case for differentiation
- Take account of internal relativities as well as the external market
- Provide an overall package of rewards and recognition that is good within the charitable sector and sufficient to attract high calibre staff and which incorporates the minimum hourly rates recommended by the Living Wage Foundation.

The Board's remuneration committee will review the remuneration of the Chief Executive at least once in each 12 month period in line with these principles. At each review trustees will satisfy themselves that the total remuneration package fairly and adequately reflects the level of responsibility and performance of the Chief Executive and is reasonably commensurate with salaries being paid elsewhere in charities of similar size. The trustees' discretion to increase the level of remuneration at any such review is subject to their overriding duty to ensure the financial wellbeing of the charity and to safeguard its assets.

The remuneration of other employees will be determined by the Chief Executive in line with the principles above and following discussion with the finance committee as to affordability.

### Trustees' responsibilities statement

The trustees (who are also directors of The Cathedral Archer Project Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Disclosure of information to the auditor

We, the directors of the charitable company who held office at the date of approval of these financial statements as set out above each confirm, so far as we are aware of, that:

- there is no relevant audit information, of which the charitable company's auditor is unaware, and
- we have taken all the steps that we ought to have taken as directors in order to make ourselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

This report was approved by the Trustees on <sup>Aug 17, 2021</sup>..... and signed on their behalf by:



Ian Brownlee (Aug 17, 2021 16:19 GMT+1)

Ian Brownlee  
Trustee

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED**

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**Opinion**

We have audited the financial statements of the Cathedral Archer Project Limited (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the group statement of financial activities, the group and the parent charitable company balance sheet, the group cash flow statement and notes to the financial statements, including 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 group's and parent charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

**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 group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC'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 group's or parent 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

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED**

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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:

1. the information given in the trustees' annual report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
2. the directors' report has been prepared in accordance with applicable legal requirements.

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

In the light of our knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act and Charities Act 2011 requires us to report to you if, in our opinion:

1. adequate and sufficient accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
2. the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
3. certain disclosures of directors' remuneration specified by law are not made; or
4. we have not received all the information and explanations we require for our audit; or
5. the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED**

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**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the parent 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 groups and parent 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 group or parent 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 auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with 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:

1. We gained an understanding of the legal and regulatory framework applicable to the entity and the sector in which it operates, and considered the risk of such regulations, including fraud. We designed audit procedures to respond to the risk.
2. We focused on laws and regulations relevant to the entity which could give rise to a material misstatement in the financial statements. Our testing included discussions with management, Trustees, and those staff with direct responsibility for the compliance of laws and regulations. We also reviewed legal expenses.
3. We addressed the risk of management override of internal controls, including the testing of journals and review of the nominal ledger. We evaluated whether there was evidence of bias by management or Trustees that represented a risk of material misstatement due to fraud.

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.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE CATHEDRAL ARCHER PROJECT LIMITED**

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A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely 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 Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members and its 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 and 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.



Jane Marshall (Aug 17, 2021 17:34 GMT+1)

**Jane Marshall (Senior Statutory Auditor)**

For and on behalf of BHP LLP

Statutory Auditor

2 Rutland Park

SHEFFIELD

S10 2PD

Date: Aug 17, 2021



**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**(Incorporating an Income and Expenditure Account)**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2020 £	Total 2019 £
<b>Income from:</b>					
Donations and legacies	4	627,646	252,107	879,753	685,131
Charitable activities	5	57,544	-	57,544	63,478
Other trading activities	6	143,854	-	143,854	133,505
Investments	7	48	-	48	92
Other income - CJRS		75,965	-	75,965	-
<b>Total income</b>		<b>905,057</b>	<b>252,107</b>	<b>1,157,164</b>	<b>882,206</b>
<b>Expenditure on:</b>					
Raising funds	8	80,692	-	80,692	139,642
Charitable activities	9	350,269	293,536	643,805	610,180
Other trading activities	11	113,778	-	113,778	123,656
<b>Total expenditure</b>		<b>544,739</b>	<b>293,536</b>	<b>838,275</b>	<b>873,478</b>
<b>Net income/(expenditure) for the year</b>		<b>360,318</b>	<b>(41,429)</b>	<b>318,889</b>	<b>8,728</b>
Transfers between funds	19	9,540	(9,540)	-	-
<b>Net movement in funds</b>		<b>369,858</b>	<b>(50,969)</b>	<b>318,889</b>	<b>8,728</b>
<b>Reconciliation of funds:</b>					
<b>Funds brought forward at 1 January 2020</b>		<b>45,977</b>	<b>141,487</b>	<b>187,464</b>	<b>178,736</b>
Net movement in funds		369,858	(50,969)	318,889	8,728
<b>Funds carried forward at 31 December 2020</b>		<b>415,835</b>	<b>90,518</b>	<b>506,353</b>	<b>187,464</b>

