

IT TAKES A CITY (CAMBRIDGE)

England & Wales · Charity number 1190676

Details

Other names	IT TAKES A CITY, IT TAKES A CITY - A CAMBRIDGE HOMELESSNESS PARTNERSHIP
Status	Registered
Legal form	Charitable company
Company number	12361870
Registered	2020-07-31
Register	View on the Charity Commission register

Contact

Address	c/oSt Andrews Street Baptist Church 40- 43 St Andrew's St Cambridge CB2 3AR
Phone	07831547643
Email	itacinfo@ittakesacity.org.uk
Website	www.ittakesacity.org.uk

Activities

Objects: 4.1. The objects of the Company are to promote for the public benefit the relief of those in need due to their experience of or risk of homelessness in Cambridge and the surrounding areas, in particular but not exclusively by: 4.1.1 providing information on how and where to access services, supporting engagement with service providers, enabling service providers to better meet need, raising awareness and promoting volunteering;4.1.2 advocating, convening and coordinating the delivery of services; and4.1.3 advancing any other ancillary charitable purpose in such way as the trustees in their absolute discretion think fit

Activities: 1) Helping organisations and individuals from across the community to find new ways to eliminate rough sleeping due to homelessness2) Operating Street Support Cambridgeshire, a mobile friendly website giving information on ways to find help for a rough sleeper and to give help to support organisations3) Running projects with partners to provide accommodation and support to rough sleepers

Classification

- **How:** Provides Services, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** The Prevention Or Relief Of Poverty
- **Who:** Other Defined Groups

Geography

- Cambridgeshire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£478,959	£448,800	-	-
2024-03-31	£331,555	£312,057	-	-
2023-03-31	£223,200	£223,259	-	-
2022-03-31	£215,880	£202,217	-	-
2021-03-31	£180,138	£145,807	-	-

Trustees

Name	Role	Appointed
Christopher Jenkin	Chair	2022-12-11
Dr Asha Praseedom		2023-10-31
Emma Hooton		2022-12-11
Paul Baxter		2024-03-05
Robert Graham Dempsey		2024-05-20
Robert Lake		2024-02-26
Simon Allcock		2022-12-11

IT TAKES A CITY (CAMBRIDGE)

England & Wales - Charity number 1190676

Accounts

It Takes a City (Cambridge)

Annual Report 2024/25



Somewhere to call home



It Takes a City (Cambridge)

Annual Report 2024/25

Table of Contents

1. CHARITY INFORMATION	3
2. INTRODUCTION	4
3. GOVERNANCE AND COLLABORATION	4
3.1. Legal basis	4
3.2. Leadership	4
3.3. Staffing	5
3.4. Delivery and collaboration	5
3.5. A Transition in leadership	5
4. REVIEW OF CHARITABLE ACTIVITIES	6
4.1. Front-line services	6
4.2. Advocating for change	12
4.3. Communications and networking	14
5. FUTURE DIRECTIONS AND ASPIRATIONS	16
5.1. Our Vision	16
5.2. Project developments	16
5.3. Collaborating to end homelessness	17
5.4. Strengthening the core	18
5.5. Final thoughts	18
6. FINANCIAL OVERVIEW AND RESERVES	19
7. TRUSTEES' RESPONSIBILITIES STATEMENT FOR PERIOD ENDING 31ST MARCH 2025	20
8. INDEPENDENT EXAMINERS REPORT FOR PERIOD ENDING 31ST MARCH 2025	21
9. PRESENTATION OF THE ACCOUNTS 2024-25	22



It Takes a City (Cambridge)

Annual Report 2024/25

1. Charity Information

TRUSTEES	Christopher Vivian Jenkin BEM (Chair) Paul Baxter (Treasurer) Alison Jane Morris (resigned 27 October 2025) Stephanie Louise Martinsen-Barker Emma Hooton Simon Allcock Barry Harwood Read (resigned 20 August 2025) Dr Asha Praseedom Robert Lake Graham Robert Dempsey (appointed 29 May 2024)
SENIOR MANAGEMENT TEAM	Elisabeth Silver CEO
COMPANY NAME AND NUMBER	IT TAKES A CITY (CAMBRIDGE) 12361870
CHARITY NUMBER	1190676
REGISTERED ADDRESS	c/o St Andrew's Street Baptist Church 40-43 St Andrews Street Cambridge CB2 3AR
BANKERS	Metro Bank Unit 1 Christ's Lane Cambridge CB2 3BZ
SOLICITORS	Mishcon de Reya Merlin Place Milton Road Cambridge CB4 0DP
ACCOUNTANTS	Business Partners Financial & Management Services Ltd Milton Hall Ely Rd Milton Cambridge CB24 6WZ



It Takes a City (Cambridge)

Annual Report 2024/25

2. Introduction

The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2024 to 31 March 2025. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law.

The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (second edition of the Charities SORP (FRS102) October 2019, effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit – "Charities and Public Benefit".

It Takes a City is an organisation set up to support those in Cambridge and surrounding areas who are or who are at risk of being homeless. The charity supports all who need help regardless of personal circumstances and enables a large number of others to volunteer and contribute in various ways. The wider public benefits through a reduction in street living.

3. Governance and collaboration

This section provides the basic facts about the organisation and how we work.

3.1. Legal basis

Our Memorandum and Articles of Association were registered with Companies House on 12th December 2019 as a company limited by guarantee. A previous charity, It Takes a City, an unincorporated association, was merged into the new charity. The company is registered as a charity with the Charity Commission and acknowledged by HMRC as eligible for Gift Aid.

The charity is generally known as ITAC, and this name is used throughout.

3.2. Leadership

ITAC is governed by a committed and experienced Board of Trustees, who meet every six weeks to provide strategic guidance, monitor performance, and support the senior team in navigating both challenges and opportunities. The Board maintains oversight of all ITAC projects and strategic developments, supported by regular financial reporting, policy reviews, and project-level updates. These meetings are attended as needed by key staff who report on operational activities and emerging developments.

We actively seek trustees who offer specialized expertise and contribute to our diversity. Several trustees bring lived or professional experience in homelessness, housing, mental health, faith-based community organising, volunteering and local government.



It Takes a City (Cambridge)

Annual Report 2024/25

New trustees are carefully selected through interviews conducted by existing Trustees, contingent upon the submission of a current CV outlining their relevant skills. Prior to their inaugural Trustee meeting, new appointees receive comprehensive briefings from the Chair and are granted access to essential documents.

The Board's business schedule mandates regular policy reviews to align with legislative updates and operational shifts, as well as the formulation of new policies when necessary. Routine reporting items at each meeting encompass Health & Safety incidents, Safeguarding concerns, Complaints, and GDPR compliance, with designated Trustees responsible for these critical areas.

3.3. Staffing

Implementation of strategy and oversight of operations is delegated to our CEO, Elisabeth Silver. She is supported by a highly experienced staff team and a large group of volunteers, locums, and peer support workers.

Staff are often allocated to multiple roles, which gives flexibility in taking on new projects or navigating changes in commitments or funding.

We have outsourced two specific roles:

- *Accounting and bookkeeping to Business Partners Financial & Management Services Ltd*
- *IT support to CambIT*

We have also engaged the support of a professional fund-raiser on a contract basis.

3.4. Delivery and collaboration

The charity delivers a significant set of front-line services funded from various sources. In each one the charity takes full responsibility for service delivery, quality and funding, while integrating the work of partner organisations to provide the service user with a holistic approach to their needs.

We also work with partners to identify, advocate for, design and launch new services. Our strength in service delivery gives us the “voice” to advocate and convene. New services then add to the breadth of the services that we can offer our service users.

During the year the Charity Commission approved a change in our Objects, to add a further line:

- *Advocating, convening and coordinating the delivery of services.*

We believe this change better recognises our innovative mix of delivery and advocacy

3.5. A Transition in leadership

The coming year will be marked by a significant moment in ITAC's history; our founder and Chair, Chris Jenkin BEM, has announced his intention to retire from the Board.

Chris has been a driving force behind ITAC since its inception — from convening the original Homelessness Summit in 2018, to leading the establishment of Crossways, shaping the Women's Homelessness Action Group (WHAG), and most recently spearheading the development of the Cambridge Homelessness Charter.



It Takes a City (Cambridge)

Annual Report 2024/25

His leadership has exemplified the values we hold dear: humility, collaboration, strategic vision, and a refusal to accept that rough sleeping is inevitable in a city like Cambridge. Chris will remain involved as a mentor and supporter during the transition, and we are deeply grateful for his legacy and ongoing commitment.

The Board is now actively seeking a new Chair of Trustees who can build on Chris’s foundations while guiding ITAC through its next phase. We are looking for someone with strong strategic and governance skills, a passion for tackling homelessness, and the capacity to help ITAC further evolve its leadership model in line with our maturing structure.

The recruitment process will include consultation with staff, trustees, partners and service users to ensure the next Chair reflects both the spirit and future needs of the organisation.

4. Review of charitable activities

Here we look back at the services delivered during the year. The charity is in the process of significant growth and development.

4.1. Front-line services

The following reports on the services delivered to end-users during the year.

Crossways – Emergency Winter Accommodation

Crossways completed its fourth year of operation in early April 2025, once again providing essential emergency winter accommodation for some of the most vulnerable people rough sleeping in Cambridge. From November 2024 to March 2025 inclusive, Crossways offered a safe and stabilising environment for 43 individuals, with 38 accommodated in regular rooms and 5 during SWEP (Severe Weather Emergency Protocol) periods. A further 5 SWEP placements transitioned into full-time rooms.



Importantly, 26 residents made a successful transition to next-stage accommodation destinations included temporary housing, supported accommodation, or tenancies. For those unable or unwilling to move on, efforts were made to maintain support through our *Survive and Thrive* service and city partnerships. The few who did return to street homelessness often did so by choice or due to circumstances such as having no access to necessary funding (NRPfS - No Recourse to Public Funds), substance dependency, or mental health complexities.



It Takes a City (Cambridge)

Annual Report 2024/25

The project again served as a key engagement point for individuals often excluded elsewhere. Several residents faced multiple bans from long-term providers, but with sustained engagement and multi-agency verification through Team around the Person (TAP) panels, we enabled successful referrals to appropriate housing options.

As noted above, delivery of a full service like Crossways depends on the support of numerous partners.

Funding:

- *Cambridge City Council*
- *Ministry of Housing, Communities and Local Government*
- *Private donors*

Delivery partners:

- *Evolve Guarding (24/7 security)*
- *Cambridge Churches Homeless Project (volunteers)*
- *Various churches (volunteers)*
- *Landlord (property licence)*

On site support:

- *Music therapy*
- *Recovery support from CGL Drug and Alcohol Service*
- *Mental health support via the Dual Diagnosis Street Project*
- *Healthcare access through nurses from local Access Surgery*
- *Optician visit for residents and ex-residents, resulting in multiple glasses prescriptions*
- *City Council Housing Advice team*

Inward referrals:

- *The Haven (see below) – supporting vulnerable women*
- *Street Support Team*
- *Wintercomfort*
- *City Council Housing Advice team*

Onward referrals:

- *Every other housing provider on the city*
- *It Takes a City Community Land Trust (see below) – accommodation provider*

As in previous years, the key challenge was the mismatch between the high level of resident needs and available move-on options. Many long-term providers are reluctant to accept



It Takes a City (Cambridge)

Annual Report 2024/25

individuals with higher support needs, and evictions remain common. This reinforces the importance of projects like Crossways as a vital stepping stone and stabilising intervention.

For winter 2025/26 and beyond we are working with a new landlord, taking on a year-round lease (rather than a winter licence), and delivering a summer project in the same premises.

The Haven – Creating a safe space for women

During its first full year, The Haven has firmly established itself as an indispensable service in Cambridge for women who are homeless, vulnerably housed, or otherwise marginalised

A cornerstone of ITAC's early work was convening the Women's Homelessness Action Group (WHAG) which was established to highlight and offer solutions to the distinct challenges faced by vulnerable and homeless women in Cambridge. Working alongside the WHAG, ITAC successfully set up and has run the Haven pilot project since June 2024.



The Haven, open from 8pm-8am twice weekly with some daytime hours in a central Cambridge location offers immediate trauma-informed relief while building long-term trust with women who may have been failed by or are distrustful of traditional services. The Haven has supported 38 individuals during the pilot period. The majority of service users are rough sleepers, but the service remains available to support women as they transition into housing and offers support to vulnerably housed women. The 2024 Women's Rough Sleeping Census (an invaluable piece of information-gathering on women's homelessness) took place while the Haven was open. Many of their responses specifically highlighted the Haven as a place they access due to it being a women-only space.

A Stepping-Stone to Stability

The Haven has served not only as a place of rest and safety, but as a critical engagement point. For many, it has been a bridge to accommodation — including five women who were supported to move into ITAC's Crossways winter shelter. These links were strengthened by joint work between staff at both projects and the wider *Survive and Thrive* service, allowing for smoother transitions and better outcomes.

Women accessing The Haven cite the consistent staff presence, warm meals, private space, and peer support as core to why they return. The service also offers practical support — from hygiene and laundry facilities to phone charging and quiet spaces for meetings with caseworkers.

Case studies from the year include:

- *A woman who used The Haven to prepare for a job interview while living in her car.*
- *Another who began applying for benefits after building trust with staff over time.*
- *Several women who were supported in accessing healthcare, escaping unsafe relationships, or taking up temporary housing offers.*



It Takes a City (Cambridge)

Annual Report 2024/25

The Haven is transforming lives and demonstrating the potential of trauma-informed, women-focused solutions and its innovative model has garnered local and national attention.

Partnership and Community Engagement

The Haven has successfully become a hub for local partners to connect with hard-to-reach women. Weekly afternoon sessions have hosted drop-ins from Women’s Aid, the Street Outreach Team, CGL Drug and Alcohol Service, and Cambridge Access Surgery, and have included activities such as art, baking, and community meals.

The project has also caught the attention of national charity *Crisis*, who invited ITAC staff to present the model as part of their *Ending Women’s Homelessness Project*.

Operational Resilience and Training

This year saw the successful recruitment of new staff, including a long-time volunteer who now works as a locum support worker. Staff have completed Naloxone and First Aid training, and protocols have been refined following a recent medical emergency at the site — an incident in which Haven staff administered emergency care until paramedics arrived.

The project also benefited from volunteer-led improvements to the physical space, with repainting of communal areas planned and regular donations of food, hygiene products, and festive gifts received throughout the year.

Challenges and Future Development

Attendance at the Friday afternoon sessions has been lower than hoped, leading the team to explore new formats, including a breakfast drop-in pilot to follow overnight sessions. More outreach is also being planned to engage women living in temporary accommodation, such as those at Jimmy’s. A “buddy system” is being developed to help women attend appointments or navigate new environments, supported by Haven volunteers.

The Haven is now fully funded for 2025/26 thanks to renewed support from Cambridge City Council, the Ann Docwra Foundation, and private donors. This will ensure continued access to a much-needed women-led space in the city and allow the project to build on its successful pilot year.

Celebrating One Year of Impact

In June 2025, The Haven marked its first anniversary with a celebration and open day, inviting partner agencies and the women who use the service to reflect on progress, build connections, and shape the next year. From a fledgling pilot to a recognised cornerstone of women’s homelessness support in Cambridge, The Haven has proved its worth — and its necessity.

Survive and Thrive

Originally designed to provide floating support to people after they moved out of emergency accommodation during the COVID pandemic in 2020/21, the service has grown into a dynamic, highly responsive support system for individuals at all stages of their housing journey — from pre-accommodation engagement to tenancy sustainment and crisis intervention.

Many individuals supported through *Survive and Thrive* spent time at Crossways or were supported by The Haven. The continuity of staff and coordinated support pathways allow for long-term, trust-based relationships. Women who have transitioned from The Haven into housing —



It Takes a City (Cambridge)

Annual Report 2024/25

or back again after tenancy breakdown benefit from consistent support that recognises the cyclical and non-linear nature of homelessness recovery.

Similarly, former Crossways guests who did not accept accommodation (offers) at closure have remained in contact with the team, showing how the project creates lasting, person-centred connections which allow people to transition into accommodation when they feel ready.

This year, *Survive and Thrive* supported over 17 former residents of Crossways following the closure of the winter accommodation at the end of March 2025. Support has ranged from assistance with immigration cases and Universal Credit claims, to arranging food parcels, mobile top-ups, and furniture provision. In one notable case, ITAC supported a resident as they made the journey from having no access, to establishing a claim for Universal Credit, which in turn extended their ability to access housing placements.

The team continues to provide outreach for individuals with long histories of rough sleeping, many of whom are reluctant to engage with services. This includes attending Team Around the Person (TAP) and TAP Prevention (of eviction) Panel meetings, offering essential insight and advocacy that often influences housing and health decisions for high-needs individuals.

Recent examples include:

- *Preventing a woman from returning to the streets after the closure of Crossways by liaising with adult social care and mental health services.*
- *Supporting an individual with complex mental health needs who had been excluded from most city services to access ongoing care and accommodation assessments.*
- *The team also regularly joins evening Street Outreach shifts and health network meetings to maintain connections with harder-to-reach individuals and ensure those without support remain on the radar of local services.*

Local demand continues to rise. The scope of *Survive and Thrive* now clearly encompasses both post-accommodation and pre-accommodation work responding to need wherever it emerges. It reflects a wider shift for support to be provided “for the journey” rather than stopping and starting at each stay in accommodation.

ITAC will continue to advocate for this shift.

With its agile, trauma-informed approach, *Survive and Thrive* continues to demonstrate that homelessness support is most effective when it is built on continuity, trust, and the freedom to respond where others cannot.



It Takes a City (Cambridge)

Annual Report 2024/25

Supporting people in modular homes

It Takes a City Community Land Trust (CLT) was set up by ITAC in 2020 with a mission to create “somewhere to call home” for those who are homeless. It is a separate organisation with its own Board of Directors, and a different legal structure. Our Chair and Founder is also the Chair and Founder of the CLT. The CLT has focused on the use of off-site manufactured homes on small plots of land. Its first scheme, known as Joy’s Corner, with four small homes side by side, was completed in November 2024 and all four homes happily occupied by February 2025.



Full details of the scheme, the CLT and its plans for more housing schemes can be found at www.ittakesacity.org.uk/community-land-trust.

ITAC is providing the following support to the CLT:

- *Website and comms*
- *Shared logo and identity*
- *Management, with Cambridge City Council, of selection and referral of residents*
- *Helping residents move in, and when ready, move on.*
- *Provision of a support service to residents: helping residents with practical matters of managing their home, complying with their conditions of stay, and connecting them to our wider support network.*
- *Engage local partners — including St John’s Church, which offers a space for support meetings*
- *Set up third party out-of-hours response protocols*
- *Support to evaluating further schemes, integrating the growing provision into wider networks of housing and support on residents’ journeys from street to home.*
- *Crystallising the learnings from this first scheme to guide future developments.*

The support service is part of our wider Survive and Thrive programme.

In the first year of operation:

- *Four residents moved in, each with unique support needs but united by their desire for stability.*
- *One resident has now progressed to the HARP priority band, meaning they can begin bidding for a permanent council tenancy — a major milestone in their housing journey.*
- *One resident shared that for the first time in years, they had a front door, a mailbox, and the quiet stability needed to reconnect with family.*



It Takes a City (Cambridge)

Annual Report 2024/25

- *Another was able to start planning for employment, with help from ITAC to manage benefits and avoid financial cliff-edges.*

Supported modular homes do more than provide shelter — they offer dignity and connection.

Street Storage

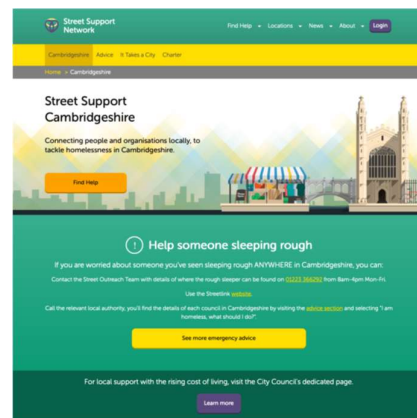
Street Storage Cambridge was set up with the vision of providing a safe place for individuals to store their belongings while they are rough sleeping, in temporary accommodation, or in a period of transition. Based on a successful model in London, and in collaboration with Pickfords Cambridge, Street Storage opened its doors in March 2025.

Street Support Cambridgeshire

Street Support Cambridgeshire is our local version of the national Street Support network, an easy to use and mobile-friendly website to direct people seeking help and those providing help to all the services available. The platform provides a reliable, searchable directory of assistance across the County, in partnership with District Councils.

We carried out a detailed review and update of the site entries at the start of the year.

During the year the site was recognised as a significant resource for the Information Pillar of the Cambridge Homelessness Charter (see below), with the potential for extensive information on how to prevent homelessness.