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

**BALANCE SHEETS**  
**AS AT 31 DECEMBER 2020**

		GROUP		CHARITY	
		2020	2019	2020	2019
	Notes	£	£	£	£
<b>Fixed assets</b>					
Intangible assets	14	2,500	-	2,500	-
Tangible assets	15	20,741	15,646	20,741	15,646
Investments	16	-	-	1	1
		<b>23,241</b>	<b>15,646</b>	<b>23,242</b>	<b>15,647</b>
<b>Current assets</b>					
Stock		30,379	7,109	30,379	7,109
Debtors	17	82,780	70,603	239,609	124,456
Cash at bank and in hand		582,429	266,253	389,290	203,105
		<b>695,588</b>	<b>343,965</b>	<b>659,278</b>	<b>334,670</b>
<b>Creditors: amounts falling due within one year</b>	18	<b>(129,334)</b>	<b>(61,094)</b>	<b>(119,069)</b>	<b>(52,114)</b>
		<b>566,254</b>	<b>282,871</b>	<b>540,209</b>	<b>282,556</b>
<b>Net current assets</b>					
		<b>589,495</b>	<b>298,517</b>	<b>563,451</b>	<b>298,203</b>
<b>Total assets less current liabilities</b>					
		<b>589,495</b>	<b>298,517</b>	<b>563,451</b>	<b>298,203</b>
<b>Creditors: amounts falling due after one year</b>	18	<b>(83,142)</b>	<b>(111,053)</b>	<b>(83,142)</b>	<b>(111,053)</b>
		<b>506,353</b>	<b>187,464</b>	<b>480,309</b>	<b>187,150</b>
<b>Net assets</b>	20				
		<b>506,353</b>	<b>187,464</b>	<b>480,309</b>	<b>187,150</b>
<b>Funds</b>					
Unrestricted funds	19	415,835	45,977	389,791	45,663
Restricted funds	19	90,518	141,487	90,518	141,487
<b>Total funds</b>		<b>506,353</b>	<b>187,464</b>	<b>480,309</b>	<b>187,150</b>

The financial statements have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 relating to small companies.

The financial statements on pages 23 to 39 were approved by the Board on Aug 17, 2021 and were signed on its behalf by:



Ian Brownlee (Aug 17, 2021 16:19 GMT+1)

Ian Brownlee  
Trustee

**Company Registration Number: 3188162**

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

		<b>2020</b>	<b>2019</b>
		<b>£</b>	<b>£</b>
<b>Net cash provided by operating activities</b>	<i>See below</i>	<b>336,982</b>	15,430
<b>Cash flow from investing activities</b>			
Interest income		<b>48</b>	92
Purchase of intangible fixed assets		<b>(2,500)</b>	-
Purchase of tangible fixed assets		<b>(11,121)</b>	(5,661)
<b>Cash used in investing activities</b>		<b>(13,573)</b>	(5,569)
<b>Cash flow from financing activities</b>			
New loan		-	120,000
Loan interest payable		<b>(7,233)</b>	(3,641)
<b>Cash from financing activities</b>		<b>(7,233)</b>	116,359
<b>Increase in cash and cash equivalents in the year</b>		<b>316,176</b>	126,220
<b>Cash and cash equivalents at the beginning of the year</b>		<b>266,253</b>	140,033
<b>Cash and cash equivalents at the end of the year</b>		<b>582,429</b>	266,253

**Reconciliation of net movement in funds to net cash flow from operating activities**

<b>Net income for the year</b>	<b>318,889</b>	8,728
Add back depreciation charge	<b>6,026</b>	5,155
Deduct interest income shown in investing activities	<b>(48)</b>	(92)
Add interest payable shown in financing activities	<b>7,233</b>	3,641
Increase in stock	<b>(23,270)</b>	(527)
(Increase)/decrease in debtors	<b>(12,177)</b>	14,478
Increase/(decrease) in creditors	<b>40,329</b>	(15,953)
<b>Net cash flow provided by operating activities</b>	<b>336,982</b>	15,430