More information can be found at <https://streetsupport.net/cambridgeshire/>

4.2. Advocating for change

In system change

This year, ITAC staff have contributed to several system-level initiatives, including:

- *The Women's Homelessness Census and follow-up analysis of service access issues.*
- *The development of the Trauma-Informed Network across Cambridgeshire and Peterborough, with staff helping lead conversations on best practice and peer support.*
- *A new working group tackling anti-social behaviour around community venues, with ITAC offering insight into how complex needs and social exclusion contribute to disruptive behaviour, and how support — not exclusion — can improve outcomes for both individuals and neighbourhoods.*
- *The Changing Futures programme of system change for those with multiple disadvantage across Cambridgeshire and Peterborough.*



It Takes a City (Cambridge)

Annual Report 2024/25

In women’s services

The Women’s Homelessness Action Group (WHAG) was created by ITAC in 2018 as an independent group in recognition of a simple but critical truth: **homelessness affects women differently**, and traditional services often fail to meet their needs. From hidden homelessness and sexual exploitation to barriers in accessing mixed-gender hostels, women face intersecting risks that require gender-specific responses.

The WHAG leads the conversation on how Cambridge responds to women experiencing homelessness. The Haven service was developed with the active encouragement and support of the WHAG.

This year, WHAG’s advocacy work has directly shaped:

- *The development and delivery of The Haven*
- *Public awareness around the lack of women-only spaces*
- *The training and mobilisation of volunteers across ITAC’s women’s services*
- *The Women’s Homelessness Census*

Through the WHAG, ITAC ensures that women experiencing homelessness are not only recipients of care but active participants in shaping the systems meant to support them.

Further information about the WHAG can be found at <https://www.ittakesacity.org.uk/whag/>

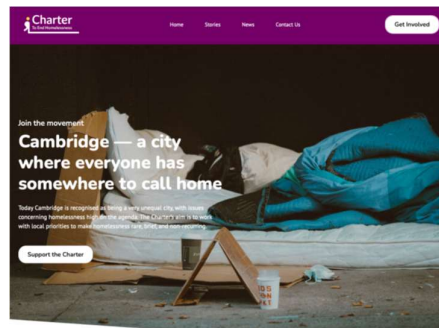
In supporting a culture of learning and visibility

Our presence in citywide initiatives — from the Changing Futures network to local church-led anti-social behaviour forums — reflects our commitment to collective learning and transparency. By contributing insight and advocating for lived experience voices, we help build a citywide culture of responsive, joined-up care.

In a Charter to end homelessness

Launched in late 2023, inspired by Prince William’s *Homewards* initiative and building on ITAC’s original founding vision, the Charter brings together stakeholders from across Cambridge with a clear goal: to make homelessness rare, brief, and non-recurring. During the year we:

- *Established a Collaboration Group of stakeholders, acting as an informal governing body, growing to 80 members representing more than 50 organisations from across the community.*
- *Recruited a part-time Programme Lead to facilitate the Collaboration Group and lead the work*
- *Led the work on developing the wording of the Charter and a strategic framework of Six Pillars of change for working towards the goal*





It Takes a City (Cambridge)

Annual Report 2024/25

- *Established a first working group on Employment*
- *Designed a sign-up and pledge process for organisations and individuals to formally adopt the Charter's principles.*
- *Prepared for a public launch via a dedicated Charter website, domain name and logo, and a community engagement campaign.*

The Six Pillars theory of change builds on previous ITAC work: interventions and outcomes needed in Data, Information, Housing, Support, Health and Employment, each to be led by a working group, with overall coordination from the Collaboration Group.

The work is facilitated by ITAC and co-chaired by our Chair of Trustees and Cambridge City Council's Executive Councillor for Homelessness.

The aim is for the Charter to become self-sustaining within three years, with funding, governance, and delivery models built around collective responsibility — not just individual projects or funders.

More information can be found here: <https://cambridgehomelessnesscharter.org.uk>

"The Charter signals a cultural shift. It's not just a call to action, but a shared promise — that Cambridge can and will act together to end homelessness." — Chris Jenkin - Chair of Trustees, ITAC

4.3. Communications and networking

In 2024/25, ITAC continued to develop its communication and outreach strategy to connect people and organisations working to end homelessness in Cambridge. This work is integral to how we build partnerships, mobilise support, and ensure the voices of lived experience shape what we do.

Strengthening Our Online Presence

Our website continues to serve as a platform for updates on ITAC projects. This year, we refreshed the Women's Homelessness section in response to rising interest and engagement with the Haven project.

Social Media and Direct Engagement

We have grown our social media footprint across LinkedIn, and Facebook, helping us to:

- *Share updates from projects*
- *Highlight fundraising opportunities*
- *Promote volunteer roles and training*
- *Engage the wider public in key conversations*



It Takes a City (Cambridge)

Annual Report 2024/25

Our newsletter, which is published quarterly, showcases case studies, staff insights, and collaborative initiatives. Open rates remain strong, and subscriber feedback continues to inform future content and strategy.

Media and Public Representation

ITAC staff and trustees have participated in numerous speaking engagements and media appearances this year — from local radio to sector events. These include:

- *Contributions to public discussions on women's homelessness*
- *Presentations at Trauma-Informed Practice workshops*
- *Sharing learning from Crossways and The Haven with partner organisations and research groups such as CHIRN (Cambridge Homelessness Impact Research Network)*

Public recognition of our work also grew this year, with The Haven receiving interest from national charity Crisis and praise from public sector professionals for its innovative, trauma-informed model.

We continued to support student-led initiatives such as Embrace, providing materials, motion templates for college JCRs, and guidance on donation drives and volunteering.

While we remain a relatively small charity, our reputation has grown. This year:

- *We were invited to speak to Crisis and the national Ending Women's Homelessness Project.*
- *Our work was featured in local press and academic research.*
- *Our CEO has been invited to join the Housing Justice Night Shelter Advisory Board*
- *We strengthened our public presence through events like Pride, the Mill Road Winter Fair, and a volunteer celebration that brought together dozens of contributors from across our projects.*

Looking Forward

In the year ahead, we plan to:

- *Employ an Administrator who can invest time and expertise in developing our use of our CRM system (Donorfy) to manage stakeholder and supporter relationships more effectively*
- *Explore a potential refresh of ITAC's visual identity and website design to reflect our evolution from pilot projects to sustained service delivery*

Whether sharing stories of transformation or mobilising action around unmet needs, our communications strategy is focused on connection — between people, services, and systems. We believe that telling these stories well, and inviting others into them, is fundamental to changing the conversation — and the reality — around homelessness in Cambridge.



It Takes a City (Cambridge)

Annual Report 2024/25

5. Future Directions and Aspirations

2024/25 was a year of consolidation, learning, and steady expansion for ITAC. With five frontline projects in operation — Crossways, The Haven, Survive and Thrive (now including support at Joy’s Corner), Street Support Cambridgeshire, and Street Storage — with our role as convener of the Cambridge Homelessness Charter growing in strategic importance.

5.1. Our Vision

We remain grounded in a single, clear aim:

To end homelessness and rough sleeping in Cambridge by making it rare, brief, and non-recurring

To do this, we are charting a path that strengthens not only our services but also the systems around them.

We can only deliver part of the vision, which will “take a city” to achieve. Implementing the vision comes from strengthening our own contribution across our set of key services, and in convening and collaborating with many others, largely through the mechanism of the Cambridge Homelessness Charter, to make changes and fill gaps across the system of services that provide support and help to those who are rough sleeping or homeless in our city.

5.2. Project developments

Crossways – from seasonal shelter to strategic anchor

Crossways continues to set a citywide standard for trauma-informed emergency winter accommodation. Looking ahead:

- *Following a long search for permanent premises, we are in negotiation for a 10-year lease to continue the Crossways winter project*
- *We have recruited a volunteer coordinator to enhance and invested in a volunteer management platform, the better to manage volunteer recruitment, retention and experience.*
- *We are exploring a new Crossways summer accommodation service using the same building, in conjunction with Cambridge City Council*

The Haven – strengthening women’s safety and belonging

As The Haven enters its second year:

- *A full-year review will inform the next phase of service design, with particular focus on daytime provision and enhanced outreach.*



It Takes a City (Cambridge)

Annual Report 2024/25

- *We are exploring a buddy system and external partnerships (e.g. domestic abuse, mental health, and sex worker support services).*
- *A fundraising strategy will be launched to secure multi-year sustainability and explore expansion beyond the current site.*

Survive and Thrive – from floating support to system integration

Survive and Thrive has evolved from post-accommodation support to a flexible, citywide safety net. Next steps include:

- *Scaling the team to ensure continuity across modular homes, NRPf housing, and individuals with no other caseworker.*
- *Deepening our involvement in city wide Team Around the Person initiatives and system-level working groups to prevent evictions and reduce duplication.*
- *Formalising our role as a bridging service between rough sleeping, temporary housing, and independent living.*

Street Storage – adjustments to increase take-up

Although uptake for the project was initially slow, there are plans to focus on partnership work with other organisations in the city over the summer, and to make adjustments needed to fit the needs of the local context in Cambridge:

- *Shift from fixed hours to a flexible, appointment-based model.*
- *Work with partner agencies to provide mobile storage options or coordinated transport support.*
- *Increase awareness among frontline workers and build referral pathways across day centres and outreach teams.*

Street Support Cambridgeshire – building up its role in preventing homelessness

As noted above, Street Support Cambridgeshire is a key tool in the Information Pillar of the Cambridge Homelessness Charter. We hope to redevelop and re-launch as a central information and access tool, in particular to hold information that all can use to help someone threatened with homelessness.

5.3. Collaborating to end homelessness

We will continue to host and facilitate the Cambridge Homelessness Charter but will expect the rapidly growing Collaboration Group that forms its initial governance, to contribute resources to complement our own, leading in due course to a self-sustaining self-governing movement for change.

Following launch (31st July 2025) the focus is on establishing working groups under each of the six pillars of change.



It Takes a City (Cambridge)

Annual Report 2024/25

5.4. Strengthening the core

As our project and service portfolio grows, so must the core, the management and staff capacity and capabilities and the financial capacity to oversee the work and ensure resilience. As noted below this is not restricted to funding (especially reserves) important though that is.

Infrastructure

As our portfolio of projects has expanded, so too has our administrative and strategic workload. To ensure we can continue to deliver high-quality services without overextending our small team, we have:

- *Implemented Donorfy, a new CRM system, to manage contacts, donor relationships, and communications more effectively.*
- *Invested in staff training, including First Aid, Naloxone, trauma-informed practice, and specialist areas such as domestic abuse and LGBTQ+ inclusion.*
- *Bringing volunteer coordination in-house, particularly at The Haven and Crossways, to improve consistency, onboarding, and rota coverage.*
- *Began restructuring our staff leadership, including discussions around introducing additional senior support capacity across projects and back-office functions.*

Fundraising and financial stability

Until now, much of our funding has been project-specific and reliant on a small number of key grants and private donors. Recognising the risks of this model — especially as project complexity increases — we have taken the following steps:

- *Commissioned a third-party fundraiser to help build a more strategic approach to grant applications and long-term donor engagement.*
- *Increased use of unrestricted funds to support central infrastructure, such as IT, communications, and compliance.*
- *Begun work to articulate a clear case for core support, recognising that sustainable delivery depends on strong back-office systems, not just frontline capacity.*

5.5. Final thoughts

Our rapid growth will continue into 2025/2026 and 2026/27, in particular as we introduce the new year-round Crossways projects. There is opportunity and risk – in capacity, structures and funding – and alongside the front-line developments and city-wide advocacy the charity will need a strong focus on its infrastructure to provide a solid basis for these and other developments. It is likely that stabilising these developments and aligning them with our advocacy work will take priority over any further developments for the next year. But who can predict the future!

ITAC is here for as long as it's needed — and is working every day to make sure that need one day disappears.



It Takes a City (Cambridge)

Annual Report 2024/25

6. Financial overview and reserves

During the accounting period, the charity reported an income of £478,959, a significant increase from the previous year's £331,555. Expenditures totalled £448,800 (2024: £312,057), resulting in a surplus of £30,160 compared to the prior year's surplus of £19,498.

As of 31 March 2025, the charity's total reserves amounted to £97,592 (2024: £38,107) of which £61,030 (2024: £29,326) were restricted funds.

Our policy is to maintain a reserve equivalent to three months operational expenditure, which was c. £112k for the year.

This shortfall is due to the rapid growth of the charity over the past two years.

The Trustees intend to grow the reserves level, noting that with the continued growth of the charity further efforts will need to be made to ensure reserves grow to and are maintained at the right level.

We extend our gratitude to the following key organizations for their substantial grants that have bolstered our initiatives:

- *Cambridge City Council*
- *Ministry of Housing, Communities and Local Government (formerly Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link)*

We are grateful to the Trusts and Foundations that have provided financial support:

- *Aidan Trust*
- *NPT Transatlantic*
- *Cambridge Aid*
- *Evelyn Trust*
- *Cambridge Community Foundation (CCF) grants:*
 - *CCF CambsCuisine,*
 - *CCF Warwick & Dominey Fund*
 - *CCF The Cambridge Building Society*

In addition we are building support from corporates, community organisations and generous individuals:

- *Crofton Engineering Ltd*
- *Mills and Reeve*
- *High net worth individuals*
- *Beth Shalom Reform Synagogue*
- *Churches*
- *Community organisations who ran concerts: Mawson Road Community Orchestra, Sing! Community Choir and Cambridge Chorale*



It Takes a City (Cambridge)

Annual Report 2024/25

7. Trustees' Responsibilities Statement for period ending 31st March 2025

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);*
- *make judgments and accounting estimates that are reasonable and prudent;*
- *state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.*

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Chris Jenkin

.....

Chris Jenkin BEM

Chair of Trustees

Date: 18 December 2025



It Takes a City (Cambridge)

Annual Report 2024/25

8. Independent Examiners Report for period ending 31st March 2025

I report on the accounts of the Charity for the period ended 31 March 2025, which are set out on pages 22 to 33.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act).

Independent examiner's statement

Since the Charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- *accounting records were not kept in accordance with section 386 of the Companies Act 2006; or*
- *the accounts do not accord with such records; or*
- *the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or*
- *the accounts have not been prepared in accordance with the Charities SORP (FRS102).*

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Mr M Hewett FCA DChA

Dated: 18 December 2025

Peters Elworthy and Moore
Salisbury House, Station Road
Cambridge CB1 2LA



It Takes a City (Cambridge)

Annual Report 2024/25

9. Presentation of the accounts 2024-25

Statement of financial activities

	Unrestricted funds	Restricted income funds	2025 Total	2024 Total
Income (Note 2)				
Donations and legacies	84,731	252,474	337,205	21,012
Charitable activities	141,704	-	141,704	310,378
Other	50	-	50	165
Total Income	226,485	252,474	478,959	331,555
Expenditure (Note 4)				
Charitable activities	222,208	226,592	448,800	312,057
Total Expenditure	222,208	226,592	448,800	312,057
Surplus	4,277	25,882	30,159	19,498
Transfer admin charges	5,667	(5,667)	-	-
Transfer Between Funds	(11,489)	11,489	-	-
Net transfers	(5,882)	5,882	-	-
Net Movement of funds	(1,545)	31,704	30,159	19,498
Reconciliation of funds:				
Total funds brought forward	38,107	29,326	67,433	47,935
Total funds carried forward	36,562	61,030	97,592	67,433

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 24 to 33 form part of these financial statements.



It Takes a City (Cambridge)

Annual Report 2024/25

Balance sheet

	Note	Year ending 31 March 2025	Year ending 31 March 2024
		£	£
CURRENT ASSETS			
Cash at bank and in hand		135,469	147,291
Debtors and deposits	8	28,050	34,817
		<u>163,519</u>	<u>182,108</u>
CURRENT LIABILITIES			
Creditors: amounts falling due within one year	9	(65,927)	(114,675)
		<u>(65,927)</u>	<u>(114,675)</u>
NET CURRENT ASSETS		<u>97,592</u>	<u>67,433</u>
		97,592	67,433
NET ASSETS		<u>97,592</u>	<u>67,433</u>
Represented by:			
Unrestricted	10	36,562	38,107
Restricted	10	61,030	29,326
		<u>97,592</u>	<u>67,433</u>

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") relating to small companies and members have not required the company to obtain an audit for the period in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Chris Jenkin

Chris Jenkin BEM
Chair of Trustees

Dated: 18 December 2025

The notes on pages 24 to 33 form part of these financial statements.



It Takes a City (Cambridge)

Annual Report 2024/25

Notes to the accounts

1 Basis of preparation

1.1 Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second edition October 2019, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.2 Critical accounting estimates and areas of judgement

There were no significant accounting estimates or judgements made by management in preparing these financial statements.

1.3 Going concern

The Trustees have reviewed the financial position of the charity and have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and believe no material uncertainties exist over charity's ability to operate as a going concern. Accordingly, the financial statements will continue to be prepared on a going concern basis.

1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees and directors in order to fulfil the charitable objectives outlined.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes of the financial statements.

1.5 Company status

The Charity is a company limited by guarantee. The members of the Charity are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

1.6 Income recognition

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of



It Takes a City (Cambridge)

Annual Report 2024/25

receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation unless performance conditions require deferral of the amount.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity are apportioned between those activities on a basis consistent with the use of resources. Central and support costs which are not attributable to a single activity are not apportioned out and held under general funds.

1.8 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.

1.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.10 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Income

	Unrestricted funds £	Restricted funds £	Total 2025 £	Total 2024 £
Donations and Gifts	77,731	5,816	83,547	21,012
Grants from Government and other charities	7,000	246,658	253,658	161,625
Charitable activities	141,704	-	141,704	148,753
Interest	-	-	-	65
Other	50	-	50	100
Total Income	226,485	252,474	478,959	331,555
Total 2024	100,276	231,279	331,555	



It Takes a City (Cambridge)

Annual Report 2024/25

3 Analysis of receipts of government grants

2025

Cambridge City Council - Coordination and communication	10,000
Cambridge City Council - Survive and Thrive project	47,000
MHCLG DLUHC - Crossways 2024-25, last of 3 years funding	41,750
Cambridge City Council – Haven project – deferred from 2023/24	85,205

2024

Cambridge City Council (no name) - Coordination and communication	10,000
Cambridge City Council (no name) - Support Survive and Thrive project	20,000
Cambridge City Council (James McWilliams) - Support for Rough Sleepers	20,000
Survive and Thrive Service 2023/24 Year 1 (DLUHC funded via Cambridge City Council).	
DLUHC 1000 2401210969 K IT TAKES A CITY C - £45k to DLUHC Crossways Grant (Crossways project)	45,000
DLUHC 1000 2401210969 K IT TAKES A CITY C - £30k to DLUHC Crossways Grant (Crossways project)	30,000



It Takes a City (Cambridge)

Annual Report 2024/25

4 Expenditure on charitable objectives

	2025	2024
	£	£
Direct costs		
Cost of delivering charitable activities	230,118	169,972
Employment costs	208,900	131,170
	439,018	301,142
Support costs		
Bank charges	565	385
Subscriptions	1,192	1,026
Insurance	2,191	635
	3,948	2,046
Governance costs		
Independent examination fee	-	2,140
Accountancy fees	5,834	6,730
	5,834	8,870
Total expenditure	448,800	312,058



It Takes a City (Cambridge)

Annual Report 2024/25

5 Staff Costs

	2025	2024
	£	£
Support costs		
Wages and salaries	192,912	122,369
Social security costs	11,826	5,539
Pension costs	4,162	3,262
	<u>208,900</u>	<u>131,170</u>
	2025	2024
	No	No
Average number of staff	9	5

No employee earned in excess of £60,000.

Key management personnel

The key management personnel are defined as the CEO and the Trustees, of which the total employee benefits in aggregate for the year were £40,832 (2024: £29,345).

Trustees' Remuneration and Expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £Nil).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £Nil).

6 Independent examiners remuneration

	2025	2024
	£	£
Independent examiners' remuneration		
- Examination fees	2,445	2,325

7 Taxation

The Company was recognised as a charity with effect from 12 December 2019 and from that date is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. Therefore, no taxation falls to be provided for in the accounts.



It Takes a City (Cambridge)

Annual Report 2024/25

8 Debtors

Amounts falling due within one year	2025	2024
	£	£
Accounts receivable	25,401	26,886
Other debtors	2,449	7,831
Prepayments	200	100
	28,050	34,817

9 Creditors

Amounts falling due within one year	2025	2024
	£	£
Trade creditors	39,740	12,163
Accruals	260	14,223
Deferred income	10,000	82,205
Taxes and Social Security	14,057	5,027
Other creditors	1,870	1,057
	65,927	114,685

Deferred income

	2025	2024
	£	£
Opening balance	82,205	-
Balances released in the year	(82,205)	-
Amounts deferred in the year	10,000	82,205
Closing balance	10,000	82,205

Deferred income for 2025 is a £10,000 payment by Cambridge City Council at the end of the year to cover costs to be incurred in 2025/26 on providing temporary accommodation for rough sleepers in specific circumstances.