**Analysis of changes in net debt**

	<b>At 1 Jan 2020</b>	<b>Cashflows</b>	<b>Transfer</b>	<b>At 31 Dec 2020</b>
			<b>£</b>	<b>£</b>
Cash at bank and in hand	266,253	316,176	-	<b>582,429</b>
Debt due within 1 year	(8,947)	-	(27,911)	<b>(36,858)</b>
Debt due after 1 year	(111,053)	-	27,911	<b>(83,142)</b>
	<b>146,253</b>	<b>316,176</b>	<b>-</b>	<b>462,429</b>

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

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**1 Accounting policies**

**1.1 General information and basis of preparation**

The Cathedral Archer Project is a charitable company limited by guarantee in England and Wales. The address of the registered office is given in the legal and administrative information on page 1 of these financial statements. The nature of the charity's operations and principal activities are, the relief of poverty.

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 issued on 1 October 2019, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Charities Act 2011, the Companies Act 2006 and UK Generally Accepted Practice.

The Cathedral Archer Project Limited meets the definition for a public benefit entity as defined by FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note. The financial statements are presented in £ sterling which is the functional currency of the charity and rounded to the nearest £.

**1.2 Basis of consolidation**

The consolidated accounts include the accounts of The Cathedral Archer Project Limited and its subsidiary undertakings on a line by line basis.

Under section 399 of the Companies Act 2006 and SORP 2019 the company is not required to present its own income and expenditure account.

**1.3 Going concern**

The charity has continued to follow a fundraising strategy to attract new funding from grants and trusts to enable the activities of the project to be delivered. The trustees will continue to monitor the impact of Covid-19 on this fundraising strategy and take appropriate action to safeguard the finances of the charity as necessary.

The Trustees have prepared forecasts of income and expenditure for the period to 31 December 2022 and subjected them to sensitivity analysis which show that the charity has sufficient reserves and cash to be able to continue for the foreseeable future. The Trustees therefore continue to adopt the going concern basis of preparation for these financial statements.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

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**1.4 Income recognition**

Income from donations and grants is recognised in the period in which the charity is entitled to receipt, it is probable and the amount can be measured with reasonable certainty. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Legacies are included when the charity is legally entitled to the income, its receipt is probable and the amount can be quantified with reasonable accuracy. Entitlement is the earlier of the charity being notified of an impending distribution or the legacy being received.

Intangible income (for example, assistance in the form of donated services) is included in the Statement of Financial Activities where another party is bearing the financial cost of the resources supplied and the benefit is quantifiable and measurable. Intangible income is included in the period in which the benefit of the resource is received.

**1.5 Expenditure recognition**

Resources expended are included on an accruals basis inclusive of irrecoverable VAT and have been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of the resources. Charitable costs are split between direct and support costs based on the use of resources. Governance costs comprise costs for the running of the charity itself as an organisation.

**1.6 Intangible fixed assets**

Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses.

**1.7 Tangible fixed assets**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Computer equipment	25% straight line
Leasehold improvements	20% straight line
Fixtures & fittings	20% straight line
Motor vehicles	20% straight line

Assets are not depreciated in the year of purchase.

**1.8 Leases**

Operating lease rentals are charged to the income and expenditure account as incurred.

**1.9 Employee benefits**

When employees have rendered service to the charity short-term employee benefits to which the employees are entitled are recognised at the amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020**

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**1.10 Funds**

Restricted funds are funds subject to specific conditions imposed by the donor.

Unrestricted funds are funds generated for general charitable purposes.

**1.11 Debtors**

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

**1.12 Cash at bank and in hand**

Cash at bank and 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.

**1.13 Creditors**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in a transfer of funds to a third party. Creditors and provisions are normally recognised at the settlement amount.

**1.14 Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualifies as basic financial instruments. These are initially recognised at transaction value and subsequently measured at settlement value.

**1.15 Tax**

As a charity, The Cathedral Archer Project Limited is exempt from tax on income and gains falling within the available tax exemptions to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

**1.16 Judgements and key sources of estimation uncertainty**

Critical accounting estimates and areas of judgement

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. There are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**2 Net income/(expenditure) for the year**

This is stated after charging:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Auditor's remuneration	<b>4,486</b>	3,040
Depreciation of tangible assets	<b>6,026</b>	5,155
Operating lease expenses	<b>17,020</b>	17,020
Cathedral Resources Centre rent	<b>37,500</b>	37,500

**3 SOFA prior year comparatives**

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total 2019 £</b>
<b><u>Income from:</u></b>			
Donations and legacies	350,607	334,524	685,131
Charitable activities	37,270	26,208	63,478
Other trading activities	133,505	-	133,505
Investments	92	-	92
<b>Total income</b>	<b>521,474</b>	<b>360,732</b>	<b>882,206</b>
<b><u>Expenditure on:</u></b>			
Raising funds	139,642	-	139,642
Charitable activities	306,852	303,328	610,180
Other trading activities	123,656	-	123,656
<b>Total expenditure</b>	<b>570,150</b>	<b>303,328</b>	<b>873,478</b>
<b>Net income/(expenditure) for the year</b>	<b>(48,676)</b>	<b>57,404</b>	<b>8,728</b>
Transfers between funds	1,428	(1,428)	-
<b>Net movement in funds</b>	<b>(47,248)</b>	<b>55,976</b>	<b>8,728</b>
<b>Reconciliation of funds:</b>			
<b>Funds brought forward at 1 January 2019</b>	<b>93,225</b>	<b>85,511</b>	<b>178,736</b>
Net movement in funds	(47,248)	55,976	8,728
<b>Funds carried forward at 31 December 2019</b>	<b>45,977</b>	<b>141,487</b>	<b>187,464</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**4 Donations and legacies**

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Abbeydale and Millhouses PCC	1,000	-	1,000	-
Avila Properties	-	3,250	3,250	3,500
Aviva Community Fund	-	2,064	2,064	-
The Beatrice Laing Trust	-	3,000	3,000	3,000
Beaverbrooks Charitable Trust	1,200	-	1,200	-
Big Lottery Changing Lives	-	74,497	74,497	100,418
Church Urban Fund	-	9,377	9,377	-
Co-op Local Community Fund	2,400	5,117	7,517	-
Cutlers' Company Charitable Trust	2,000	-	2,000	2,000
DLA Piper LLP	-	-	-	3,000
Dunn Family Charitable Trust	2,500	-	2,500	2,500
Enterprise Grant	-	28,195	28,195	21,000
Evan Cornish Foundation	-	10,000	10,000	10,000
Eyam Parish Church	1,000	-	1,000	-
Facey Family Foundation	1,000	-	1,000	1,000
Feoffes of Ecclesfield	1,000	-	1,000	-
Garfield Weston	5,000	-	5,000	50,000
Grail Society	-	5,000	5,000	-
J G Graves	-	3,000	3,000	-
HARC	1,500	-	1,500	-
Help Us Help	-	5,700	5,700	9,347
Homeless Link	-	30,000	30,000	30,000
The Hyman Winstone	1,090	-	1,090	-
ITM Power Plc	2,000	-	2,000	-
Irwin Mitchell	2,000	-	2,000	-
James Neill Trust Fund	2,500	-	2,500	2,500
John Lewis Partnership	2,000	-	2,000	-
Kada Research	-	1,000	1,000	-
The Leatherseller's Company	2,000	-	2,000	-
Lloyds Foundation	260	27,038	27,298	33,333
Metro Finance	-	4,800	4,800	4,800
Morrisons Foundation	6,000	-	6,000	-
Neighbourly Community	-	400	400	-
Numed Holdings plc	2,500	-	2,500	-
Santander Bank	-	-	-	1,225
Sheffield Cathedral	-	-	-	5,000
Sheffield Church Burgesses	12,000	2,000	14,000	4,000
Sheffield City Council	-	10,669	10,669	100
Sheffield Hospital Sunday Fund	1,000	-	1,000	-
Sheffield PCT HCP	-	6,000	6,000	6,750
Sheffield Town Trust	4,000	8,500	12,500	4,000
Sheffield Wednesday F.C.	-	-	-	4,000
Social Entrepreneur	-	-	-	10,000
South Yorkshire Community Foundation	-	5,000	5,000	-
South Yorkshire Police	-	2,500	2,500	2,500
South Yorkshire Violence Reduction Fund	-	-	-	11,841
Swann Morton Foundation	-	3,500	3,500	3,500
Tudor Trust	-	-	-	32,000
Unison	2,000	1,500	3,500	-
Vivedia Ltd	5,000	-	5,000	-
Westfield Health	-	-	-	30,000
West Riding Masonic Charities	1,000	-	1,000	-
Legacies	74,620	-	74,620	-
Other collections and other donations	489,076	-	489,076	293,817
	<b>627,646</b>	<b>252,107</b>	<b>879,753</b>	<b>685,131</b>