It Takes a City (Cambridge)

Annual Report 2024/25

10 Statement of Funds

For year 2024/25

	Opening Balance	Income	Expenditure	Transfer of admin charges	Transfer from general funds	Balance as at the end of March 2025
	£	£	£	£	£	£
Unrestricted Funds	38,107	226,485	(222,208)	5,667	(11,489)	36,562
Restricted Funds	-					
Charter		26,833	(18,736)	(5,667)	-	2,430
Client support	-	1,650	(975)	-	-	675
Comms	-	25,000	(36,489)	-	11,489	-
Crossways	6,860	45,750	(49,187)	-	-	3,423
Haven	-	95,702	(73,346)	-	-	22,356
DLUHC - Capital						
Incubator Funding	3,197	-	(3,197)	-	-	-
Street Storage	-	9,490	(6,458)	-	-	3,032
Survive & Thrive	17,623	47,100	(35,609)	-	-	29,114
OASISS Ukrainian Support	1,646	950	(2,596)	-	-	-
Total for all restricted funds	29,326	252,475	(226,593)	(5,667)	11,489	61,030
Total funds	67,433	478,959	(448,800)	-	-	97,592

The transfer of general funds to Comms reflects the unfunded support the project gives to all other projects.

Funds with similar purpose are amalgamated above, as follows:

Charter – collaborative programme to advocate for ending homelessness in Cambridge

- *Cambridgeshire Community Foundation 2024/25 - (£4k) – to support the work to facilitate the Charter Collaboration Group*
- *National Philanthropic Trust - 2024/25 (£10k) - to support the work to facilitate the Charter Collaboration Group and develop promotional activity*
- *Aidan Trust - (£12.833k) - to support the work to facilitate the Charter Collaboration Group, develop a website and related work*

Client support – grants in aid of our beneficiaries

- *Cambridge Aid - multiple small grants – to provide financial help to homeless people supporting access to work and accommodation*
- *Cambridge Street Aid - multiple small grants – to provide financial help to homeless people supporting access to work and accommodation*



It Takes a City (Cambridge)

Annual Report 2024/25

Comms – communications and promotion of all projects

- *Cambridge City Council - Comms 24/25 (£10k) – for communications and collaboration work, and to run the Street Support Cambridgeshire web platform.*
- *National Philanthropic Trust - 2024/25 (£15k) – for communications and collaboration work.*

Crossways – winter shelter accommodation for rough sleepers

- *DLUHC - NSTF 24/25 (£41.75k) – to transform a winter night shelter into a sustainable winter provision for rough sleepers.*
- *Cambridgeshire Community Foundation 2024/25 - (£4k) – to cover the costs of purchasing meals for Crossways residents.*

Haven – safe space and services for vulnerable women. Subsumes previous fund called WHAG.

- *Cambridge City Council - Haven 2023/24 (£65.674k) – to set up and run a pilot overnight safe space for vulnerable women, especially those sleeping rough.*
- *Cambridge City Council - Haven 2024/25 (£16.441k) – to extend the pilot overnight safe space for vulnerable women, especially those sleeping rough.*
- *Private donor - Haven – (£0.25k) – for supporting vulnerable women at the Haven.*
- *Evelyn Trust - £430 – to support set-up costs.*
- *Ann Docwra - (£7.5k) – for supporting vulnerable women at the Haven.*
- *Chamifealion Trust - (£5k) – for supporting vulnerable women at the Haven.*
- *Multiple small gifts – for supporting vulnerable women at the Haven.*

Street Storage – provision of safe storage for rough sleepers’ carried bags and items

- *Cambridgeshire Community Foundation - CBS (£9.49k) – to set up and operate a pilot project offering safe storage for rough sleepers’ belongings.*

Survive & Thrive – provision of support to those in various accommodation settings

- *Cambridge City Council - Survive and Thrive 24/25 (£25k) – to provide support to current or former single homeless people in various accommodation settings.*
- *Cambridge City Council - RSI 2024/25 (£22k)) – to provide further support to current or former single homeless people in various accommodation settings.*
- *Joy’s Corner support - (£0.1k) – for support to those at the ITAC CLT’s housing project at Joy’s Corner.*

OASISS Ukrainian Support – provision of support to homeless Ukrainians

- *Multiple small grants and donations – for provision of language training, housing support and social integration activities for Ukrainian refugees.*



It Takes a City (Cambridge)

Annual Report 2024/25

For year 2023/24

	Opening Balance	Income	Expenditure	Transfer from general funds	Balance as at the end of March 2024
	£	£	£	£	£
Unrestricted Funds	38,577	100,276	(37,405)	(63,341)	38,107
Restricted Funds					
Crossways	135	143,358	(192,141)	55,508	6,860
Comms	-	39,560	(45,687)	6,127	-
DLUHC - Capital Incubator Funding	3,197	-	-	-	3,197
Survive & Thrive	-	40,000	(22,377)	-	17,623
OASISS Ukrainian Support	5,443	3,358	(7,155)	-	1,646
WHAG	583	5,003	(7,292)	1,706	-
Total for all restricted funds	9,358	224,419	(274,652)	63,341	29,326
Total Funds	47,935	331,555	(312,057)	-	67,433

11. Analysis of Net Assets

	Unrestricted Funds	Restricted Funds	Total Funds
	£	£	£
Current year			2025
Current assets	92,489	71,030	163,519
Current liabilities	(55,927)	(10,000)	(65,927)
Total net assets	36,562	61,030	97,592
Prior year			2024
Current assets	70,577	111,531	182,108
Current liabilities	(32,470)	(82,205)	(114,675)
Total net assets	38,107	29,326	67,433



It Takes a City (Cambridge)

Annual Report 2024/25

12. Related Party Transactions

No trustees or connected persons have received any payments from the charity during the year (2024: £Nil).

The charity provides various services to the charitable community benefit society “It Takes A City Community Land Trust”. The charity’s Founder and Chair is also the Society’s Founder and Chair. The work to develop and bring to operation the modular home scheme for people who are homeless, now known as “Joy’s Corner”, involved both organisations. The potential for a conflict of interest is understood and managed by ensuring that other Trustees/Directors in both parties approve any transactions between the two organisations.

IT TAKES A CITY (CAMBRIDGE)

England & Wales - Charity number 1190676

Accounts

It Takes a City (Cambridge)

Annual Report 2023/24



Somewhere to call home



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Contents

Charity Information	4
Strengthening Governance and Collaboration: ITAC's Strategic Framework	5
Charity foundations	5
Trustee Appointment and Collaboration	5
Leadership and Oversight	6
Strategic Meetings and Financial Stewardship	6
Policy Review and Risk Management	6
Diversity and Development	6
Enhancing Impact: A Review of Charitable activities	7
Crossways – Emergency Winter Accommodation.....	7
“Survive and Thrive” – A Continuum of Care	8
Enhancing Collaboration: ITAC's Partnership Approach.....	8
Bridging Connections: ITAC's Communication and Networking	9
Website & Street Support Cambridgeshire (SSC)	9
Social Media & Newsletter.....	9
Broadcast Media & Public Speaking.....	9
Networking with Partner Agencies.....	10
Empowering Women Through Action: The WHAG Initiative	10
The Cambridge Homelessness Charter	11
Charting the Course: Future Directions and Aspirations.....	11
Fiscal Reflections: Assessing Our Financial Journey	13
Financial Overview and Fundraising Efforts.....	13
Reserve Funds.....	13
Transition and Growth.....	14
Trustees' Responsibilities Statement for the period ending 31 March 2024	15
Independent Examiner's Report for the period ending 31 March 2024.....	16
Section A - Statement of financial activities.....	17
Section B – Balance sheet	18
Section C – Notes to the accounts	19
Note 1 – Basis of Preparation.....	19
1.1 Basis of accounting	19
1.2 Critical accounting estimates and areas of judgement	19



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

1.3	Going concern	19
1.4	Charitable funds	19
1.5	Company status	19
1.6	Income recognition	20
1.7	Expenditure	20
1.8	Cash at bank and in hand	20
1.9	Debtors	20
1.10	Creditors and provisions	20
	Note 2 – Income	21
	Note 3 – Analysis of receipts of government grants	21
	Note 4 – Expenditure on charitable objectives	22
	Note 5 – Staff Costs	22
	Note 6 – Independent examiners remuneration	23
	Note 7 – Taxation	23
	Note 8 -Debtors	23
	Note 9 – Creditors	23
	Note 10 – Restricted funds analysis	24
	For year 2023/24	24
	Note 10 – Restricted funds analysis (continued)	25
	For year 2022/23	25
	Note 11 – Related party transactions	25



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Charity Information

TRUSTEES	<p>Christopher Vivian Jenkin BEM (Chair) Alison Jane Morris Stephanie Louise Martinsen-Barker Emma Hooton Simon Allcock Madeleine Anne Cassidy (to 30th November 2023) Lee Andrew Welham (to 26th February 2024) John Cross (to 26th February 2024) Lesley Angela Yolande Crocker (to 26th February 2024) Barry Harwood Read (from 1st June 2023) Dr Asha Praseedom (from 31st October 2023) Robert Lake (from 26th February 2024) Paul Baxter (Treasurer) (from 5th March 2024) Graham Robert Dempsey (from 20th May 2024)</p>
SENIOR MANAGEMENT TEAM	<p>Elisabeth Silver CEO</p>
COMPANY NAME AND NUMBER	<p>IT TAKES A CITY (CAMBRIDGE) 12361870</p>
CHARITY NUMBER	<p>1190676</p>
REGISTERED ADDRESS	<p>c/o St Andrew's Street Baptist Church 40-43 St Andrews Street Cambridge CB2 3AR</p>
BANKERS	<p>Metro Bank Unit 1 Christ's Lane Cambridge CB2 3BZ</p>
SOLICITORS	<p>Taylor Vinters Merlin Place Milton Road Cambridge CB4 0DP</p>
ACCOUNTANTS	<p>Business Partners Financial & Management Services Ltd Milton Hall Ely Rd Milton Cambridge CB24 6WZ</p>



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2023 to 31 March 2024. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (second edition of the Charities SORP (FRS102) October 2019, effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit – "Charities and Public Benefit".

It Takes a City is an organisation set up to support those in Cambridge and surrounding areas who are or who are at risk of being homeless. The charity supports all who need help regardless of personal circumstances and enables a large number of others to volunteer and contribute in various ways. The wider public benefits through a reduction in street living.

Strengthening Governance and Collaboration: ITAC's Strategic Framework

Charity foundations

The foundational document of our charity, the Memorandum and Articles of Association, was established on 12th December 2019. As a company limited by guarantee, we are registered with both the Charity Commission and Companies House, and are acknowledged by HMRC as a charity eligible for Gift Aid.

Trustee Appointment and Collaboration

New Trustees are carefully selected through interviews conducted by existing Trustees, contingent upon the submission of a current CV. Prior to their inaugural Trustee meeting, new appointees receive comprehensive briefings from the Chair and are granted access to essential documents. Our charity prides itself on its collaborative efforts with a diverse array of local organizations—statutory, commercial, and voluntary. These partnerships, built on mutual respect and a shared mission to eradicate homelessness, range from formal contracts to service collaborations and supportive networks.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Leadership and Oversight

Chris Jenkin BEM, our Chair, also presides over the It Takes a City Community Land Trust (CLT), a charitable entity recognized for Gift Aid by HMRC. The CLT, an offshoot of our informal collaborative groups, shares our logo and is entrusted with the vital task of creating new supported homes for individuals transitioning from the streets or hostel living.

Chris is also a founder and Development Board member of the Greater Cambridge Impact Fund. The Fund began as a joint enterprise with Cambridge City Council to raise social investment to be used to address pressing local social issues such as homelessness and educational inequalities. Currently hosted and funded by Cambridge City Council the Fund is in the process of establishing independent financial and charitable structures.

Strategic Meetings and Financial Stewardship

Our Board of Trustees convenes at regular six-week intervals to evaluate, monitor, and steer the strategic direction of the charity. These meetings are attended as needed by key staff who report on operational activities and emerging developments. Financial updates, including current standings and future budget forecasts, are standard agenda items. The Chair temporarily assumed the role of Acting Treasurer until the appointment of a new Treasurer in March 2024.

We benefited from the professional support of Business Partners, providing bookkeeping payroll and accounting advice.

Policy Review and Risk Management

It Takes a City maintains a comprehensive policy suite that governs all facets of our operations. The Board's business schedule mandates regular policy reviews to align with legislative updates and operational shifts, as well as the formulation of new policies when necessary. Routine reporting items at each meeting encompass Health & Safety incidents, Safeguarding concerns, Complaints, and GDPR compliance, with designated Trustees responsible for these critical areas.

Diversity and Development

In our quest for excellence, we actively seek new trustees who offer specialized expertise and contribute to our diversity. During the year, we recognised our increasingly central role in service delivery by applying to the Charity Commission for a change of objects to add:

- **advocating, convening and coordinating the delivery of services.**

This change was approved by the Charity Commission after the end of the year.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Enhancing Impact: A Review of Charitable activities

Crossways – Emergency Winter Accommodation

In collaboration with the Cambridge City Council, ITAC has once again spearheaded the initiative to provide emergency winter accommodation for the city's homeless, moving away from the conventional model of communal floor spaces during cold spells. Crossways offers a sanctuary with 20 private en-suite rooms, a spacious shared lounge and dining area, top-notch kitchen and laundry amenities, operating round-the-clock from November to March. We also have three temporary beds which can be set up in the communal areas during extreme weather conditions.

Security is discreetly but effectively managed by Evolve Guards, who maintain a 24/7 presence, overseeing the administration of accommodations and residents. A dedicated cadre of volunteers delivers a range of services including meal preparation, cleaning, laundry, engaging conversations, and compassionate support. Visits from specialized health and homelessness organizations are a regular occurrence.

Dinner at Crossways is a communal affair, with volunteers cooking up a warm two-course meal, aiming to create a familial atmosphere. Contributions from a Cambridge College and a host of organizations, such as the Buckingham Emergency Food Appeal and Cambridge Sustainable Food, along with surplus provisions from eateries and markets, ensure a steady supply of food. Residents have the liberty to prepare their own breakfast, lunch, and snacks at their convenience from an assortment of readily available food items.

Our primary mission extends beyond safeguarding to the overall welfare and orchestrating the activities of visitors; it involves guiding each resident towards formulating a plan for transitioning to more permanent housing, ensuring they have access to necessary support.

The unique combination of professional management, volunteer engagement, and contracted security has cultivated a secure, familial environment conducive to housing the most vulnerable and at-risk individuals, including those with significant trauma and members of the LGBTQ+ community who face barriers to other forms of shelter.

Key support agencies, including healthcare (Cambridge Access Surgery), mental health (Dual Diagnosis Street Project), and substance misuse services (CGL and Dual Diagnosis Street Project), find that visiting Crossways is the most effective way to connect with their clients—our guests. They report a remarkable success in engaging with our residents, often establishing contact for the first time.

We are especially grateful for the support of volunteers from local churches and from the wider community, in meals preparation, domestic and practical help and conversation. Much of this is organised by the Cambridge Churches Homeless Project (CCHP), and by a team from St Andrews Street Baptist Church. Additional pastoral support from the Bishop's Officer for Homelessness was much reduced this year due to a vacancy, but we are very happy to learn that that vacancy has now been filled.

The journey to a new home is multifaceted, encompassing not just the housing itself but also the myriad practical aspects that transform a space into a home, enhancing life beyond mere



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

survival. This includes furniture and household items (sourced from Emmaus or the Besom), undergarments (provided by Bare Necessities), appropriate attire and footwear (acquired through Cambridge Aid grant applications), personal care products (donated by the community), and technology and connectivity (courtesy of Laptops4Learning). Preceding these steps is the intricate process of assisting guests with assembling their essential documents, a task underscored by the case studies in this report, which highlight the complexity and collaborative efforts required.

Our volunteers generously contribute around 2,300 hours each winter, their invaluable service earning high praise, with an average satisfaction rating of 4.5 out of 5. Many volunteers express how the project has enriched their knowledge and, for some, even bolstered their personal well-being.

This season, Crossways provided refuge to 48 individuals who would otherwise sleep rough. Most of our guests successfully transitioned to subsequent housing solutions, though a few opted to return to the streets. When we closed at the end of March, we were unable to place three individuals into more permanent housing. We were able to house these individuals in a hotel until suitable accommodation was found for them with the help of a grant from Cambridge City Council.

“Survive and Thrive” – A Continuum of Care

Our “Survive and Thrive” initiative is dedicated to supporting individuals as they transition into any type of housing, fostering a collaborative effort with accommodation providers. We activate our extensive network of volunteers to offer assistance and orchestrate specialized interventions. Referrals for our services, which include food parcels, furniture, and household essentials, are welcomed from the City Council and our partner organizations. These resources are aimed at individuals settling into new homes, whether on a temporary or more permanent basis, or for those who require ongoing support.

The delivery of food parcels serves a dual purpose: providing sustenance and enabling welfare checks for those without constant support. During these visits, we remain vigilant, ready to inform primary support agencies about any health or living condition concerns that arise. The furnishings and domestic items that we provide are typically sourced from partner agencies like Emmaus or Besom, supplemented by contributions solicited from the broader community.

A significant portion of the individuals we assist are former rough sleepers who have previously benefited from our Crossways winter shelter. This creates a streamlined continuum of care, ensuring a smooth transition from the streets to a place they can call home.

Enhancing Collaboration: ITAC’s Partnership Approach

ITAC is committed to fostering expansive partnerships rather than expanding operations, ensuring our support services enhance and synchronize with existing offerings rather than compete. Our proactive stance involves identifying and addressing service gaps, always with the ultimate goal of serving our clients’ best interests. The breadth of support required by individuals is vast, and while coordination can be intricate, prioritizing the individual over the institution significantly boosts their chances of positive outcomes.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Our collaborative efforts span a variety of specialist areas, including substance misuse, mental health, mentoring, and employment outreach. We also facilitate connections to vital resources for immigration, housing, benefits, and debt management. Our operations are bolstered by a robust network of volunteers and partners who contribute food, clothing, and hands-on assistance. Notable collaborators include the Cambridge Churches Homelessness Partnership (CCHP), St Andrew's Street Baptist Church, and the Cambridge Street Pastors.

Together with CCHP, we coordinate emergency and temporary housing throughout the year, focusing on women and individuals ineligible for public funds, working closely with partner agencies to determine housing eligibility and immigration status. We express our gratitude to these agencies and local B&Bs for their accommodation support.

As active contributors to a Council-led initiative, we have helped shape the "Team around the Person" (TAP) program, a structured series of multi-agency meetings designed to assist entrenched rough sleepers in accessing services. This collaboration unites all key professional groups dedicated to providing comprehensive support and housing solutions.

Bridging Connections: ITAC's Communication and Networking

Website & Street Support Cambridgeshire (SSC)

Our website serves as a dynamic hub, regularly updated with the latest developments in our partnerships and the impactful work of our action groups. We spotlight Street Support Cambridgeshire on our homepage and maintain a dedicated page for the It Takes a Community Land Trust (CLT). Launched in 2019, SSC is a comprehensive platform that catalogues support options for the homeless, sorted by type, location, and availability. Over the past year, we have amplified our promotion efforts for SSC through various channels, resulting in a rich database of 380 support offers from 107 organizations.

Social Media & Newsletter

Social media has been instrumental in rallying community support, especially for our winter initiative at Crossways. Our online presence has grown, with Twitter and LinkedIn followers increasing by 164 and 147, respectively, and the launch of our Facebook page in February. Our bimonthly newsletter continues to engage readers, highlighting the synergy of our partnerships and inviting community participation. The latest issue, July 2024, is available for subscription.

Broadcast Media & Public Speaking

Our team's presence in local media and public speaking engagements has been robust, addressing the complexities faced by the homeless and the services available to aid them. Notable appearances include trustee Lee Welham's inspiring message on Cambridge 105 and publicity following our Chair's invitation to the Coronation of King Charles III on 6th May 2023. We have also shared our insights with various groups, including local Rotary Clubs, clergy associations, university societies, and street pastors, furthering the discourse on homelessness.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Networking with Partner Agencies

Collaborative information sharing is crucial to refining service delivery and enhancing partnerships. Our staff and trustees actively participate in meetings focused on service evaluation, innovation, and networking events like Changing Futures, Streets to Home, and workshops on Trauma-Informed Practice. We are also involved in the Cambridge Homelessness Impact Research Network (CHIRN), which consults on healthcare barriers, ensuring a deeper understanding of the healthcare needs and challenges within the local community.

Empowering Women Through Action: The WHAG Initiative

The Women's Homelessness Action Group (WHAG) has been a beacon of progress, convening regularly to address the unique challenges faced by women, including gender-specific obstacles and the pervasive issue of hidden homelessness. Under ITAC's guidance, these meetings have been a source of support for the WHAG's Chair and Coordinator, fostering a collaborative environment for advocacy and change.

Efforts to raise awareness about WHAG's mission have been ongoing, with a dedicated section on the ITAC website and active engagement through social media platforms. The group has been instrumental in providing direct assistance to female rough sleepers residing at Crossways, our sanctuary during the harsh winter months.

WHAG's commitment to outreach is evident in their dynamic promotion strategies, which include hosting guest speakers and setting up informational booths in bustling city centres. Their community spirit shone brightly during a Christmas art fundraiser, organized in partnership with local entities.

A pressing priority for WHAG is the plight of vulnerable women lacking a secure place for the night. To address this, with the kind support of the Evelyn Trust and other donors, we have been sponsoring a research initiative aimed at establishing "The Haven," a proposed sanctuary for those in need. The project garnered substantial support, paving the way for the development of a detailed implementation strategy, the search for a suitable location, and the pursuit of necessary funding.

Following our participation in the Women's Homelessness Census in September 2023 which evidenced the local need for services for women in Cambridge city, funding was obtained from the Department for Levelling Up, Housing and Communities to run a pilot for a year. The model that has been developed is based on the trauma informed methodology used at It Takes a City's emergency winter accommodation project, Crossways.

The project will be staffed by an experienced female support worker working alongside a female SIA accredited guard, open 2 nights a week from 8pm – 8am and supported by volunteers responsible for preparing food and for socialising with guests plus housekeeping duties. The space will be gendered, female only, sensitive to the needs of trans women, with access to services such as showers, laundry, food, clothing and signposting to other support services. A Women's Services Co-Ordinator was recruited in February 2024, with the opening date for the project is dependent on signing an agreement for suitable premises.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

The search for suitable premises, which had been ongoing since the middle of 2023, came to a satisfactory conclusion shortly after the end of the year, with the agreement of the Society of Friends for us to lease a two-bed flat from them in a central city location. We are very grateful to the society for their help in this, a property that would otherwise have been let by them commercially.

The Cambridge Homelessness Charter

In June 2023, our Chair was inspired by the launch of Prince William's "Homewards" initiative, a Royal Foundation funded six-city programme to demonstrate that homelessness can be ended, rather than simply managed or mitigated.

This drew our attention back to our founding steps at the It Takes a City Homelessness Summit in November 2018. Our Chair began the process of re-establishing the idea of a Cambridge Homelessness Charter, intended as a widely shared commitment to end rough sleeping and homelessness in Cambridge. The Charter would be complemented by a "six pillars" implementation programme setting out the key "gaps" that would have to be filled in order to make rough sleeping and homelessness in Cambridge "rare, brief, and non-recurring".

A Collaboration Group comprising key stakeholders including Cambridge City Council, Cambridgeshire County Council and local agencies was established, soon broadened to include representatives of the wider community. The Group was informal, facilitated by us. Our Chair produced various materials to be reviewed by the Group, which led to the shaping of a one-page Charter, a launch and publicity program, a sign-up procedure to gather support, and initial thoughts on how to design, fund and implement the "six pillars" programme of change.

We reached out to the Royal Foundation, as we felt we had common purpose with, albeit were not part of, Homewards. This has led so far to some very helpful mutual sharing of thoughts and ideas.

Charting the Course: Future Directions and Aspirations

The year has been another one of significant growth and development for the charity. Our change of objects mentioned above reflected a view that our work in service delivery was no longer simply a "pop-up" to fill short term gaps. These services are stepping stones towards an overall goal of ending homelessness in Cambridge.

This has required some adjustments to our thinking, to the way we present ourselves and the way we organise ourselves. No longer can we ignore certain things because we won't be around for long! Hence, for example, our change of Objects explained above.

We have a well-developed structure – operationally and financially – of a small set of projects each with their own income, costs and resources, plus a governance, finance and administrative (GFA) function led by our CEO. The GFA function does not have its own income, but is supported



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

by unrestricted giving, unrestricted project surpluses and overhead contributions from project grants. This will not change.

We view the future of each project as follows:

- **Crossways** – now a flagship winter project, with a Gold Award from Housing Justice, and the start of a supported housing journey for many, acting as a hub for support. We have the use of the current premises for 2024/25 but not beyond and have been working with Carter Jonas to secure alternative premises. However, we are also in negotiation with the Crossways owner and their lessee, our landlord, to secure the property for our purposes into the future. Financially we still need to meet a donations target and secure continued contract funding from the Council for 2026/27 and beyond. There are operational improvements needed but the service model, the user experience, seems to work very well and no changes are foreseen. The project is a key piece of the housing “pillar” of the proposed Charter, in that, during the winter at least, it can make rough sleeping “brief”, and with the support model in place, can help to make it “non-recurring”. We look to see this continue for as long as it is needed.
- **Survive and Thrive** – a growing and well-regarded project that provides floating support to those in various stages of a housing journey, especially those that have moved on from Crossways. Increasingly it also “supports the supporters”, extending the reach of the available support. It complements the commissioned support services. It is common ground that more support is needed, especially for those with more complex needs. There is interest from CCHP, with their new chaplaincy model, of working with us in our “*Survive and Thrive*” model of support independent of housing: staying with people when they move accommodation as in our original “*support for the journey not the house*” proposal and following the “*Trusted Person*” model promoted by Changing Futures. This is all aligned with the support “pillar” of the Charter. We look to see this grow, working in collaboration with others, to a more comprehensive model.
- **Haven** – Through our winter accommodation program and the lived experiences of our team, we have observed the numerous additional challenges faced by homeless women. In response, we are planning to establish The Haven, a safe overnight drop-in space for homeless and vulnerable women in Cambridge. The trustees have secured funding for the first year and have identified an ideal property. The Haven will operate overnight, featuring female SIA-approved security to ensure a safe, trauma-informed environment. The project will provide hot meals and drinks, shower and laundry facilities, but will not offer accommodation. ITAC is collaborating with various local organizations to deliver comprehensive support to the women who use this service. Decisions regarding the next steps for the project will be made during the pilot phase.
- **Communications** – the work has changed since we started from mainly coordination (of the original Action Groups) to mainly communications, with the website, Newsletter, action on LinkedIn and X, media interviews, etc. We promote our own projects and the work of others. We expect to renew the website and potentially the branding, but this is all business as usual. We do see the need for growth and development of the Street Support Cambridgeshire information service, the opportunity for development,



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

dissemination and training of prevention known-how, and the development of a “dashboard” of progress towards the goal of ending homelessness. All this is key to the “information” pillar.

- **Charter** – setting up the Collaboration Group to promote a Cambridge Homelessness Charter is a significant new way to bring stake-holders together around a common goal. We are clear that for ITAC it will not without wide agreement grow beyond a coordinating role: projects, initiatives and services that are identified as key to achieving the aims of the Charter must be taken up by the most appropriate body, or by new bodies, as needed, with ITAC offering to advocate and shape what needs to be done, acting within the Collaboration Group, but not seeking to deliver it. We see this as a 3-year coordination project, aiming to become self-sustaining by then, and we will seek funding accordingly.

Fiscal Reflections: Assessing Our Financial Journey

Financial Overview and Fundraising Efforts

During the accounting period, the charity reported an income of £331,555, a significant increase from the previous year's £223,200. Expenditure totalled £312,057, resulting in a surplus of £19,498, compared to the prior year's deficit of (£59).

We extend our gratitude to the following key organizations for their substantial grants that have bolstered our initiatives:

- Cambridge City Council
- Aidan Trust
- NPT Transatlantic
- Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link
- Cambridge Aid
- Evelyn Trust
- Crofton Engineering Ltd
- Beth Shalom Reform Synagogue

Reserve Funds

As of 31 March 2024, the charity's total reserves amounted to £67,433, of which £29,326 were restricted funds. Additionally, we received grants totalling £82,205 for the Haven project which is starting next year. As the project has not yet started, sufficient uncertainty exists due to unmet conditions outside the control of the Charity and therefore the funds have been accounted for as a liability and shown in the balance sheet as deferred income.

The Trustees' policy stipulates that free reserves, unrestricted funds not invested in fixed assets, should at least cover our regular monthly expenses, which are approximately £35,000. This threshold ensures we can maintain operations in the event of significant funding reductions. Our year-end reserves were slightly above this precautionary level.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Transition and Growth

“It Takes a City” (ITAC) is navigating a transformative phase. Initially established to unite individuals and organizations in combating homelessness, ITAC evolved into a service provider during the pandemic, managing the “Everyone In” accommodation. The recent three-year funding from DLUHC, coupled with a service contract from Cambridge City Council, underscores ITAC’s enduring role in service provision.

To date, our fundraising has not actively solicited public donations nor employed fundraisers. Nonetheless, we support volunteer-led fundraising events and activities. We continue to secure contributions from affluent local individuals and businesses, leveraging the networks formed at the 2018 Summit and the Trustees’ personal connections. Additionally, we persistently seek suitable grant and trust funds to advance our mission.

The charity’s financial inflow has predominantly been project specific. However, the expanding scale and complexity of these projects are straining our administrative capabilities and financial resources, essential for initiating new programs, whether internally or through partnerships.

Shortly after the year end the charity completed a series of decisions to boost fund-raising capacity:

- Providing the CEO with administrative support to free up more time for pursuing funding opportunities
- Buying in the Donorfy CRM system to hold and use our contacts data and manage fund-raising campaigns and bids
- Employing a third-party fund-raiser to assist with strategy and grant applications.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Trustees' Responsibilities Statement for the period ending 31 March 2024

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Chris Jenkin

.....

Chris Jenkin BEM

Chair of Trustees

Date: 17 December 2024



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Independent Examiner's Report for the period ending 31 March 2024

I report on the accounts of the Charity for the period ended 31 March 2024, which are set out on pages 17 to 25.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act).

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006;
- the accounts do not accord with such records;
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Michael Hewett

Mr M Hewett FCA DChA

Date: 17 December 2024

Peters Elworthy and Moore
Salisbury House, Station Road
Cambridge CB1 2LA



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Section A - Statement of financial activities

	Unrestricted funds	Restricted income funds	2024 Total	2023 Total
Income (Note 2)				
Donations and legacies	5,918	15,094	21,012	18,098
Charitable activities	94,193	216,185	310,378	204,682
Other	165		165	420
Total Income	100,276	231,279	331,555	223,200
Expenditure (Note 4)				
Charitable activities	37,405	274,652	312,057	223,259
Total Expenditure	37,405	274,652	312,057	223,259
Surplus / (Deficit)	62,871	(43,373)	19,498	(59)
Transfer Between Funds	(63,341)	63,341		
Net Movement of funds	(470)	19,968	19,498	(59)
Reconciliation of funds:				
Total funds brought forward	38,577	9,358	47,935	47,994
Total funds carried forward	38,107	29,326	67,433	47,935



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Section B – Balance sheet

	Note	Year ending March 31 st 2024	Year ending March 31 st 2023
		£	£
CURRENT ASSETS			
Cash at bank and in hand		147,291	80,516
Debtors and deposits	8	34,817	4,411
		<u>182,108</u>	<u>84,927</u>
CURRENT LIABILITIES			
Deferred income	9	(82,205)	-
Creditors	9	(32,470)	(36,992)
		<u>(114,675)</u>	<u>(36,992)</u>
NET CURRENT ASSETS		<u>67,433</u>	<u>47,935</u>
		<u>67,433</u>	<u>47,935</u>
NET ASSETS		<u>67,433</u>	<u>47,935</u>
Represented by:			
Unrestricted	10	38,107	38,577
Restricted	10	29,326	9,358
		<u>67,433</u>	<u>47,935</u>
		<u>67,433</u>	<u>47,935</u>

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") relating to small companies and members have not required the company to obtain an audit for the period in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved and authorised for issue by:

Chris Jenkin

Chris Jenkin BEM
Chair of Trustees

Date: 17 December 2024



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Section C – Notes to the accounts

Note 1 – Basis of Preparation

1.1 Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second edition October 2019, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

1.2 Critical accounting estimates and areas of judgement

There were no significant accounting estimates or judgements made by management in preparing these financial statements.

1.3 Going concern

The Trustees have reviewed the financial position of the charity and have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and believe no material uncertainties exist over charity's ability to operate as a going concern. Accordingly, the financial statements will continue to be prepared on a going concern basis.

1.4 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees and directors in order to fulfil the charitable objectives outlined.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes of the financial statements.

1.5 Company status

The Charity is a company limited by guarantee. The members of the Charity are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

1.6 Income recognition

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation unless performance conditions require deferral of the amount.

1.7 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity are apportioned between those activities on a basis consistent with the use of resources. Central and support costs which are not attributable to a single activity are not apportioned out and held under general funds.

1.8 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.

1.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.10 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Note 2 – Income

	Unrestricted funds	Restricted income funds	2024 Total	2023 Total
Donations and Gifts	5,918	15,094	21,012	18,098
Grants from Government and other charities	-	161,625	161,625	169,200
Charitable activities	94,193	54,560	148,753	35,482
Interest	65	-	65	-
Other	100	-	100	420
Total Income	100,276	231,279	331,555	223,200

Note 3 – Analysis of receipts of government grants

Cambridge City Council (no name) - Coordination and communication	2,500
Cambridge City Council (no name) - Support Survive and Thrive project	5,000
Cambridge City Council (no name) - Comms and Coordination	2,500
Cambridge City Council (no name) - Support Survive and Thrive	5,000
DLUHC 1000 2401210969 K IT TAKES A CITY C - £45k to DLUHC Crossways Grant (Crossways project)	45,000
Cambridge City Council (James McWilliams) - Support for Rough Sleepers Survive and Thrive Service 2023/24 Year 1 (DLUHC funded via Cambridge City Council).	20,000
Cambridge City Council (no name) - Coordination and communication	2,500
Cambridge City Council (no name) - Support Survive and Thrive project	5,000
The Evelyn Trust - The Haven development project	
Grant to cover Alice's salary & cost for July, August and September 2023	1,367
DLUHC 1000 2401210969 K IT TAKES A CITY C - £65k to DLUHC Crossways Grant (Crossways project)	30,000
NPT Transatlantic - Donation	25,000
Cambridge City Council (Simon Hunt) - Coordination and communication	2,500
Cambridge City Council (Simon Hunt) - Support Survive and Thrive project	5,000
The Evelyn Trust - The Haven development project	
Grant to cover Alice's salary & cost for October, November & December 2023	1,524
College Charitable Projects Fund - for Crossways and specifically to cover the Music Therapy expenditure plus some extra for the project	350
The Evelyn Trust - The Haven development project	
Grant to cover Alice's salary & cost for January, February and March 2024	1,523



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Note 4 – Expenditure on charitable objectives

	2024	2023
	£	£
Direct costs		
Cost of delivering charitable activities	169,972	97,131
Employment costs	131,170	111,330
	301,142	208,461
Support costs		
Bank charges	385	144
Office costs	-	719
Subscriptions	1,026	377
Insurance	635	1,448
Other	-	2,281
Bad Debt Write off	-	2,883
	2,046	7,852
Governance costs		
Independent examination fee	2,140	2,640
Accountancy fees	6,730	4,306
	8,870	6,946
Total expenditure	312,057	223,259

Note 5 – Staff Costs

	2024	2023
	£	£
Wages and salaries	122,369	104,340
Social security costs	5,539	4,118
Pension costs	3,262	2,872
	131,170	111,330
Average number of staff	5	5

No employee earned in excess of £60,000.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Note 6 – Independent examiners remuneration

	2024	2023
	£	£
Independent examiners' remuneration		
- Examination fees	2,325	2,640

Note 7 – Taxation

The Company was recognised as a charity with effect from 12 December 2019 and from that date is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. Therefore, no taxation falls to be provided for in the accounts.

Note 8 -Debtors

Amounts falling due within one year	2024	2023
	£	£
Accounts Receivable	26,886	1,140
Deposits	-	-
Other Debtors	7,831	2,896
Prepayments	100	375
	<u>34,817</u>	<u>4,411</u>

Note 9 – Creditors

Amounts falling due within one year	2024	2023
	£	£
Trade creditors	12,163	30,139
Expense Claims	-	162
Wages	926	-
Accruals	14,223	2,640
Deferred Income	82,205	-
Taxes and Social Security	5,027	4,051
Other creditors	131	-
	<u>114,675</u>	<u>36,992</u>



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Note 10 – Restricted funds analysis

For year 2023/24

	Opening Balance	Income	Expenditure	Transfer from general funds	Balance as at the end of March 2024
	£	£	£	£	£
Unrestricted funds	38,577	100,276	(37,405)	(63,341)	38,107
Crossways	135	143,358	(192,141)	55,508	6,860
Comms	-	39,560	(45,687)	6,127	
DLUHC - Capital Incubator Funding	3,197	-	-	-	3,197
Survive & Thrive	-	40,000	(22,377)		17,623
OASISS Ukrainian Support	5,443	3,358	(7,155)		1,646
WHAG	583	5,003	(7,292)	1,706	-
Total Restricted fund	9,358	224,419	(274,652)	63,341	29,326
Total funds	47,935	331,555	(312,057)	-	67,433

Fund Purpose

Crossways - emergency winter accommodation project

Comms – Cambridge City Council Homelessness Prevention Grant – coordination and communication of action groups across Cambridge.

DLUHC - Capital Incubator Funding – towards the acquisition of permanent premises for the emergency winter accommodation project

Survive & Thrive – for year round support to former rough sleepers to sustain accommodation

OASISS Ukrainian Support – donations received to support the work of the OASISS community group in supporting Ukrainian refugees

WHAG – restricted donations towards projects in support of homeless women



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Annual Report 2023/24

Note 10 – Restricted funds analysis (continued)

For year 2022/23

	Opening Balance	Income	Expenditure	Transfer from general funds	Balance as at the end of March 2023
2023	£	£	£	£	£
Unrestricted	16,276	37,810	(33,7672)	(18,258)	38,577
Restricted					
Aidan Trust - charity management	23,806	-	-	(23,806)	-
Aidan Trust – social investment	-	1,200	(1,200)	-	-
Cambridge Aid	-	1,150	(1,015)	-	135
Comms 22/23	-	10,000	(11,622)	1,662	-
Survive and Thrive 22/23	-	20,000	(20,046)	46	-
Winter project 22/23	-	30,000	(30,000)	-	-
NPT Transatlantic	-	15,000	(16,009)	1,009	-
DLUHC - NSTF 22/23	-	65,000	(74,186)	9,186	-
DLUHC - Capital Incubator Funding	-	25,000	(21,803)	-	3,197
OASISS Ukrainian Support	-	13,633	(8,190)	-	5,443
Rotary Club Funding	-	3,020	(3,481)	461	-
WHAG	-	1,387	(804)	-	583
HomelessLink - HWTF	3,863	-	-	(3,863)	-
MHCLG Training Grant	2,613	-	(1,135)	(1,478)	-
Other	1,436	-	-	(1,436)	-
Total Restricted	31,718	185,390	(189,492)	18,258	9,358
Total Funds	47,994	223,200	(223,259)	-	47,935

Note 11 – Related party transactions

During the year, no trustee received any remuneration (2023: £Nil). Additionally, no trustees or their connected persons received any payments from the charity (2023: £47).

The charity maintains a relationship with the community benefit society, "It Takes A City Community Land Trust," sharing the same chairman. However, none of the other trustees hold any management roles within the land trust.

IT TAKES A CITY (CAMBRIDGE)

England & Wales - Charity number 1190676

Accounts

It Takes a City (Cambridge)

Annual Report 2022/23



Somewhere to call home



It Takes a City

A Cambridge Homelessness Partnership

Table of Contents

Foreword	2
Stories	4
Public benefit	6
Report on activities	6
Coordination	6
Communication	8
Support services	9
Plans for future periods	12
Coordination and Communication	12
Support services	13
Structure, governance, and management	14
Financial review	15
Financial position.....	15
Reserves.....	16
Fundraising.....	16
Trustees' Responsibilities Statement for period ending 31st March 2023	17
Independent Examiners Report for period ending 31st March 2023	18
Accounts for 2022/23 (unaudited)	19
Statement of Financial Activities	19
Balance Sheet.....	20
Accounting Policies.....	21
Notes on the accounts	22
Reference and administration details	29



It Takes a City

A Cambridge Homelessness Partnership

The Trustees present their annual report together with the financial statements of the charity for the year 1 April 2022 to 31 March 2023. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (second edition of the Charities SORP (FRS102) October 2019, effective 1 January 2019).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Foreword

Quotes from rough sleepers supported in Crossways between November 2022 and March 2023

'It's been very comforting. I've been welcomed and looked after and welcomed in a way that's been heart-warming'

'If I could I'd stay here forever. Being here has saved my life.'

The quotes above are the reason we do what we do. Ending homelessness is about more than front door keys, about more than access to support. Those who are unfortunate enough to end up on the street, or are at grave risk from doing so, have used up their "social capital", and have few left to turn to. They have left the community or family from which they drew support before or have never been able to establish stable support networks previously in their lives. Ending homelessness does not end with a home, it ends when someone has reconnected with community and rebuilt social and spiritual capital, in addition to having health and well-being needs met, finding employment, etc.