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**5 Charitable activities**

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Housing First	-	-	-	26,208
Just Works activities	47,361	-	47,361	22,911
Café	1,054	-	1,054	3,951
Big Issue rental	849	-	849	1,398
Other	8,280	-	8,280	9,010
	<u>57,544</u>	<u>-</u>	<u>57,544</u>	<u>63,478</u>

**6 Other trading activities**

	2020 Unrestricted £	2020 Restricted £	2020 Total £	2019 Total £
Cleaning services	85,701	-	85,701	111,084
Catering services	798	-	798	12,635
Goods sold	958	-	958	3,419
Rental income	1,650	-	1,650	5,889
Other	54,747	-	54,747	478
	<u>143,854</u>	<u>-</u>	<u>143,854</u>	<u>133,505</u>

**7 Investment income - unrestricted**

	2020 £	2019 £
Interest receivable	48	92
	<u>48</u>	<u>92</u>

**8 Raising funds**

	Unrestricted Expenditure £	Restricted Expenditure £	2020 Total £	2019 Total £
Staff costs	45,883	-	45,883	81,495
Volunteer expenses	24	-	24	15
Office costs	27,503	-	27,503	47,084
<b>Direct raising funds</b>	<b>73,410</b>	<b>-</b>	<b>73,410</b>	<b>128,594</b>
Support costs	7,282	-	7,282	11,048
<b>Total raising funds</b>	<b>80,692</b>	<b>-</b>	<b>80,692</b>	<b>139,642</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**9 Charitable activities**

	Unrestricted Expenditure £	Restricted Expenditure £	2020 Total £	2019 Total £
Staff costs	186,078	186,279	372,357	290,789
Volunteer expenses	-	8,893	8,893	20,013
Accommodation costs	46,570	37,832	84,402	91,398
Office costs	22,733	47,788	70,521	47,473
Depreciation	6,026	-	6,026	5,155
Food provision	2,316	9,583	11,899	20,303
Client activities and welfare	776	3,161	3,937	11,715
Just Works activities	15,751	-	15,751	9,115
Management fee - Housing First	-	-	-	11,796
Governance costs	11,767	-	11,767	14,040
<b>Direct charitable activities</b>	<b>292,017</b>	<b>293,536</b>	<b>585,553</b>	<b>521,797</b>
Support costs	58,252	-	58,252	88,383
<b>Total charitable activities</b>	<b>350,269</b>	<b>293,536</b>	<b>643,805</b>	<b>610,180</b>

**10 Allocation of support costs**

The charity allocates its support costs as shown in the table below. The support costs are allocated on the basis of employee time.

	Charitable activities £	Raising funds £	2020 Total £	2019 Total £
Staff costs	18,876	2,360	21,236	60,999
Office costs	29,208	3,651	32,859	29,986
Travel	90	11	101	692
Professional fees	8,346	1,043	9,389	5,636
Bank charges	1,732	217	1,949	2,118
<b>Total support costs</b>	<b>58,252</b>	<b>7,282</b>	<b>65,534</b>	<b>99,431</b>

Prior year comparative:

Total support costs 2019	88,383	11,148	99,431
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**11 Other trading activities**

Expenditure incurred through other trading activities is wholly unrestricted.

	<b>2020</b>	<b>2019</b>
	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Cleaning services cost of sales	<b>26,235</b>	47,463
Catering services cost of sales	<b>238</b>	6,362
Staff costs	<b>85,346</b>	61,742
Office costs	<b>2,694</b>	6,185
Professional fees	<b>426</b>	703
Bank charges	<b>347</b>	330
Bad debts	<b>(1,508)</b>	871
	<hr/>	<hr/>
<b>Total support costs</b>	<b>113,778</b>	123,656
	<hr/>	<hr/>

**12 Directors**

None of the directors (or any persons connected with them) received any remuneration, benefits or expenses from the company during either year.

**13 Staff costs**

Staff costs during the year were as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Wages and salaries	<b>484,553</b>	461,275
Social security costs	<b>26,252</b>	26,188
Pension costs	<b>14,642</b>	10,594
	<hr/>	<hr/>
	<b>525,447</b>	498,057
	<hr/>	<hr/>

The average number of employees during the year was as follows:

<b>36</b>	33
<hr/>	<hr/>

No pension contributions were outstanding at the year end (2019: £nil).

No employee earned over £60,000 during either year.