Our work started at the Cambridge Summit on Homelessness in November 2018, when 150 key influencers came together to begin a series of conversations on ending homelessness. Our access to volunteers and the business sector enabled us to make a big contribution to "Everyone In" from March 2020, and just as Prince William has called for in his "Homewards" initiative, we then worked hard with the City Council to build on all we collectively learnt from Everyone In and develop what is now the Crossways project, a major step up for us, and a big step forward for the city.



It Takes a City

A Cambridge Homelessness Partnership

We report below on our second year of operation of Crossways, providing rough sleepers with safe and secure 24/7 individual en-suite winter emergency accommodation with intensive support, consolidating the move away from the traditional model of “cold weather and communal floors” provision that operated until the pandemic. It has become an anchor project, the jumping off point for our year-round “Survive and Thrive” support service and connecting us widely with all those working together to end homelessness.



At the time of writing the charity has been awarded a 3-year contract by Cambridge City Council connected with the delivery of our project at Crossways, already part funded by a 3-year grant from the Department for Levelling Up, Housing and Communities (DLUHC). For the next two winters we have secured the continued use of Crossways working with the leaseholder CATS Global Schools. With further DLUHC funding support we are working with partners on a programme to secure access to a long-term property, should Crossways no longer be available after two years.

Our spin-off housing charity, It Takes a City Community Land Trust (the CLT), has just been granted initial 5-year planning permission for siting four modular homes for the homeless on Council-owned land in Cambridge: ITAC will provide the support as an extension of the “Survive and Thrive” service reported below. The first, we hope, of many.

Cambridge City Council has also approved a business plan, which we initiated and then co-led with the Council via the CLT, to establish a new social investment organisation in Cambridge, with up to £1m in Council funding and a target to raise £5-£10m from other investors: addressing housing and homelessness is one of the targets for the new fund. The plan draws on the collaborative approach of It Takes a City, something we willingly share. Our Chair, Chris Jenkin BEM is on the Development Board for the initiative.

We are convening interested parties around practical help to support those with nowhere to call home. We continue to build our Street Support Cambridgeshire, our on-line service that allows everyone to find the help they need or find it for those rough sleepers that they have encountered, and to strengthen the communication channels for all the great work that so many do in Cambridge. We’ve secured a grant from the Evelyn Trust to work on the next stage of a proposal from our Women’s Homelessness Action Group to develop a safe “Haven” for vulnerable homeless women. We’ve helped a local voluntary group raise funds to house and support Ukrainian refugees.

We are very grateful for grants for this work (Cambridge City Council; the Department for Levelling Up, Communities and Homes (Housing Justice / Homeless Link); and NPT Transatlantic) and donations from many. We are immensely grateful to the 100 or more volunteers and many organisations we are proud to partner with – statutory, commissioned, business, academic, voluntary, faith – and to those with lived experience of homelessness.



It Takes a City

A Cambridge Homelessness Partnership

These developments suggest the charity has reached an inflexion point – moving beyond its “pop-up” approach into a more permanent setting, albeit, as always, seeking to develop a big partnership not a big organisation, working to convene, collaborate and share.

But convening, collaborating and sharing takes dedicated resource and time – we are therefore for the first time since starting up nearly five years ago, actively seeking funding for this core purpose, which is, as we hope is evident from this report, for the benefit of all.

And there is a lot more to do in the city: there is still quite a bit of silo working; we don’t use data as well as we could; there is a pressing need for land and planning to enable new housing; support, especially in mental health, is far too stretched; there is no formal and widely shared goal to end rough sleeping and homelessness.

We are now calling the community to come together around a new shared goal to end homelessness, to sign up to a new Cambridge Homelessness Charter that enshrines that goal and the values and partnership working needed to achieve it, and to convene a new Summit on Land and Housing.

Stories

It Takes a City is primarily about people helping people, not money and organisation, important though they are. We start our report therefore by sharing some of their stories. They illustrate the power of collaboration and partnership working, and the bespoke nature of the support needed in each case.

‘D’ was a 62 year old man with complex physical and mental health needs. ‘D’ also had issues with alcohol dependency. Following eviction from a private rent, he was offered temporary accommodation by SCDC, but it was not suitable due to its distance from the services he needed to access in Cambridge. The behaviour of his associates resulted in the loss of this placement and he travelled to the city preparing to sleep rough.

Cambridge Access Surgery (CAS) were concerned that ‘D’s health could quickly deteriorate if he returned to the streets.

CAS worked with our team at Crossways, and Cambridge City Council agreed an exemption from verifying ‘D’ as a rough sleeper, meaning we could offer him an immediate room and support from our partner agencies and volunteers.

‘D’ was experiencing suicidal ideation when he first moved in to Crossways, but with support from our Change, Grow, Live (CGL) colleagues he began to address his alcohol dependency. As ‘D’ felt more settled and willing to accept help, CAS supported him in applying for PIP and other benefits.

‘D’ was able to make a HomeLink application, with continued help from the Crossways team, and was offered a flat in a sheltered housing scheme close to the support services he needed.

“Seeing someone put their key in their own front door for the first time after a period of rough sleeping was a very special moment”. (Lis Silver, ITAC CEO)



It Takes a City

A Cambridge Homelessness Partnership

'P' was a woman in her 30s who experienced mental health difficulties. Her behaviour meant that she was asked to leave the family home. Having never been homeless before, 'P' ended up on the streets.

'P' was contacted by the Street Outreach Team (SOT), verified as rough sleeping and supported in making a homelessness application to Cambridge City Council. Unstaffed Temporary accommodation would not be suitable, due to 'P's vulnerability, and it was agreed she should be fast tracked into Crossways.

'P' initially had difficulty settling in and mixing with guests who were more entrenched in street life. But with support from the Crossways team, partners and volunteers her mental health began to improve and 'P' began engaging more with the Crossways staff team and external agencies. The stability provided at Crossways meant that 'P' was able to re-establish links with her family and return home.

'L', in her late teens, was the youngest guest at Crossways this Winter. 'L' was kicked out of the family home by her father because of her sexuality. She had moved to Cambridge from Peterborough to be with her partner, but things didn't go well.

'L's previous chaotic behaviour and binge drinking led to her being excluded from young people's projects in the city. The Crossways team agreed to offer 'L' a room whilst all avenues of support were explored.

Intensive work, in partnership with local youth services, led to 'L' being offered a place in a specialist, female only accommodation project, where she'd receive appropriate support. 'L' is now looking forward to a future where she can return to her studies at Cambridge Regional College.

'F' was a man in his 40s who had spent 28 years, all his adult life, homeless and on the streets of Cambridge. 'F' had a history of IV drug use and was conscious that his uncontrolled diabetes was leading to rapidly declining physical health.

During the COVID pandemic, 'F' had spent some time living in self-contained accommodation and demonstrated an ability to live unassisted. 'F' was known to the Crossways team who, when he arrived at the project, observed a significant change in his mindset and determination to address his issues.

The Crossways team felt 'F' would be suitable for a property via the Rough Sleeper Accommodation Project (RSAP). Although there were some initial concerns, when the RSAP team interviewed 'F' they were impressed by his change in outlook and willingness to work with support agencies. 'F' has now been housed and is looking forward to a better future.

'A' came to Cambridge fleeing violence from his ex-partner and their associates. While he initially secured second stage accommodation relatively soon after arriving in the city, he reported experiencing homophobic abuse from a resident in the property that he shared and his own actions in what he felt was self-defence resulted in his eviction.



It Takes a City

A Cambridge Homelessness Partnership

He eventually accessed Crossways during a SWEP period. This offered him stability, but both physical health issues and those pertaining to his mental health, exacerbated in part by his difficulty in securing a local connection, often lead to unpredictable behaviour.

Once his local connection was granted on the basis that the police viewed it unsafe to return to his home area in the Midlands, he secured an interview for a local hostel and was accepted onto the waiting list. Until a room becomes available the local council is providing temporary accommodation under a priority need decision.

Public benefit

The Trustees confirm that they have complied with the duty in Section 4 of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit – "Charities and Public Benefit".

It Takes a City is an organisation set up to support those in Cambridge and surrounding areas who are or who are at risk of being homeless. The charity supports all who need help regardless of personal circumstances and enables a large number of others to volunteer and contribute in various ways. The wider public benefits through a reduction in street living.

Report on activities

Coordination

Action Groups have been a central part of our work since the Summit that led to the setting up of the charity in 2018. It takes a City brings together key individuals, organisations and groups from across the community to work in partnership to focus on a specific issue affecting those experiencing or at risk of homelessness. Our collaborative model enables us to access the specialist knowledge needed to address key issues that are barriers to rough sleepers leaving the streets; by definition of the problem, identification of potential solutions and, if required, partnering with the best people or organisation to take specific projects forward.

Women's Homelessness Action Group (WHAG)

The WHAG met regularly throughout the year, providing a forum for discussion of issues specific to women including the gender specific barriers they face and the issue of hidden homelessness. ITAC facilitated these meetings, providing support for the Chair and Coordinator.

We continued to promote the work of the group via a [dedicated page](#) on the ITAC website and through our social media channels. The group coordinated practical help for the female rough sleepers housed in Crossways, our winter emergency accommodation project.

The WHAG were very active in promoting their partnership approach via several guest speaker engagements and running information stalls in city centre locations. They also worked with local groups to organise a fundraising art event at Christmas.

A key concern of the group is those vulnerable women without a safe space to go at night. We funded a project worker to research the needs and opportunities for a safe place to be called "The Haven", achieving wide and



It Takes a City

A Cambridge Homelessness Partnership

generous support to the concept. The next stage will be to build an implementation plan, search for premises and secure funding.

Coproduction Group

The Coproduction Group provided an open forum for those experiencing homelessness to meet with their peers and key workers / support groups and discuss issues of concern, not just for individuals, but the homeless community more generally. The meetings were facilitated by staff from partner organisations CGL and SUN Network, with ITAC providing support as requested.

Our Coordinator continued to research issues relating to digital exclusion for those rough sleeping or vulnerably housed, guided by a sub-committee of the main Group. Recommendations included working in partnership with [Laptops4Learning](#) to provide refurbished smartphones and encouraging organisations to sign up to the [National Databank](#), providing connectivity for those in need. This work fed directly into provision of technology and data to guests at our emergency winter accommodation at Crossways.

Business Action Group

The Business Action group has been a good vehicle for providing information about rough sleeping to City Centre businesses who have people literally sleeping on their doorstep.

Our LinkedIn account is raising ITAC's profile and we responded to suggestions from Cambridge BID and other contacts to provide clear information and guidance, including a summary of our [Sharing Spaces](#) guide. Local businesses were invited to attend our Street Support webinar.

Our Coordinator continued to liaise with staff at the Cambridge Network, discussing ways in which ITAC could develop relationships with local businesses. In March, we were chosen by Lush as their '[Charity Pot](#)' beneficiary for a weekend, providing an opportunity to raise funds and promote our work.

Community Action Group (CAG)

The CAG provides an opportunity for individuals and groups to come together in partnership to coordinate their support for those experiencing or at risk of homelessness. Membership is drawn from a broad range of community, student, faith and charitable groups.

The group is supporting a project aimed at bringing safe, secure storage for rough sleepers to Cambridge city centre in the next year. With support from [Street Storage](#), a London based charity, we are working with members to develop a similar facility in Cambridge and actively looking for premises.

Students / University

Over the past year, ITAC proactively engaged with student groups to highlight our work, and better involve and provide information to students interested in supporting homelessness work across Cambridge. We've built a broad network of contacts with groups at Cambridge University, including Just Love, Embrace, Cambridge Land Justice, Cambridge University Human Rights Law Society and Cambridge Students' Union.

At the beginning of the academic year, we distributed our new Student Support for the Homeless Community [leaflet](#) to all colleges, along with our '3 Streets' and Street Aid literature.



It Takes a City

A Cambridge Homelessness Partnership

ITAC colleagues have spoken on various panels and events held by societies, both about our work at Crossways, and the Women's Homelessness Action Group. We have been fortunate to welcome student volunteers at our emergency accommodation project at Crossways over the winter.

OASISS – Open Arms in Shelfords & Stapleford

OASISS is a local community initiative set up in an area to the south of Cambridge shortly after the start of the war in Ukraine to welcome refugees from Ukraine to homes and the local community. ITAC supports the work of OASISS by hosting their banking and payment facilities, running a restricted fund within our accounts.

Communication

Website

Throughout the year, we used our website to update visitors with the latest news on our various partnerships and inform them of the work carried out by our action groups. We also promoted Street Support Cambridgeshire on the home page and manage a [dedicated page](#) for the It Takes a Community Land Trust (CLT).

Street Support Cambridgeshire (SSC)

Street Support is a platform enabling local areas to host information, organised by type of help, postcode, availability, eligibility, etc., on the support available to homeless people and to advertise opportunities to help those organisations providing the help. Our local version, www.streetsupport.net/cambridgeshire/ was launched in 2019.

Our team continued promoting the service throughout 2022/23, using our website, social media channels, through distribution of SSC business cards and invitations to speak at numerous online and in person events.

There are now 380 offers of help from 107 organisations detailed on the website.

A webinar for local businesses, churches and other interested groups was organised, with guest speakers from the Street Support National Network and local organisations featured on the website.

Our Coordinator appeared on local radio stations on several occasions, including this [interview](#) on Cambridge 105, (part of our three month '3 Streets' campaign).

Social media

Our social media channels were vital in helping us ask the community for their support, particularly at our winter project at Crossways, with many responding to requests for donations of food and other items.

We have seen a steady increase in our followers on both Twitter (+164) and LinkedIn (+147) and launched our new [Facebook](#) page in February.

Newsletter

Our newsletter, published every couple of months, continues to be well received. Each edition showcases the power of partnership working and encourages the community to become involved. The latest edition is [July 2023](#) and you can [Subscribe](#) to receive future editions.



It Takes a City

A Cambridge Homelessness Partnership

Broadcast media / Public Speaking

Our staff and trustees were frequent guests on local radio stations, talking about a range of issues, including services available for those in need and the often confusing system that our homeless neighbours must navigate to get help.

'Give someone a ladder and they'll climb' said our trustee, Lee Welham, in this [interview](#) with Lewis Herbert on Cambridge 105.

Our Chair was interviewed by ITV Anglia upon being invited to attend the coronation of King Charles, giving an opportunity to talk about the work of ITAC and our partners.

We were also honoured to be invited to speak about our work and the issues of homelessness in the city at a growing number of events, online and in person. Groups we have spoken to include:

- Local Cambridgeshire [Rotary Clubs](#).
- Cambridge Retired Clergy Association
- Cambridge University Human Rights Law Society ([student societies](#))
- Embrace / Just Love student groups and University of Cambridge faculties
- Cambridge Street Pastors

Communication and Networking with Partner Agencies

Information sharing is key to the work of ourselves and our partners – it is of particular importance in providing feedback that will help shape future service provision or improve that currently in place.

Staff and Trustees attend meetings around reviewing service provision and recommending improvements, and improving partnership working, including:

- Changing Futures – a regional service improvement programme
- Streets to Home Networking Event – improving local connections
- Trauma Informed Practice across our local system – a workshop to explore a shared vision
- Working Group to improve access for homeless people to rehab
- Cambridge Homelessness Impact Research Network (CHIRN) healthcare barriers consultation – developing a better understanding of local healthcare needs and barriers

Support services

Working with partners

Our support services reflect ITAC's ethos of building a big partnership not a big operation, complementing and coordinating not competing with existing services. But we are not shy in identifying gaps and seeking to fill them, with a sharp focus on doing the best for those we help. The range of support people need can be very wide and coordination can be complex, but the more we work together and focus on the person and not the organisation the more likely that the person we are helping will make good progress.

We work closely with specialist partners in substance misuse, mental health, mentoring and employment outreach. We connect with sources of advice and help on immigration, housing, benefits and debt. Other



It Takes a City

A Cambridge Homelessness Partnership

partners provide volunteers, food, clothing and practical help. We rely heavily on a wide volunteer network from organisations such as the Cambridge Churches Homelessness Partnership (CCHP), St Andrew's Street Baptist Church and Cambridge Street Pastors.

We work with the Bishop's Officer for Homelessness in Ely Diocese, Rev'd Sophie Young, who is locally based and works as chaplain to the homeless in Cambridge, wherever they may be, including Crossways. We value her support, especially in working with vulnerable women.

We work with CCHP to arrange emergency and temporary accommodation year-round for vulnerable individuals who are working with partner agencies on housing eligibility, immigration status, etc. with a particular focus on women and those without recourse to public funds. We are grateful to partner agencies for providing accommodation when requested and to a number of local B&Bs.

We have been key participants in a council initiative to establish a new and more structured series of regular multi-agency professionals' meetings aimed at helping entrenched rough sleepers engage with services – the "Team around the Person", commonly referred to as TAP. We join with all the key professional groups focused on support and housing programmes.

Survive and Thrive

"Everyone In" succeeded in helping many rough sleepers off the street, but a lot of support was required to help some maintain their new accommodation, and this was not always available. Pre-Covid, support was mainly linked to the hostel system.

This led to our current "Survive and Thrive" service, providing support for people moving into any form of accommodation, working in partnership with the accommodation providers. We mobilise our volunteer network to help, and coordinate specialist interventions. We accept referrals from the city council and from partners for food parcels, furniture and domestic items for people moving into their own property, be it temporary or longer-term, or who need continued support. Food deliveries provide opportunity for a welfare check for those living without regular 24/7 support, and we alert the main support agencies of concerns around health or living conditions. Furniture and domestic items usually come from partner agencies such as Emmaus or Besom, but also from appeals to the wider community for assistance.

Increasingly, those being supported are rough sleepers that have moved into and on from our Crossways winter provision, so providing seamless support from street to home.

Temporary Accommodation for Ukrainian Refugees in Cambridge

Beth Shalom Reform Synagogue (BSRS) used Crossways in the summer for short-term accommodation for Ukrainian refugee families whose host arrangements had either broken down or were not ready at the time of their arrival. ITAC provided on-site supervision of the BSRS staff and volunteer team, and support to the BSRS management team.



It Takes a City

A Cambridge Homelessness Partnership

Crossways – Emergency Winter Accommodation

ITAC again worked with Cambridge City Council by providing on-site management and support for the emergency winter accommodation provision for rough sleepers in the city, once again replacing the traditional “communal floors in cold weather” model. Crossways has 20 en-suite rooms¹, a large communal lounge and dining room, excellent kitchen and laundry facilities and is open 24/7. The project is open from November through March.

A small team from Evolve Guards provide 24/7 security, providing an unobtrusive but ever vigilant presence: they also manage much of the day-to-day administration of rooms and residents. Teams of volunteers provide meals, cleaning, laundry, conversation, practical help and pastoral care. Specialist health and homelessness agencies visit.

A hot two course dinner is prepared by teams of volunteers – we try to make this a shared, family occasion. A Cambridge College has been sending in evening meals. An extraordinary range of organisations donate food, in particular the Buckingham Emergency Food Appeal and Cambridge Sustainable Food as well as surplus food from restaurants and supermarkets. Guests have access to a wide variety of easy to prepare food and snack items to prepare breakfast, lunch and snacks whenever they choose.

Our role, other than ensuring the overall safety and well-being of all and coordinating all visiting activity, is to ensure that each resident develops a plan to move on to next stage accommodation and has access to all the support needed.

This blend of professional oversight, volunteer support and outsourced security has developed into a safe family setting that enables us to accommodate both highly vulnerable and high-risk residents, for example women carrying severe trauma and LGBTQ+ people who do not feel able to access other accommodation.

The project is supported by key agencies who find visiting the best way to engage with their clients who are our guests: healthcare (Cambridge Access Surgery), mental health (Dual Diagnosis Street Project), substance misuse (CGL and Dual Diagnosis Street Project). All report a particular ability to engage with our residents, often for the first time.

Pastoral support is provided by Revd Sophie Young, the Bishop’s Officer for Homelessness, through the Cambridge Churches Homeless Project (CCHP), to those of all faiths and none.

Moving on can be complex to organise – not just the housing provision but all the practical items that go to make a house into a home or lift above mere survival: furniture and domestic items (from Emmaus or the Besom), underwear (from Bare Necessities), suitable clothing and shoes (from [Cambridge Aid](#) grant applications), toiletries (from community donations), technology and data (with grateful thanks to [Laptops4Learning](#)). Even before that, the complexities of helping guests get their paperwork together can be profound. The case studies earlier in this report illustrate this complexity and the range of partners we need to bring together.

¹ Strictly speaking, two rooms have adjacent private facilities rather than en-suite

It Takes a City (Cambridge), c/o St Andrews Street Baptist Church, St Andrew’s Street, Cambridge CB2 3AR

Company Limited by Guarantee Registered in England and Wales (No. 12361870) Registered as a Charity in England (No. 1190676)



It Takes a City

A Cambridge Homelessness Partnership

Our volunteers donate approximately 2,300 volunteer hours to the project each winter. They do amazing work, and surveys rate their experience as 4.5/5 with many volunteers commenting how much they learnt on the project and how, for some, the project helped their own well-being. Quotes from volunteers included:

- *Getting to work with some amazingly dedicated people and meeting a diverse group of guests with stories to tell. Every time I walked to the Lodge [Crossways], I was always looking forward to being there and helping where I could.*
- *Feeling like I was contributing to something worthwhile.*
- *I felt appreciated as a volunteer*
- *I was unaware of the many implications of being homeless in terms of the knock-on effects – no permanent address, no photo ID etc. Without these it is so difficult to access services that we take for granted as most ask for a permanent address.*

In total 49 rough sleepers were accommodated, including 11 that came in during short periods of severe weather and were initially given temporary beds in the lobby area – 3 beds were made available in this way. We were able to offer regular rooms to four people who accessed Crossways in that way, with several others being offered beds at Jimmy's Assessment Centre. Almost everyone progressed to next stage accommodation, but some made other choices and returned to the street.

Plans for future periods

Coordination and Communication

The work of the Action Groups connecting together around particular topics and themes will continue and be reinforced. Developments include:

- A pilot off-street service for vulnerable women – the Haven – on behalf of the WHAG and funded by the Evelyn Trust.
- Finding premises and starting a Cambridge Street Storage project
- A new emphasis on engaging with businesses, connecting around shared values
- Extending our student links to Anglia Ruskin University

This will continue to be supported by our website, newsletter, social media and broadcast / print channels. We have conducted some research into our logo, and plan to refresh that, and our website and branding, to reflect the core message of the 'power of partnership' in ending rough sleeping.

Inspired by Prince William's "Homewards" initiative, we believe the time is now right to begin a new collaborative programme to end homelessness and rough sleeping in Cambridge. We would like to see the community sign up to a Cambridge Homelessness Charter, a collective commitment to work together to end homelessness.



It Takes a City

A Cambridge Homelessness Partnership

Key components for a strategy to be launched during the year are:

- Building a **new collaboration** around a shared goal to end, not just manage, homelessness
- Developing, socialising and gaining agreement to a **Cambridge Homelessness Charter**
- Working with the proposed **Greater Cambridge Impact** to demonstrate the power of collaboration to achieve such goals, and identifying social investment opportunities
- Identifying and implementing the **key actions** that will bear down on and reduce homelessness and rough sleeping to the level that is demonstrably seen as “rare, brief and unrepeated”, and maintain it
- Hold a **Summit on Land and Housing** to create the longer-term supply of land and planning needed to end homelessness in the city
- Securing a building, a **community asset**, that can be used for emergency winter provision and other accommodation-based programmes, within a self-sustained funding model independent of public sector funding

The new collaboration will connect two other key programmes in the city:

- **Greater Cambridge Impact** – a new organisation being set up by Cambridge City Council to build and manage a social investment fund that ITAC helped to establish and that draws on the ITAC collaborative approach to securing social change
- **Changing Futures** – a wider change programme across Cambridgeshire and Peterborough to change the outcomes for those with multiple disadvantages including, not exclusively, homelessness

This work cannot continue in full using our past funding model – we will therefore be seeking additional funding.

Support services

Our support services have become an established and well-regarded contribution to meeting the needs of current and former rough sleepers in the city.

We have been awarded an extendable 3-year contract by Cambridge City Council connected with our winter emergency provision at Crossways and have signed an initial 2-year contract with CATS Global Schools to use the Crossways building for this purpose. We acknowledge grant support from the Department for Levelling Up, Homes and Communities (DLUHC) for the next 2 winters. We will work with partners to secure to secure a more permanent building, a process begun with a grant from DLUHC, and seek ways in which the provision can, eventually, become self-funding using social investment. The Council contract and the DLUHC grants are all aimed at continuing and making permanent the change in winter shelter provision in the city already achieved, avoiding any return to the traditional “communal floors in cold weather overnight accommodation” model and building on the “Crossways” 24/7 en-suite accommodation model with its recovery model of support.



It Takes a City

A Cambridge Homelessness Partnership

To achieve this, in addition to securing premises and funding for winter accommodation, we will continue the key changes developed in the year:

- Crossways
 - o With the Women's Homelessness Action Group and specialist LGBTQI+ groups, ensure that the accommodation is welcoming and feels safe for these vulnerable groups who are often unwilling to engage with services or use hostel accommodation.
 - o Embed a diverse and inclusive volunteering model providing a relaxed family setting where volunteers have a positive experience and residents feel that they have found a home.
 - o Maintain and fund our support model, which while expensive, enables us to work with those with complex needs who are difficult to reach, but who are key to ending rough sleeping.
- Survive and Thrive
 - o Integrate Crossways with support through the housing journey from street to home for complex and vulnerable people, providing a consistent trusted relationship along what can be a complex journey.
 - o Connect with new specialist services that can provide identified support to individual guests
- Advocacy
 - o Advocate for better recognition of the need, costs and benefits of providing such support "for the journey". Demonstrate that this is financially more economical than traditional cycles of support and reduction of support, which often lead to further periods of homelessness with the associated costs of antisocial behaviour and calls on public services.

Structure, governance, and management

The governing document of the charity is a Memorandum and Articles of Association dated 12th December 2019. The charity is a company limited by guarantee, registered with the Charity Commission and recognised as a charity for Gift Aid by HMRC.

New Trustees are appointed by the Trustees following interview by two or more Trustees and submission of an up-to-date CV. New trustees are briefed by the Chair and provided with access to key documents before their first Trustees meeting.

The charity collaborates with a large number of local organisations, statutory, commercial and voluntary, in a variety of ways. These are relationships of mutual respect around a common goal of eliminating homelessness. There are contracted relationships, service collaborations, mutual support arrangements and informal groups facilitated by the charity.

The Chair, Chris Jenkin BEM, is also Chair of the It Takes a City Community Land Trust (CLT), a charitable community benefit society, recognised by HMRC for Gift Aid, set up by members of one of the above informal groups. The CLT shares the logo of It Takes a City (Cambridge) and is deemed by the present charity as responsible for delivering new supported homes for the homeless, for those leaving the street and those leaving the hostel system, adopting the same collaborative approach.



It Takes a City

A Cambridge Homelessness Partnership

The Board of Trustees met regularly during the year at 6-week intervals to monitor, review and provide strategic direction to the charity. Key staff attend Trustees meetings regularly to report on operational activity and new developments. At every meeting there is an update on the current financial position and forecasts of budgets and funding for planned future activities. The Treasurer oversees Financial Policy, and this post was held by Pam Lauder during the year. Pam resigned as a Trustee in February (due to professional commitments) but continued to act as Financial Controller to the end of the financial year and we offer her thanks for her valuable contribution to the work of the charity. The Chair has taken on the post of Acting Treasurer whilst recruitment is ongoing to appoint a suitably qualified Trustee to take on this role.

It Takes a City maintains a suite of policies covering all aspects of the organisation's work. The schedule of business for the Board includes regular review of existing policies to ensure they are up to date with both legislative and operational changes and adoption of new policies as required. Standing items for reporting at every meeting (including nil reports) include Health & Safety incidents, Safeguarding issues, Complaints and GDPR breaches. The Board appoints a Responsible Trustee for overseeing critical areas such as Safeguarding and Health and Safety.

The Board actively recruits new trustees who bring specialist skills and increased diversity.

We recognise that there has been rapid growth and development of the charity as we have identified and pursued opportunities in line with our charitable objects. We will now review and where needed update our Objects to include an aim to bring about transformational change by collaborating in service provision, where needed, as well as by our traditional convening, coordinating and advocating role.

Financial review

Financial position

In period of account the charity generated income of £223,200 (2022: £215,880). Total expenditure for the period amounted to £223,259 (2022: £202,217) and the net result for the year was a deficit of £59 (2022: Surplus of £13,663).

The charity acknowledges the generous support of the following principal organisations who have provided grants to support our work:

- Cambridge City Council
- Aidan Trust
- NPT Transatlantic
- Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link
- Rotary Cambridge South
- NPT Transatlantic
- Cambridge Aid



It Takes a City

A Cambridge Homelessness Partnership

Reserves

It was not possible to accrue further reserves during the year. On 31 March 2023 the charity had total reserves of £47,935 of which £9,358 were restricted.

The Trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be a minimum of the regular monthly commitments, currently c. £35,000. At this level the directors feel that they would be able safely to adjust the activities of the charity in the event of a significant drop in funding. Our reserves at the end of the year were therefore just above this minimum level.

Fundraising

It Takes a City is in a period of transition. ITAC was originally set up to co-ordinate and bring people and organisations together to look at new ways of ending homelessness. However, during the pandemic ITAC stepped up and became a temporary service delivery organisation running the "Everyone In" accommodation in the city in response to a recognised local need. Over the last 2 winters ITAC developed this into the Crossways emergency winter accommodation provision. The award of 3 years' funding from DLUHC in November 2022 for that provision marked a significant milestone confirming ITAC's long term role as a service provider in the city, confirmed by the award of a 3-year service contract from Cambridge City Council in July 2023 connected with that same provision.

The charity to date has not so far sought funds from the general public or employed anyone to do this on its behalf. However, where volunteers are keen to raise money directly through an event or sponsored activity then the charity has provided the appropriate support. We continue to access some funding from local high net worth individuals and businesses identified through the network of partners and relationships that originated at the 2018 Summit, and from the personal relationships and networks of the Trustees. In addition, we actively apply for appropriate grant and trust funding to support the development of our work.

Much of the charity's income to date has been specific to projects. But the growth in scale and scope of these is putting pressure on our limited administrative resources, and on our financial capacity to deliver the convening and coordinating that is always the way that new programmes start up, whether we or a partner take them on.

As noted earlier, we will therefore be increasing and re-shaping our profile, and appealing for funds more widely. We will seek interim funding as we establish longer-term sources of funds. And on administrative and financial matters there is opportunity for business partners to help us pro bono or at a charity rate.



It Takes a City

A Cambridge Homelessness Partnership

Trustees' Responsibilities Statement for period ending 31st March 2023

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by

Chris Jenkin

.....

Chris Jenkin BEM

Chair of Trustees

Date: 05 December 2023



It Takes a City

A Cambridge Homelessness Partnership

Independent Examiners Report for period ending 31st March 2023

Independent Examiners Report – for the period ending 31 March 2023

I report on the accounts of the Charity for the period ended 31 March 2023, which are set out on pages 18 to 27.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Michael Hewett

Mr M Hewett FCA DChA

Peters Elworthy and Moore

Salisbury House, Station Road

Cambridge CB1 2LA

Date: 05 December 2023



It Takes a City

A Cambridge Homelessness Partnership

Accounts for 2022/23 (unaudited)

Statement of Financial Activities

Including Income and Expenditure

FOR PERIOD ENDED 31st MARCH
2023

	Note	Unrestricted Funds	Restricted Funds	2023 Total	2022 Total
		£	£	£	£
INCOME					
Donations and legacies	1	19,350	185,370	204,720	134,753
Income from charitable activities	2	18,060	-	18,060	78,514
Other Income		400	20	420	2,613
Total Income		37,810	185,390	223,200	215,880
EXPENDITURE					
Charitable activities	3	33,767	189,492	223,259	202,217
Total Expenditure		33,767	189,492	223,259	202,217
Net (expenditure)/income for the year		4,043	(4,102)	(59)	13,663
Transfers between Funds		18,258	(18,258)	-	-
Funds brought forward at beginning of year		16,276	31,718	47,994	34,331
Funds carried forward at end of year		38,577	9,358	47,935	47,994

The notes on pages 21 to 29 form part of these financial statements.



It Takes a City

A Cambridge Homelessness Partnership

Balance Sheet

	Note	Year ending March 31 st 2023	Year ending March 31 st 2022
		£	£
CURRENT ASSETS			
Cash at bank and in hand		80,516	65,639
Debtors and deposits	8	4,411	6,219
		<u>84,927</u>	<u>71,858</u>
CURRENT LIABILITIES			
Creditors	9	(36,992)	(23,864)
NET CURRENT ASSETS			
		47,935	47,994
		<u>47,935</u>	<u>47,994</u>
NET ASSETS			
		<u>47,935</u>	<u>47,994</u>
Represented by:			
Unrestricted	10	38,577	16,276
Restricted	10	9,358	31,718
		<u>47,685</u>	<u>47,994</u>

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") relating to small companies and members have not required the company to obtain an audit for the period in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 05 December 2023 and signed on their behalf by:

Chris Jenkin

Chris Jenkin BEM

Chair of Trustees



It Takes a City

A Cambridge Homelessness Partnership

Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second edition October 2019, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Critical accounting estimates and areas of judgement

There were no significant accounting estimates or judgements made by management in preparing these financial statements.

Going concern

The Trustees have reviewed the financial position of the charity and have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and believe no material uncertainties exist over charity's ability to operate as a going concern. Accordingly, the financial statements will continue to be prepared on a going concern basis.

Charitable funds

Unrestricted funds are available for use at the discretion of the trustees and directors in order to fulfil the charitable objectives outlined.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes of the financial statements.

Company status

The Charity is a company limited by guarantee. The members of the Charity are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

Income recognition

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.



It Takes a City

A Cambridge Homelessness Partnership

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation unless performance conditions require deferral of the amount.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity are apportioned between those activities on a basis consistent with the use of resources. Central and support costs which are not attributable to a single activity are not apportioned out and held under general funds.

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.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Notes on the accounts

1. DONATIONS AND LEGACIES

2023	Unrestricted Funds	Restricted Funds	2023 Total
	£	£	£
Grants	-	170,350	170,350
Donations	16,583	14,875	31,458
Tax recoverable on donations	2,767	145	2,912
	19,350	185,370	204,720
2022	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
Grants	-	119,600	119,600
Donations	17,766	-	17,766
Tax recoverable on donations	-	-	-
	17,766	119,600	137,366

It Takes a City (Cambridge), c/o St Andrews Street Baptist Church, St Andrew's Street, Cambridge CB2 3AR
Company Limited by Guarantee Registered in England and Wales (No. 12361870) Registered as a Charity in England (No. 1190676)



It Takes a City

A Cambridge Homelessness Partnership

2. INCOME FROM CHARITABLE ACTIVITIES

2023	Unrestricted Funds	Restricted Funds	2023 Total
	£	£	£
Crossways support for Ukrainian refugees	1,500	-	1,500
Street Support	4,560	-	4,560
Crossways resettlement	12,000	-	12,000
	18,060	-	18,060
2022	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
COVID-19 Protect and Vaccinate support	-	9,895	9,895
COVID-19 Onsite support	1,028	23,110	24,138
Masters House support	39,920	-	39,920
Street Support	4,561	-	4,561
	45,509	33,005	78,514



It Takes a City

A Cambridge Homelessness Partnership

3. EXPENDITURE ON CHARITABLE ACTIVITIES

	2023	2022
	£	£
Direct costs		
COVID 19 support scheme	-	292
COVID 19 on site support	-	16,430
Crossways contractors	56,903	74,952
Crossways expenses	(2,944)	7,240
Advertising & Marketing	1,296	
Training costs	1,135	388
Coordinator costs	-	-
Staff costs (NOTE 4)	111,330	81,621
Street Support Cambridge	5,700	5,700
Masters House expenses	-	2,098
Social Investment and Modular Housing Roadmap	1,200	3,600
Carter Jones - Night shelter development work	21,750	
Project Work The Haven	2,975	1,924
Cambridge Aid support expenses	1,015	
Ukrainian Support Group Expenses (OASSIS)	8,100	-
	208,461	194,245
Governance and Support costs (See analysis below)	14,798	7,972
	223,259	202,217
Support costs		
Management and Administrative support	-	162
Bank charges	144	82
Office costs	719	666
Subscriptions	377	236
Insurance	1,448	54
Other	2,281	731
Bad Debt Write off	2,883	-
	7,852	1,931
Governance costs		
Independent examination fee	2,640	2,000
Accountancy fees	4,306	4,041
	14,798	7,972



It Takes a City

A Cambridge Homelessness Partnership

4. STAFF COSTS

	2023	2022
	£	£
Support costs		
Wages and salaries	104,340	77,121
Social security costs	4,118	2,498
Pension costs	2,872	2,002
	<u>111,330</u>	<u>81,621</u>
Average number of staff	5	4

No employee earned in excess of £60,000

5. INDEPENDENT EXAMINER'S REMUNERATION

	2023	2022
	£	£
Independent examiners' remuneration		
- Examination fees	2,640	2,000

6. RELATED PARTIES AND CONDUIT FUNDING

One trustee received reimbursement of expenses incurred in connection with the affairs of the charity amounting to £46.78, all of which was outstanding at year end. There are no other related party transactions other than those disclosed above.

No trustee or other key management personnel received any remuneration during the year (2022: £Nil)

In December 2022 the charity and the It Takes a City Community Land Trust jointly applied for and received a grant from the John Apthorp Charity of £100,000 towards the development of a scheme of four modular homes for the homeless on land belonging to Cambridge City Council. The grant conditions required the application to be in the name of a registered charity with the delivery of the scheme to be carried out by the It Takes a City Community Land Trust and the amount of £100,000 was immediately transferred to the It Takes a City Community Land Trust. The It Takes A City Community Land Trust is registered under the Co-operative and Community Benefit Societies Act 2014 as a charitable Community Benefit Society. Registration number 8427. An exempt charity recognised by HMRC, no. ZD11353. Registered Address: 78 Hinton Way, Great Shelford, Cambridge, CB22 5AL. The Chair of It Takes a City is also the Chair of The It Takes A City Community Land Trust.

7. TAXATION

The Company was recognised as a charity with effect from 12 December 2019 and from that date is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. Therefore, no taxation falls to be provided for in the accounts.



It Takes a City

A Cambridge Homelessness Partnership

8. DEBTORS

Amounts falling due within one year	2023	2022
	£	£
Accounts Receivable	1,141	2,883
Deposits	-	100
Other Debtors	2,896	2,613
Prepayments	375	623
	<u>4,412</u>	<u>6,219</u>

9. CREDITORS

Amounts falling due within one year	2023	2022
	£	£
Trade creditors	30,139	1,627
Expense Claims	162	162
Accruals	2,640	21,855
Taxes and Social Security	4,051	220
Other creditors	0	0
	<u>36,992</u>	<u>23,864</u>



It Takes a City

A Cambridge Homelessness Partnership

10. FUNDS

	Opening Balance	Income	Expenditure	Transfer	Balance as at the end of March 2023
2023	£	£	£	£	£
Unrestricted	16,276	37,810	(33,7672)	(18,258)	38,577
Restricted					
Aidan Trust - charity management	23,806	-	-	(23,806)	-
Aidan Trust – social investment	-	1,200	(1,200)	-	-
Cambridge Aid	-	1,150	(1,015)	-	135
Comms 22/23	-	10,000	(11,622)	1,662	-
Survive and Thrive 22/23	-	20,000	(20,046)	46	-
Winter project 22/23	-	30,000	(30,000)	-	-
NPT Transatlantic	-	15,000	(16,009)	1,009	-
DLUHC - NSTF 22/23	-	65,000	(74,186)	9,186	-
DLUHC - Capital Incubator Funding	-	25,000	(21,803)	-	3,197
OASISS Ukrainian Support	-	13,633	(8,190)	-	5,443
Rotary Club Funding	-	3,020	(3,481)	461	-
WHAG	-	1,387	(804)	-	583
HomelessLink - HWTF	3,863	-	-	(3,863)	-
MHCLG Training Grant	2,613	-	(1,135)	(1,478)	-
Other	1,436	-	-	(1,436)	-
Total Restricted	31,718	185,390	(189,492)	18,258	9,358
Total Funds	47,994	223,200	(223,259)	-	47,935
2022	£	£	£	£	£
Unrestricted	13,156	63,275	(49,759)	(10,396)	16,276
Restricted					
Aidan Trust - charity management	19,739	23,000	(18,933)	-	23,806
Aidan Trust - social finance	-	3,600	(3,600)	-	-
HomelessLink - HWTF	-	65,000	(65,000)	-	-
Crossways Support	-	33,005	(29,142)	-	3,863
Homelessness Prevention	-	10,000	(20,392)	10,392	-
MHCLG Training Grant	-	3,000	(387)	-	2,613
NPT Transatlantic	-	15,000	(15,004)	4	-
Other	1,436	-	-	-	1,436
Total Restricted	21,175	152,605	(152,458)	10,396	31,718
Total Funds	34,331	215,880	(202,217)	-	47,994



It Takes a City

A Cambridge Homelessness Partnership

Fund purposes

Aidan Trust – charity management - for the development of charity management systems and policies, including funding for resources. Fund expended in the prior year and transferred to unrestricted.

Aidan Trust – social investment – towards social finance research.

Cambridge Aid – small grants to be applied to the needs of named homeless people. Balance represents grants not yet fulfilled.