Aggregate remuneration costs for the senior management team including salary, employer's NI and employer's pension cost was £141,321 (2019: £163,531). The charity considers its senior management team to be the Chief Executive Officer, Deputy Chief Executive, Centre Manager, Head of Social Enterprise and Marketing and Development Manager (to June 2019).

Pension contributions for employees are allocated to those activities and funds that the employee salary is allocated to.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**14 Intangible fixed assets**

Charity and Group	Printing Rights £
<b>Cost</b>	
Additions	2,500
At 31 December 2020	2,500
<b>Net book value</b>	
At 31 December 2020	2,500

**15 Tangible fixed assets**

Charity and Group	Leasehold Improvements £	Motor Vehicles £	Computer Equipment £	Fixtures & Fittings £	Total £
<b>Cost</b>					
At 1 January 2020	11,563	20,565	50,879	54,090	137,097
Additions	-	-	721	10,400	11,121
At 31 December 2020	11,563	20,565	51,600	64,490	148,218
<b>Depreciation</b>					
At 1 January 2020	6,938	20,565	42,035	51,913	121,451
Charge for the year	2,313	-	2,796	917	6,026
At 31 December 2020	9,251	20,565	44,831	52,830	127,477
<b>Net book value</b>					
At 31 December 2020	2,312	-	6,769	11,660	20,741
At 31 December 2019	4,625	-	8,844	2,177	15,646

**16 Fixed asset investments**

	Group		Charity	
	2020 £	2019 £	2020 £	2019 £
<b>Unlisted investments</b>				
Investment in subsidiary company	-	-	1	1
	-	-	1	1

Archer Project Enterprises Limited (Company number: 07431294) is a 100% owned subsidiary.

	Profit/(Loss) £	Capital and reserves £
Archer Project Enterprises Limited	25,670	25,984

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**17 Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	<b>13,147</b>	34,748	<b>6,992</b>	17,936
Amounts owed by subsidiary undertaking	-	-	<b>162,985</b>	70,737
Other debtors	<b>6,296</b>	406	<b>6,296</b>	406
Prepayment and accrued income	<b>63,337</b>	35,449	<b>63,336</b>	35,377
	<b>82,780</b>	70,603	<b>239,609</b>	124,456

**18 Creditors****Creditors: amounts falling due within one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	<b>37,175</b>	27,605	<b>37,175</b>	23,280
Other creditors	<b>39,299</b>	15,413	<b>36,523</b>	13,967
Other taxes and social security	<b>16,002</b>	9,129	<b>8,513</b>	5,920
Loan	<b>36,858</b>	8,947	<b>36,858</b>	8,947
	<b>129,334</b>	61,094	<b>119,069</b>	52,114

**Creditors: amounts falling due after one year**

	<b>Group</b>		<b>Charity</b>	
	<b>2020</b>	<b>2019</b>	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Loan	<b>83,142</b>	111,053	<b>83,142</b>	111,053
	<b>83,142</b>	111,053	<b>83,142</b>	111,053

An unsecured loan of £120,000 was received from HomelessLink in 2019, with repayments deferred due to the coronavirus epidemic and now commencing in January 2021.

The loan is repayable by instalments as follows:

	<b>2020</b>	<b>2019</b>
	<b>£</b>	<b>£</b>
Less than one year	<b>36,858</b>	8,947
Later than one and not later than five years	<b>83,142</b>	111,053
	<b>120,000</b>	120,000

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**19 Funds****Unrestricted funds**

<b>Group</b>	<b>Balance at 1 Jan 2020 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfer between funds £</b>	<b>Balance at 31 Dec 2020 £</b>
General funds (Charity)	45,663	763,993	(429,345)	9,540	389,851
Subsidiary - Archer Project Enterprises Ltd	314	141,064	(115,394)	-	25,984
<b>Total unrestricted funds</b>	<b>45,977</b>	<b>905,057</b>	<b>(544,739)</b>	<b>9,540</b>	<b>415,835</b>