CCC Comms 22/23 – Cambridge City Council Homelessness Prevention Grant – coordination and communication of action groups across Cambridge.

NPT Transatlantic – towards website and communications resources to further the charitable purposes of the grantee organisation to relieve homelessness in Cambridge and the surrounding area.

Homeless Link HWTF – Homeless Winter Transformation Fund – for the emergency winter accommodation project at Crossways in 2021/22. Opening balance related to non-grant income expended in the previous year and transferred to unrestricted.

DLUHC NSTF – Night Shelter Transformation Fund - for the emergency winter accommodation project at Crossways in 2022/23

CCC Winter Project 22/23 - Cambridge City Council Homelessness Prevention Grant - for the emergency winter accommodation project at Crossways in 2022/23

CCC Survive and Thrive 22/23 - Cambridge City Council Homelessness Prevention Grant – for year round support to former rough sleepers to sustain accommodation

DLUHC - Capital Incubator Funding – towards the acquisition of permanent premises for the emergency winter accommodation project

OASISS Ukrainian Support – donations received to support the work of the OASISS community group in supporting Ukrainian refugees

Rotary Club Funding – a grant to provide bedding and towels for the emergency winter accommodation project

WHAG – restricted donations towards projects in support of homeless women

MHCLG Training Grant – provision of training in co-production and trauma informed care – balance expended in the prior year and transferred to unrestricted

Other – balances from past years transferred to unrestricted



It Takes a City

A Cambridge Homelessness Partnership

Reference and administration details

Name	It Takes a City (Cambridge). The short form It Takes a City is often used, abbreviated to ITAC.
Registration	Registered as a charity in England by the Charity Commission, number 1190676 Registered as a company in England and Wales at Companies House, number 12361870.
Registered address	c/o St Andrew's Street Baptist Church, 40-43 St Andrew's St, Cambridge CB2 3AR
Trustees and Company Directors	Chris Jenkin BEM – Chair
	John Cross
	Simon Allcock
	Lesley Crocker
	Stef Martinsen-Barker
	Emma Hooton
	Lee Welham
	Madeleine Cassidy
	Alison Morris
	Pam Lauder – Treasurer – appointed April 2022, resigned February 2023
	Barry Read – appointed June 2023
Solicitors	Taylor Vinters, Merlin Place, Milton Road, Cambridge CB4 0DP
Accountants	PEM, Salisbury House, Station Road, Cambridge CB1 2LA

IT TAKES A CITY (CAMBRIDGE)

England & Wales - Charity number 1190676

Accounts

It Takes a City (Cambridge)

Annual Report 2021/22



Somewhere to call home



It Takes a City

A Cambridge Homelessness Partnership

Table of Contents

- Summary 3**
- Introduction 3**
- Coordination and Communication Services 4**
 - Coordination Services4
 - Communication Services5
- Training Service 6**
- Support Services..... 6**
 - Partners6
 - Ourselves7
 - New Organisations7
- Hosted projects 8**
 - Social investment8
 - Young homeless8
- Financial Review 8**
 - Financial Position.....8
 - Reserves.....8
- Structure, governance, and management 9**
- Reference and Administration details 9**
 - Name9
 - Registration.....9
 - Registered Address9
 - Trustees and Company Directors 10
 - Solicitors 10
 - Accountants 10
- Plans for future periods 11**
 - Winter emergency accommodation..... 11
 - Year-round support 11
 - Coordination and communication 11
 - Support to Ukrainian refugees 12



It Takes a City

A Cambridge Homelessness Partnership

Fundraising	12
Trustee’s Responsibilities Statement for Period ending 31st March 2022	13
Independent Examiners Report for period ending 31st March 2022	14
Accounts for 2021/22 (unaudited)	15
Statement of Financial Activities	15
Balance Sheet	16
Notes to Financial accounts.....	17
Annex – Crossways Journeys	24



It Takes a City

A Cambridge Homelessness Partnership

Summary

The year saw further progress in the charity's mission to bring the community together to end homelessness, working in partnership with local authorities, established agencies and new organisations, bringing in new resources and new ideas. Building on our leadership of the "Everyone In" programme established during the COVID-19 pandemic, which closed at the end of June 2021, we developed two new service offers: provision of support to former rough sleepers housed in the private rented sector, as part of the government funded Rough Sleeping Accommodation Programme, and provision of a new winter offer of 24/7 en-suite accommodation for rough sleepers, replacing the traditional "cold weather and communal floors" model. During the winter 60 rough sleepers were supported and over 40 successfully moved on into next stage accommodation.

We continued to support and bring together groups focused on women's homelessness, on lived experience, on new modular housing schemes, on community initiatives, on social investment and on those with multiple disadvantages. We started a development aimed at the most vulnerable female rough sleepers. We launched a newsletter to showcase the work of partner agencies. We researched the potential of social investment to provide sustained capital for modular housing schemes. Our information website, Street Support Cambridgeshire, continued to grow, helping all district councils to add and promote their local information on help for the homeless.

Income for the charity grew to £213,267 for the year due to the growth in services delivered, mainly funded from restricted grants and contracted payments. As in previous years, the charity did not undertake any meaningful public fund-raising. We acknowledge with thanks grants from Cambridge City Council, from DLUHC / HomelessLink / Housing Justice, and from NPT Transatlantic, together with some substantial individual donations, which supported our key projects during the year.

We also acknowledge with thanks the large number of organisations and volunteers that we have worked with during the year, too many to record in detail but without whom It Takes a City would not exist.

Introduction

It Takes a City is more than just this charity with the name. Launched at the It Takes a City Cambridge Summit on Homelessness in November 2018, we did not aim to grow large, operate services long term, or have a big infrastructure that requires sustaining. Our aim is to facilitate change and development, bringing many organisations together in new ways, and securing new resources, to end rough sleeping due to homelessness in Cambridge and the surrounding areas. We hope that is evident in this report.

The COVID-19 pandemic has accelerated many changes already under way, perhaps the most significant being the transformation of the extra winter provision for rough sleepers from the "cold weather only plus church floors overnight" model of past years to winter round accommodation using individual en-suite bedrooms. Our partnership model provided a wrap-around service tailored to each person. This proved especially helpful to some entrenched rough sleepers, preventing what might previously have been an almost inevitable return to the streets. In the Annex we illustrate some of their stories.

We acknowledge the support of many partners in the report, but we do not mention everyone. Nevertheless, we are grateful to all.



It Takes a City

A Cambridge Homelessness Partnership

Coordination and Communication Services

Coordination and Communication is the foundation of our work, both as services in their own right, and as the means to develop new initiatives. We are very grateful for grants provided by Cambridge City Council (a 2021-22 Homelessness Prevention Grant), and by NPT Transatlantic, in support of this aspect of our work.

Coordination Services

Action Groups are at the core of our work. We bring together key individuals, organisations and groups from across the community to focus on a specific issue affecting those experiencing or at risk of homelessness. This collaborative model enables us to identify potential solutions and, if required, the best people to take these projects forward.

The following summarises the vital work of our Action Groups during 2021/22:

Women's Homelessness Action Group (WHAG)

The WHAG met regularly throughout the year, providing a forum for discussion of issues specific to women and homelessness. ITAC facilitated these meetings, providing support for the Chair and Coordinator. We also created a [dedicated page](#) on our website and regularly promoted the WHAG via social media channels. The group coordinated practical help for the female rough sleepers housed in our Crossways winter emergency accommodation project.

Towards the end of the year, we helped the WHAG bring together a long-held ambition to invest in the development of an off-street respite centre for vulnerable women. We worked with the group to generate a business proposal with a vision for the project and a costed feasibility assessment which we agreed to support using our development fund to engage a consultant.

Youth Connects Action Group

The **Young Futures Partnership** was launched on 1st January 2022, formed from members of our Youth Connects Action Group. The principles of co-operation, coordination and information sharing developed in the group became embedded in the new jointly commissioned City Council / County Council service, and the Action Group was therefore closed during the year.

Coproduction Group

The Coproduction Group provided an open forum for those experiencing homelessness to meet with their peers and key workers/support groups at St Paul's Church and discuss issues of concern, not just for individuals, but the homeless community more generally.

The meetings were facilitated by staff from CGL and SUN Network, with ITAC providing support as requested. Our Coordinator worked with these staff to help develop an approach based around subject specific sub-groups, including ongoing research into digital exclusion and how it affects people experiencing homelessness in Cambridge.

Developing the link between this and the Community Action Group will be a priority in the year ahead.

Business Action Group

The COVID pandemic made communication with, and coordination of the Business Group difficult. Businesses were concentrating on keeping afloat and the 'Everyone In' initiative meant that rough sleeping had become much less of a visible issue in the city centre.



It Takes a City

A Cambridge Homelessness Partnership

Discussions with Cambridge BID and other contacts suggested that businesses were looking for clear information and guidance, rather than meetings focused on generalities.



ITAC, in partnership with Cambridge BID, Cambridgeshire Police, Cambridge City Council, local businesses, those with lived experience of homelessness and the Cambridge Street Outreach Team, produced the [Sharing Spaces](#) guide. We also organised a webinar to launch the guide and provide a forum for attendees to raise concerns. This was then made available to view via our YouTube channel – [It Takes A City \(Cambridge\) - YouTube](#).

We intend running more of these events throughout 2022/23.

Community Action Group (CAG)

The CAG was formed in March 2021 to provide an opportunity for individuals and groups to coordinate their support for those experiencing or at risk of homelessness. Membership is drawn from a broad range of community, student, faith and charitable groups. An early outcome was to reduce the focus that many partners, especially student groups, had on (inadvertently) supporting street based living, and instead to work with ITAC and others on supporting rough sleepers on their housing journey.

One problem identified was the scope of work required to settle a rough sleeper into new private rented or social accommodation, which tended to come unfurnished and unequipped. A simple [directory](#) of all sources of furniture and equipment was collated and added to our website. We aim to develop an end to end process and guide to assist any worker supporting such a move.

To ensure this collaborative approach continues to focus on the issues of greatest concern, clearer links between CAG and the Coproduction Group have been established. The next area to be addressed is digital exclusion and how to improve the connectivity and confidence of those in need.



Communication Services

Website and social media

With excellent pro-bono design and technical support from Cambridge Creative we launched a brand new ITAC website – www.ittakesacity.org.uk – which provides opportunities to promote the work being done by partners and ourselves. The focus is on what we are all doing together.

Street Support Cambridgeshire

Street Support is a platform developed by Street Support Network Ltd in Greater Manchester enabling local areas to host information, organised by type of help, postcode, availability, eligibility, etc, on the support available to homeless people and to advertise opportunities to help those organisations providing the help. In October 2019 we launched Street Support Cambridge and in 2020 we extended it to cover the rest of Cambridgeshire, with the kind support of the wider local authorities.

A Street Support Operations Group was established in March 2021 to enable staff from the five local authorities, (Cambridge, South Cambs, East Cambs, Fenland and Hunts), to identify organisations offering help and ensure their details were added to the website.



It Takes a City

A Cambridge Homelessness Partnership



Street Support Cambridgeshire

From September 2021 until March 2022, we conducted a thorough review of the information on the website and contacted all listed organisations to confirm their details were up-to-date. We also made recommendations to the national Street Support team on how the user experience could be improved.

As COVID restrictions eased and footfall in Cambridge increased, we launched a Spring '[3 Streets](#)' campaign across our website, social media channels and local radio stations. The campaign aims to encourage the use of [Street Support Cambridgeshire](#), [Street Link](#) and [Cambridge Street Aid](#) to both find help for those in need, and offer time, items or money via the 'Give Help' section.

Newsletter

During the year we launched a newsletter, published every couple of months, showcasing the work of our partners and ourselves and encouraging further engagement and partnership working. The latest edition is [April 2022](#) and you can [Subscribe](#) to receive future editions.

Social media

Our social media feed [@ittakesacity](#) is active and is another way to receive the newsletter. We maintain a presence on [LinkedIn](#). Do join either or both.

Broadcast media

We appreciate the interest in our work, along with that of our partners, shown by BBC Radio Cambridgeshire and by Cambridge 105. Our Coordinator and Community Engagement Manager, Matt Nelson, is a regular contributor to both.

Training Service

We were successful in obtaining DLUHC funding from the Rough Sleepers Initiative, via Cambridge City Council, which enabled us to coordinate and develop, working with MEAM, HomelessLink and the SUN Network, further training on coproduction and trauma informed services provided free to partner organisations. 16 attendees, including some with lived experience, benefitted from the sessions.

Support Services

Support Services developed within the above (and former) Action Groups are taken into action by one of three means: a partner organisation that is a member of the Action Group takes it up, or we take it up, or a new organisation is set up by Action Group members to take it up.

Whatever the route, we continue to promote these projects, help with funding and/or fund-raising and ensure they form part of the overall wraparound for rough sleepers on a street to home journey.

Partners

The [mentoring service](#) that we initiated two years ago and was taken up by [CHS Group](#). This is a key component of the service offer provided in our accommodation and support projects. During 2021/22, 14 people experiencing homelessness were helped by trained mentors.



It Takes a City

A Cambridge Homelessness Partnership

The **employment outreach service** that we initiated two years ago and was taken up by **CHS Group**. Another key element of the service offer provided in our accommodation and support projects. 17 people were helped during 2021/22.

The provision of pastoral support by Rev. Sophie Young, the **Bishop's Officer for Homelessness**, through the **Cambridge Churches Homeless Project**

Ourselfes

Everyone In – we began this government funded programme in March 2020, in partnership with Cambridge City Council, ultimately helping c. 300 rough sleepers off the street during the pandemic. During the 2020-21 winter we used Masters House, an 80 en-suite bedroom vacant student accommodation unit kindly made available by CATS Global Schools. This year we brought the programme to a successful conclusion during a “run-off” period from April 2021 to June 2021. All 34 rough sleepers present at the start of the period were offered move-on accommodation, and no one had to be evicted by the time the project closed.

Community support – initially as an extension to Everyone In, we continue to support a small number of former rough sleepers in self-contained accommodation with meals and practical help.

PRS20 – support to up to 20 rough sleepers in self-contained accommodation funded by the rental element of DLUHC's Rough Sleeping Accommodation Programme. We were commissioned by Cambridge City Council to provide support to landlords and tenants, to ensure that the tenancy was maintained, if necessary to secure a managed move to more suitable accommodation or, as a last resort, back into supported housing.

Crossways – provision of 24/7 emergency accommodation from 1st November 2021 to 31st March 2022, replacing the traditional “cold weather and church floors” model of past years. We are grateful to CATS Global Schools who enabled us to use one of their vacant student accommodation units, a 20-en-suite bedroom property with excellent communal space and facilities, a 2-bed flat and a secure courtyard. We led a jointly funded project with Cambridge City Council, bringing 56 rough sleepers into the project across the winter, and securing positive move-ons for 40 of these. The provision of our wraparound support model, and good partnership working with many local organisations, gave hope and new options to some hitherto entrenched rough sleepers. We acknowledge with thanks an enabling grant from DLUHC's Winter Transformation Fund, via Housing Justice and HomelessLink, the many volunteers from the Cambridge Churches Homeless Project and from St Andrew's Street Baptist Church who provided all daily meals and domestic support. And Herbert, the visiting therapy dog, was a huge success.

New Organisations

It Takes a City Community Land Trust (CLT)

The CLT is an independent charitable community benefit society set up by members of our Housing Connections Action Group, which has now closed. The ambition is to develop a number of **supported housing schemes** for former rough sleepers using modular technology on permanent and “meanwhile” land. The CLT has several sites in its pipeline, working with landlords including Cambridge City Council, Diocese of Ely and the University of Cambridge. These schemes will provide supported accommodation for rough sleepers in the early stages of their housing journey, and for some, for the longer term. We are hosting their [website](#) and will continue to provide a communications platform and resources within a common brand identity.



It Takes a City

A Cambridge Homelessness Partnership

Hosted projects

We are willing to host projects on behalf of others that fit within our charitable objects. During 2021-22 these included:

Social investment

We secured funding from a sponsor to initiate a project looking at the potential for social investment to provide sustained capital funding, and potentially revenue funding, for local housing and support programmes. The immediate target was the capital required by modular housing schemes being developed by the CLT (see above). The project concluded that a sustainable model required a target broader than the CLT's own requirements and a second stage project has been developed, to be jointly funded by Cambridge City Council and the CLT, to research the wider needs and potential for social or blended investment to address homelessness and other city priorities.

Young homeless

We worked with a group of land, property and construction interests led by the Howard Group to shape and find a way to host a new programme to provide supported apprenticeships, pre-apprenticeships and affordable housing to young homeless people. We concluded that the programme is best hosted by the It Takes a City Community Land Trust and their Board is developing the detailed project proposals. The programme is reflected within the above Young Futures Partnership.

Financial Review

Financial Position

In period of account the charity generated income of £215,880 (2021: £180,138). Total expenditure for the period amounted to £202,217 (2021: £145,807) and the net result for the year was a surplus of £13,663 (2021: £34,331).

Reserves

It was not possible to accrue any substantial reserves during the year. At 31 March 2022 the charity has total reserves of £47,994 of which £31,718 are restricted.

The Trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should be between four to six weeks of the resources expended which equates to £10,000 to £15,000 in general funds. At this level the directors feel that they would be able to continue current activities of the charity in the event of a significant drop in funding. In the event of such an occurrence, it would be necessary to consider how funding would be replaced or activities changed. The reserves at year are in excess of this target amount and trustees are confident they will not prove excessive in the long run.



It Takes a City

A Cambridge Homelessness Partnership

Structure, governance, and management

The governing document of the charity is a Memorandum and Articles of Association dated 12th December 2019. The charity is a company limited by guarantee, registered with the Charity Commission and recognised as a charity for Gift Aid by HMRC.

New Trustees are appointed by the Trustees following interview by two or more Trustees and submission of an up to date CV. New trustees are briefed by the Chair and provided with access to key documents before their first Trustees meeting.

The charity collaborates with a large number of local organisations, statutory, commercial and voluntary, in a variety of ways. These are relationships of mutual respect around a common goal of eliminating homelessness. There are contracted relationships, service collaborations, mutual support arrangements and informal groups facilitated by the charity.

The Chair, Chris Jenkin, is also Chair and Secretary of the It Takes a City Community Land Trust (CLT), a charitable community benefit society, recognised by HMRC for Gift Aid, set up by members of one of the above informal groups. The CLT shares the logo of It Takes a City (Cambridge) and is deemed by the present charity as responsible for delivering new supported homes for the homeless, for those leaving the street and those leaving the hostel system, adopting the same collaborative approach.

Reference and Administration details

Name

The name of the charity is It Takes a City (Cambridge). The short form It Takes a City is often used, abbreviated to ITAC.

Registration

The charity is registered as a charity in England by the Charity Commission, number 1190676. The charity is registered as a company in England and Wales at Companies House, number 12361870.

Registered Address

c/o St Andrews Street Baptist Church
40-43 St Andrew's St
Cambridge
CB2 3AR



It Takes a City

A Cambridge Homelessness Partnership

Trustees and Company Directors

Chris Jenkin BEM – Chair

Emma Hooton

John Cross

Lee Welham

Simon Allcock

Sean Griffin – resigned December 2021

Ian Hosking – resigned December 2021

Madeleine Cassidy

Lesley Crocker – appointed May 2021

Alison Morris – appointed May 2021

Stef Martinsen-Barker – appointed August 2021

Pam Lauder – appointed April 2022

Solicitors

Taylor Vinters

Merlin Place

Milton Road

Cambridge

CB4 0DP

Accountants

PEM

Salisbury House

Station Road

Cambridge

CB1 2LA



It Takes a City

A Cambridge Homelessness Partnership

Plans for future periods

During the year the developments in the previous year that responded to the challenges of the COVID-19 pandemic were consolidated. The challenges of the pandemic and its impact on rough sleepers in the year before became an opportunity for the charity to bring its collaborative approach to bear on a huge increase in demand for services. What might have seemed a temporary extension of the services offered by the charity became embedded.

Our strategy for future periods has been shaped by the past two years of the pandemic.

Winter emergency accommodation

A major change for the city is the move away from the “cold weather and communal floors” model of emergency accommodation for rough sleepers in the years before the pandemic, to a new model of individual en-suite bedrooms and 24/7 support. During 2020-21 this was a necessity, and we developed the work at Masters House. In 2021/22 it was a pilot, made possible by the availability of Crossways and our partner network. In 2022/23 the service will be repeated, again in Crossways. In future years we want to see the service become a permanent part of the support provided to rough sleepers on their “street to home” journey.

Year-round support

Partly arising from the above, building on support to a particular cohort of rough sleepers accommodated during the year, we will operate a year-round service, supporting anyone on a housing journey from “street to home” in the private rented sector. The service is professionally led and complemented by the “wrap-around” support services from our partner network. It follows a similar approach to the “street to home” model being developed in the supported housing (hostel) sector. There is an increasing number of housing options being made available, not all of which have support services provided, and the service allows a flexible approach to be taken to anyone trying to navigate the systems or sustain their housing who remains at risk of becoming homeless.