**Restricted funds**

<b>Group and Charity</b>	<b>Balance at 1 Jan 2020 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfer between funds £</b>	<b>Balance at 31 Dec 2020 £</b>
Avila Properties	-	3,250	(3,250)	-	-
Aviva Community Fund	-	2,064	-	-	2,064
The Beatrice Laing Trust	1,458	3,000	(1,939)	-	2,519
Big Lottery – Changing Lives	17,308	74,497	(82,590)	-	9,215
Church Urban Fund	-	9,377	-	-	9,377
Co-op Local Community Fund	-	5,117	(1,571)	-	3,546
DACT Help Us Help	4,213	500	(677)	-	4,036
DACT Help Us Help – Covid support	-	5,200	(4,500)	-	700
Enterprise Grant	7,154	28,195	(31,809)	(3,540)	-
Evan Cornish Foundation	7,708	10,000	(11,611)	-	6,097
Garfield Weston	25,000	-	(25,000)	-	-
Grail Society	-	5,000	-	(5,000)	-
Homeless Link	24,759	-	(7,232)	-	17,527
Homeless Link – Covid	-	30,000	(30,000)	-	-
J G Graves	-	3,000	(3,000)	-	-
Kada Research Limited	-	1,000	-	(1,000)	-
LankellyChase Foundation	4,289	-	-	-	4,289
Lloyds TSB Foundation	13,333	20,000	(20,000)	-	13,333
Lloyds TSB Foundation – Covid	-	7,038	(7,038)	-	-
Metro Finance	-	4,800	(674)	-	4,126
Neighbourly Community	-	400	(400)	-	-
Sheffield Church Burgesses Trust	-	2,000	(2,000)	-	-
Sheffield City Council	-	10,669	(9,499)	-	1,170
Sheffield PCT HCP	-	6,000	(6,000)	-	-
Sheffield Town Trust	-	8,500	(6,340)	-	2,160
South Yorkshire Community Foundation	-	5,000	(5,000)	-	-
South Yorkshire Police	-	2,500	(2,500)	-	-
Swann Morton Foundation	-	3,500	(3,500)	-	-
SY Violence Reduction Fund	6,811	-	(6,300)	-	511
Tudor Trust	29,454	-	(19,606)	-	9,848
Unison	-	1,500	(1,500)	-	-
<b>Total restricted funds</b>	<b>141,487</b>	<b>252,107</b>	<b>(293,536)</b>	<b>(9,540)</b>	<b>90,518</b>
<b>Total funds - Group</b>	<b>187,464</b>	<b>1,157,164</b>	<b>(838,275)</b>	<b>-</b>	<b>506,353</b>
<b>Total funds - Charity</b>	<b>187,150</b>	<b>1,016,100</b>	<b>(722,941)</b>	<b>-</b>	<b>480,309</b>

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**19 Funds – continued**

**Prior year funds**  
**Unrestricted funds**

<b>Group</b>	<b>Balance at 1 Jan 2019 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfer between funds £</b>	<b>Balance at 31 Dec 2019 £</b>
<b>Unrestricted funds</b>					
General funds ( <b>Charity</b> )	90,424	397,504	(443,693)	1,428	45,663
Subsidiary - Archer Project Enterprises Ltd	2,801	123,970	(126,457)	-	314
<b>Total unrestricted funds</b>	<b>93,225</b>	<b>521,474</b>	<b>(570,150)</b>	<b>1,428</b>	<b>45,977</b>

**Restricted funds**

<b>Group and Charity</b>	<b>Balance at 1 Jan 2019 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Transfer between funds £</b>	<b>Balance at 31 Dec 2019 £</b>
Sheffield PCT HCP	-	6,750	(6,750)	-	-
Sheffield Church Burgesses Trust	-	4,000	(4,000)	-	-
Big Lottery – Changing Lives	14,622	100,418	(96,304)	(1,428)	17,308
Lloyds TSB Foundation	-	33,333	(20,000)	-	13,333
LankellyChase Foundation	4,289	-	-	-	4,289
Swann Morton Foundation	-	3,500	(3,500)	-	-
Housing First	17,748	26,208	(43,956)	-	-
Cutlers Company Charitable Trust	74	2,000	(2,074)	-	-
Enterprise Grant	-	21,000	(13,846)	-	7,154
Talbot Trust	5,000	-	(5,000)	-	-
Help Us Help	4,305	9,347	(9,439)	-	4,213
Sheffield Cathedral	-	5,000	(5,000)	-	-
Vicars’ Relief Fund	-	210	(210)	-	-
Evan Cornish Foundation	9,533	10,000	(11,825)	-	7,708
Avila Properties	-	3,500	(3,500)	-	-
Metro Finance	424	4,800	(5,224)	-	-
Tudor Trust	27,558	32,000	(30,104)	-	29,454
The Beatrice Laing Trust	1,958	3,000	(3,500)	-	1,458
Garfield Weston	-	50,000	(25,000)	-	25,000
Homeless Link	-	30,000	(5,241)	-	24,759
Santander Bank	-	1,225	(1,225)	-	-
South Yorkshire Police	-	2,500	(2,500)	-	-
SY Violence Reduction Fund	-	11,841	(5,030)	-	6,811
Sheffield City Council	-	100	(100)	-	-
<b>Total restricted funds</b>	<b>85,511</b>	<b>360,732</b>	<b>(303,328)</b>	<b>(1,428)</b>	<b>141,487</b>
<b>Total funds - Group</b>	<b>178,736</b>	<b>882,206</b>	<b>(873,478)</b>	<b>-</b>	<b>187,464</b>
<b>Total funds - Charity</b>	<b>175,935</b>	<b>758,236</b>	<b>(747,021)</b>	<b>-</b>	<b>187,150</b>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 DECEMBER 2020

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19 Funds – continued

The purpose of restricted funds are:

- **Avila Properties** – funding to support both the laundry provision, and the Just Works programme
- **The Beatrice Laing Trust** – funding towards women's support
- **Big Lottery (Changing Lives)** – A grant providing funds to support people to make progress through activity and education.
- **Church Urban Fund** – grant for 3 year project providing personalized stability support
- **Co-op Local Community Fund** – funding towards wellbeing of Just Works participants
- **DACT Help Us Help** – support for Help Us Help project including Covid funding
- **Enterprise Grant** – support to develop our work through social enterprises, especially Printed By Us.
- **Evan Cornish Foundation** – funding towards women's support
- **Garfield Weston** – a grant towards the project overheads
- **Grail Society** – grant towards a new oven
- **Homeless Link** – funding for interest charged on Homeless Link loan
- **Homeless Link - Covid** – additional funding to support work during the pandemic
- **J G Graves** – support for kitchen staff
- **Kada Research Limited** - grant towards a new oven
- **LankellyChase Foundation** – a grant towards the Breakthrough Project.
- **Lloyds TSB Foundation** – a grant towards project costs
- **Lloyds TSB Foundation - Covid** – additional funding to support work during the pandemic
- **Metro Finance** – funding for personalization costs
- **Neighbourly Community** – grant towards support provided during the Covid crisis
- **Sheffield Church Burgesses Trust** – a grant towards feasibility study for building development
- **Sheffield City Council** – Covid support towards continued delivery during the pandemic
- **Sheffield PCT HCP** – a grant towards the cost of a project worker and activity incentives.
- **Sheffield Town Trust** – funding for CAP and partners to support individuals during Covid
- **South Yorkshire Community Foundation** – funding towards wellbeing of Just Works participants
- **South Yorkshire Police** – support to address substance use in the area around the Cathedral
- **Swann Morton** – a grant towards the operation of medical facilities
- **South Yorkshire Violence Reduction Fund** – supporting people who have been impacted by crime.
- **Tudor Trust** – funding towards women's support
- **Unison** – grant towards food provision during the Covid 19 pandemic

**Transfers between funds**

A transfer has been made from restricted funds to unrestricted for the net book value of restricted tangible fixed assets where the conditions of the funding has been fulfilled.



**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**

**20 Analysis of assets between funds**

	Unrestricted funds £	Restricted funds £	Total £
<b>Current year</b>			
Intangible fixed assets	2,500	-	2,500
Tangible fixed assets	20,741	-	20,741
Current assets	605,070	90,518	695,588
Creditors: amounts falling due within one year	(129,334)	-	(129,334)
Creditors: amounts falling due after one year	(83,142)	-	(83,142)
	<u>415,835</u>	<u>90,518</u>	<u>506,353</u>
<b>Prior year</b>			
Tangible fixed assets	15,646	-	15,646
Current assets	202,478	141,487	343,965
Creditors: amounts falling due within one year	(61,094)	-	(61,094)
Creditors: amounts falling due after one year	(111,053)	-	(111,053)
	<u>45,977</u>	<u>141,487</u>	<u>187,464</u>

**21 Commitments under operating leases**

At 31 December 2020 the company had future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
<b>Land and buildings</b>		
Less than one year	54,520	54,520
Later than one and not later than five years	52,919	107,439
Greater than five years	-	-
	<u>107,439</u>	<u>161,959</u>

**22 Property commitment to Sheffield Cathedral**

The CAP is housed in the Cathedral Resources Centre which is rented from Sheffield Cathedral. A new operating lease was agreed in 2017, expiring 3 November 2022. The annual rent paid was £37,500 (2019: £37,500).

**23 Related party transactions**

Karl Dagleish is a director of Kada Research Limited, which made a donation of £1,000 during the year.