Coordination and communication

We will continue to use our website, newsletter, twitter and LinkedIn to promote the work that we and our partners are doing. The intention is to promote better and wider collaboration, by showcasing what can be done when we all work together. We have traditionally kept quite a low profile: recent participation in the Lord Lieutenant’s Jubilee County Day at Newmarket Racecourse, by the kind invitation of the Grosvenor Estate, attended by the Duke and Duchess of Cambridge, showed that we have to work to do to ensure that the name It Takes a City is more widely associated with “working together to end homelessness”.

We will further build on the Street Support Cambridgeshire website as a means of ensuring that anyone can easily find out what help is available to anyone homeless or on the street. We will work with the Street Support Network, the platform provider, to enhance the service, in particular making it easier to identify local services. Getting it used widely is key and we will continue to promote it through local authorities, agencies and the student community, in addition to the wider public.

The report on the “Haven” project developed with the Women’s Homelessness Action Group, almost complete at the time of writing, will contain a proposal for a three-year pilot of the proposed service. We will work with the group to raise the funds needed to set up and manage the pilot.



It Takes a City

A Cambridge Homelessness Partnership

We will continue to work with our Business Group to promote ways in which businesses, especially retail businesses, can help those found rough sleeping or begging nearby, based on the “Sharing Spaces” guide produced last year.

The Community Action Group, will continue to bring together partner agencies, working up new ways to address the barriers and issues identified by the Co-Production Group. Digital inclusion and support to moving into new accommodation are key themes that will continue to be addressed.

We are partners in the “Changing Futures” programme to improve the outcomes for those with multiple disadvantages across Cambridgeshire and Peterborough, as part of the Strategic Group. This is a wide collaboration of statutory bodies and voluntary agencies that aims to improve collaboration and data sharing and centre services around the user not the service. A project team is to be recruited to develop and implement the programme of changes needed across many services and organisations over the next 2-3 years.

Support to Ukrainian refugees

We are supporting Beth Shalom Reform Synagogue in the set up and operation of a temporary accommodation facility using the Crossways building that we use for our winter project. This provides a family, home-like setting, albeit temporary, for any refugee family whose local host’s circumstances have changed so that they are unable to accept them, or where the hosting relationship has broken down, and who are waiting for a new offer. This project will end prior to the winter project starting and alternative accommodation will be arranged by Cambridge City Council for any remaining families. It is not clear whether the same arrangement will be made after the winter.

We are providing banking, gift aid and payment facilities to a local support group – Open Arms in Stapleford and Shelfords. Donations are placed in a restricted fund and used to cover activities in support of refugee families.

Fundraising

The charity does not undertake traditional fundraising from the general public, nor does it employ anyone to do this on its behalf. The charity was established to tap into new resources and in financial terms these have been found in the form, primarily, of local high net worth individuals and local businesses identified through the network of partners and relationships that originated at the 2018 Summit, and from the personal relationships and networks of the Trustees. The charity is very happy to acknowledge the support of the following principal organisations who have provided grants and donations to support our work:

- Cambridge City Council
- NPT Transatlantic
- St Andrew’s Chesterton PCC
- Department of Levelling Up, Housing and Communities / Housing Justice / Homeless Link
- Irwin Mitchell
- Eden Baptist Church
- Aidan Trust



It Takes a City

A Cambridge Homelessness Partnership

Trustee's Responsibilities Statement for Period ending 31st March 2022

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by

Chris Jenkin

Mr Chris Jenkin BEM
Chair of Trustees

Date: 14 September 2022



It Takes a City

A Cambridge Homelessness Partnership

Independent Examiners Report for period ending 31st March 2022

Independent Examiners Report – for the period ending 31 March 2022

I report on the accounts of the Charity for the period ended 31 March 2022, which are set out on pages 15 to 23.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act).

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Michael Hewett

15 September 2022

Mr M Hewett FCA DChA
Peters Elworthy and Moore
Salisbury House, Station Road
Cambridge CB1 2LA



It Takes a City

A Cambridge Homelessness Partnership

Accounts for 2021/22 (unaudited)

Statement of Financial Activities

Including Income and Expenditure

FOR YEAR ENDING 31st MARCH 2022

	Note	Unrestricted Funds	Restricted Funds	2022 Total	2021 Total
		£	£	£	£
INCOME					
Donations and legacies	1	15,153	119,600	134,753	103,634
Income from charitable activities	2	45,508	33,005	78,514	76,385
Other Income		2,613	-	2,613	119
Total Income		63,275	152,605	215,880	180,138
EXPENDITURE					
Charitable activities	3	49,759	152,458	202,217	145,807
Total Expenditure		49,759	152,458	202,217	145,807
Net (expenditure)/income for the year		13,516	147	13,663	34,331
Transfers between Funds		(10,396)	10,396	-	-
Funds brought forward at beginning of year		13,156	21,175	34,331	-
Funds carried forward at end of year		16,276	31,718	47,994	34,331

The notes form on pages 17 to 23 form part of these financial statements.



It Takes a City

A Cambridge Homelessness Partnership

Balance Sheet

	Note	Year ending March 31 st 2022	Period ending March 31 st 2021
		£	£
CURRENT ASSETS			
Cash at bank and in hand		65,639	51,065
Debtors and deposits	8	6,219	
		<u>71,858</u>	<u>51,065</u>
CURRENT LIABILITIES			
Creditors	9	<u>(23,864)</u>	<u>(16,734)</u>
NET CURRENT ASSETS			
		47,994	34,331
		<u>47,994</u>	<u>34,331</u>
NET ASSETS			
		<u>47,994</u>	<u>34,331</u>
Represented by:			
Unrestricted	10	16,276	13,156
Restricted	10	31,718	21,175
		<u>47,994</u>	<u>34,331</u>

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") relating to small companies and members have not required the company to obtain an audit for the period in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Trustees on 14 September 2022 and signed on their behalf by

Chris Jenkin

Chris Jenkin BEM

Chair of Trustees

The notes form on pages 17 to 23 form part of these financial statements.



It Takes a City

A Cambridge Homelessness Partnership

Notes to Financial accounts

ACCOUNTING POLICIES

FOR THE PERIOD ENDED 31 March 2022

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second edition October 2019, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Critical accounting estimates and areas of judgement

There were no significant accounting estimates or judgements made by management in preparing these financial statements.

Going concern

The Trustees have reviewed the financial position of the charity and have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future and believe no material uncertainties exist over charity's ability to operate as a going concern. Accordingly, the financial statements will continue to be prepared on a going concern basis.

Charitable funds

Unrestricted funds are available for use at the discretion of the trustees and directors in order to fulfil the charitable objectives outlined.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes of the financial statements.

Company status

The Charity is a company limited by guarantee. The members of the Charity are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.



It Takes a City

A Cambridge Homelessness Partnership

Income recognition

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity are apportioned between those activities on a basis consistent with the use of resources. Central and support costs which are not attributable to a single activity are not apportioned out and held under general funds.

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.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.



It Takes a City

A Cambridge Homelessness Partnership

1. DONATIONS AND LEGACIES

2022	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
Grants	-	119,600	119,600
Donations	17,766	-	17,766
Tax recoverable on donations	-	-	-
	17,766	119,600	137,366

2021	Unrestricted Funds	Restricted Funds	2021 Total
	£	£	£
Grants	-	63,464	63,464
Donations	3,539	29,000	32,539
Tax recoverable on donations	381	7,250	7,631
	3,920	99,714	103,634

2. INCOME FROM CHARITABLE ACTIVITIES

2022	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
COVID-19 Protect and Vaccinate support	-	9,895	9,895
COVID-19 Onsite support	1,028	23,110	24,138
Masters House support	39,920	-	39,920
Street Support	4,560	-	4,560
	45,508	33,005	78,514

2021	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
COVID-19 Food and support	16,835	250	17,085
COVID-19 Onsite support	52,900	-	52,900
Street Support	6,400	-	6,400
	76,135	250	76,385



It Takes a City

A Cambridge Homelessness Partnership

3. EXPENDITURE ON CHARITABLE ACTIVITIES

	2022	2021
	£	£
Direct costs		
COVID 19 support scheme	292	20,862
COVID 19 on site support	16,430	49,927
Crossways contractors	74,952	-
Crossways expenses	7,240	-
Training costs	388	2,200
Coordinator costs	-	26,214
Staff costs (NOTE 4)	81,621	15,782
Street Support Cambridge	5,700	18,825
Masters House expenses	2,098	-
Social Investment and Modular Housing Roadmap	3,600	-
Project Work The Haven	1,925	-
Policies and process costs	-	3,150
	<u>194,245</u>	<u>136,960</u>
Governance and Support costs (See analysis below)	<u>7,972</u>	<u>8,847</u>
	202,217	145,807
Support costs		
Management and Administrative support	162	4,466
Bank charges	82	139
Office costs	666	363
Subscriptions	236	74
Insurance	54	715
Other	731	90
	<u>1,931</u>	<u>5,847</u>
Governance costs		
Independent examination fee	2,000	1,500
Accountancy fees	4,041	1,500
	<u>7,972</u>	<u>8,847</u>

4. STAFF COSTS

	2022	2021
	£	£
Support costs		
Wages and salaries	77,121	15,322
Social security costs	2,498	-
Pension costs	2,002	460
	<u>81,621</u>	<u>15,782</u>

Average number of staff 4

It Takes a City (Cambridge), c/o St Andrews Street Baptist Church, St Andrew's Street, Cambridge CB2 3AR
Company Limited by Guarantee Registered in England and Wales (No. 12361870) Registered as a Charity in England (No. 1190676)



It Takes a City

A Cambridge Homelessness Partnership

No employee earned in excess of £60,000

5. INDEPENDENT EXAMINER'S REMUNERATION

	2022
	£
Independent examiners' remuneration	
- Examination fees	2,000

6. RELATED PARTY TRANSACTIONS

One trustee received reimbursement of expenses incurred in connection with the affairs of the charity amounting to £162, all of which was outstanding at year end. There are no other related party transactions other than those disclosed above.

No trustee or other Key management Personnel received any remuneration during the year (2021: £Nil)

7. TAXATION

The Company was recognised as a charity with effect from 12 December 2019 and from that date is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. Therefore no taxation falls to be provided for in the accounts.

8. DEBTORS

Amounts falling due within one year	2022	2021
	£	
Accounts Receivable	2,883	-
Deposits	100	-
Other Debtors	2,613	-
Prepayments	623	-
	<u>6,219</u>	<u>-</u>

9. CREDITORS

Amounts falling due within one year	2022	2021
	£	£
Trade creditors	1,627	13,175
Expense Claims	162	-
Accruals	21,855	3,000
Taxes and Social Security	218	229
Other creditors	1	330
	<u>23,864</u>	<u>16,734</u>



It Takes a City

A Cambridge Homelessness Partnership

10. FUNDS

	Opening Balance	Income	Expenditure	Transfer	Balance as at the end of March 2022
	£	£	£	£	£
2022					
Unrestricted	13,156	63,275	(49,759)	(10,396)	16,276
Restricted					
Aidan Trust - charity management	19,739	23,000	(18,933)	-	23,806
Aidan Trust - social finance	-	3,600	(3,600)	-	-
HomelessLink - HWTF	-	98,005	(94,142)	-	3,863
Homelessness Prevention	-	10,000	(20,392)	10,392	-
MHCLG Training Grant	-	3,000	(388)	-	2,613
NPT Transatlantic	-	15,000	(15,004)	4	-
Other	1,436	-	-	-	1,436
Total Restricted	21,175	152,605	(152,458)	10,396	31,718
Total Funds	34,331	215,880	(202,217)	-	47,994

	Opening Balance	Income	Expenditure	Transfer	Balance as at the end of March 2021
	£	£	£	£	£
2021					
Unrestricted	-	80,174	87,883	20,865	13,156
Restricted					
Street Support Cambridge Start-up Fund	-	9,000	(10,500)	1,500	-
Aidan Trust -Start-up, administration and Coordinator Fund	-	25,000	(6,111)	-	18,889
NPT Transatlantic - Personnel and Related Costs Fund	-	15,000	(15,000)	-	-
Aidan Trust – Resilience Fund	-	4,000	(3,150)	-	850
Cambridge City Council - Coordinator and related costs Fund	-	10,000	(10,000)	-	-
Coordinator start-up Fund	-	6,250	(8,885)	2,635	-
Development Fund	-	25,000	-	(25,000)	-
Masters House Residents Fund	-	2,464	(1,828)	-	636
Daily Meals Fund	-	250	(250)	-	-
Training Fund	-	3,000	(2,200)	-	800
Total Restricted	-	99,964	(57,924)	(20,865)	21,175
Total Funds	-	180,138	29,959	-	34,331



It Takes a City

A Cambridge Homelessness Partnership

Fund Purposes

Aidan Trust – Funds for the development of charity management systems and policies, including funding for resources.

Aiden Trust Social Finance – Funds towards social finance research

Homeless Link – Income for the Emergency winter accommodation project

Cambridge City Council, Homelessness Prevention – Income to support in coordination and communication of action groups across Cambridge.

MHCLG Training Grant – provision of training in co-production and trauma informed care

NPT Transatlantic – Towards website and communications resources to further the charitable purposes of the grantee organisation to relieve homelessness in Cambridge and the surrounding area.



It Takes a City

A Cambridge Homelessness Partnership

Annex – Crossways Journeys

As the Crossways project was closing, we asked Chris Dade and Emma Rule, two of our amazing team, to reflect on some of the guests who had stayed with us. Many were experiencing multiple disadvantages and had become entrenched in the street lifestyle.

We hope you will find the following stories inspiring. They show how offering dignity, privacy and kindness can help somebody begin to turn their lives around and imagine a better future. None of this would have been possible without support from our incredible network of volunteers, partner organisations and the City Council. (Names have been changed)



Jenny and Mike

Jenny and Mike are a couple who had been rough sleeping for many years and were suspicious of any help previously offered. Both had addiction issues and Jenny suffered greatly from trauma caused by historic domestic abuse.

Jenny and Mike were offered a room at Crossways, a chance to get warm and reset. The team were pleasantly surprised when they accepted. Jenny arrived full of anger. However, over time she began to relax, spending more time in the lounge, even telling Emma that their room felt like home.

They abided by the rules of the project and their street presence reduced. Both agreed to script as they were supported in making a housing application for a City Council rough sleeper property.

A package of support has been offered as Jenny and Mike take the next steps on their housing journey.

Jane

Jane suffered long term domestic abuse, forced into street begging by her coercive partner who would pocket the proceeds. He decided the location and kept watch to ensure compliance. Deeply traumatized, Jane was mistrusting of anybody trying to help.

The Street Outreach Team made contact and Sophie Young began visiting Jane every day, trying to build trust. Although initially resistant, Jane eventually agreed to visit Crossways, no pressure. After briefly returning to the streets, she accepted the offer of a room.

With multi-agency support, Jane was able to break the cycle of coercion, take control of her finances and begin engaging with mental health services. Crossways gave Jane a safe space to rest and gain strength. She was supported in making a priority housing application.



It Takes a City

A Cambridge Homelessness Partnership

Pavel

Pavel is a man in his fifties, originally from Poland. He had worked continuously since his arrival, until he developed long COVID. Unable to cover his bills, Pavel was evicted by his landlord with nowhere to go.

With limited English and no experience of street life, Pavel was found by the Street Outreach Team frightened and disoriented. Crossways provided him with safety and privacy. With emotional support from the team, he found renewed pride in his appearance and began to imagine a better future.

Pavel was placed in Jimmy's move on accommodation, where staff described him as a 'brilliant guest'. Whilst there, Pavel befriended another Polish man and they have been supporting each other on their journey.

Pavel is now looking for employment and his own front door again.

Femi

Femi is a man, originally from West Africa, who was struggling with severe mental health issues. He was sleeping rough outside Addenbrookes when the Street Outreach Team made contact. As is often the case with people who have been on the streets for long periods, Femi was suspicious and reluctant to accept help.

Eventually Femi came in to Crossways, only leaving of his room to get something to eat. Slowly, as he began trusting the team, Femi engaged more and shared some of his story.

Intensive support from multiple agencies helped Femi build the confidence to begin the process of securing the necessary papers and passport from his home embassy in London in order to establish his right to remain in the UK. The City Council's housing team can then assist Femi to apply for benefits and make an application for suitable accommodation. CCHP has agreed to provide Femi with temporary accommodation in the interim.

Reflecting on all the support the amazing network of agencies and volunteers had given Femi, Emma said, 'The environment and atmosphere created at Crossways has helped him begin his journey'.

IT TAKES A CITY (CAMBRIDGE)

England & Wales - Charity number 1190676

Accounts



It Takes A City (Cambridge)

(A Company Limited By Guarantee)

(Registered Charity No:1190676)
(Registered Company No: 12361870)

UNAUDITED TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE PERIOD ENDED 31 March 2021



It Takes a City (Cambridge) Annual Report and Accounts 2020/2021

<i>Introduction</i>	1
<i>Objectives and activities</i>	1
<i>Achievement and performance</i>	3
<i>Financial review</i>	4
<i>Structure, governance and management</i>	4
<i>Reference and administrative details</i>	5
<i>Plans for future periods</i>	6
<i>Fundraising</i>	7
<i>Detailed achievements and plans</i>	7
<i>Trustees Responsibilities Statement</i>	16
<i>Independent Examiner's Report</i>	17
<i>Statement of Financial Activities</i>	18
<i>Balance Sheet</i>	19
<i>Notes to the Financial Statements</i>	20-27



Annual Report and Accounts 2020/21

Somewhere to Call Home

The Trustees present their annual report together with the audited financial statements of the company for the period 12 December 2019 to 31 March 2021. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP – 2nd edition effective 1 January 2019), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

Since the company 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.

Introduction

It Takes a City began at the 2018 Cambridge Summit on Homelessness where 150 influential people from across the community came together around ten conversations aimed at bringing new ideas, solutions and resources to end rough sleeping due to homelessness in Cambridge.

The conversations continued following the Summit in the form of a series of Action Groups comprising representatives from the public, private, faith and third sectors along with concerned individuals and those with lived experience of homelessness. The Action Groups managed themselves: the role of It Takes a City – ITAC for short – is to liaise, encourage, facilitate, integrate, connect and resource. The conversations were encouraged to lead to actions that lead to change, complementing and supporting existing services and activities.

At a certain point, an idea or solution proposed within an Action Group may need to be realised as a project with its own governance, funding and resources, and this happens in one of three ways:

- One of the organisations represented in the group will agree to take it on, or
- The Action Group will establish a new organisation to take it on, or
- ITAC will agree to take it on: this could be because it is a temporary initiative, or because it may take time to find or establish the right host organisation, or because it is a core activity, providing infrastructure on behalf of all.

We first set up a small, unincorporated association called It Takes a City to facilitate the above work, but it grew very rapidly and hence It Takes a City (Cambridge) become incorporated in December 2019 as a charitable company which took over the work of It Takes a City at the start of the financial year. The accounts attached include the merged accounts of It Takes a City.

The year from April 2020 was planned as a consolidation, strengthening and growth of the initiatives established or proposed in the previous year. The start of the pandemic in April 2020 caused us to change plans dramatically to respond to the new challenges, and the workload of the charity increased significantly as a result.

Objectives and activities

The objects of the charity are to promote for the public benefit the relief of those in need due to their experience of or risk of homelessness in Cambridge and the surrounding areas, in particular but not exclusively by:

- providing information on how and where to access services, supporting engagement with service providers, enabling service providers to better meet need, raising awareness and promoting volunteering; and



Annual Report and Accounts 2020/21

Somewhere to Call Home

- advancing any other ancillary charitable purpose in such way as the trustees in their absolute discretion think fit.

These objects are being advanced generally through our Action Groups, as noted below, but it would not be a fair reflection on an extraordinary year if we did not focus first on what was, for all, the dominant feature of the year.

The past year has been the year of COVID-19 for everybody. The start of the year in April 2020 marked the start of the first lockdown, with a very short lead-in period of about 2 weeks. Pressures of their own response by partners led to some Action Group meetings being paused. But the announcement on 26th March 2020 of the government's "Everybody In" strategy, to get rough sleepers off the streets, and for good, was the most dramatic shift in government policy on rough sleepers for some decades: it is hard to over-state the change in political will and financial priorities that took place almost overnight. We were fortunate in the range of partners allied with us through our Action Groups, which enabled us to play a lead role in coordinating the City's response to COVID-19 for rough sleepers, taking a big step forward in our ambition that everyone should have a place to call home.

Working with partner organisations, we supported Cambridge City Council in opening up hotel accommodation for rough sleepers under "Everybody In" from the first weekend of lockdown and to provide further capacity we secured, set up and managed a 20-bed pop-up hostel on the Council's behalf using student premises very generously provided by King's College, Cambridge. To enable the work to continue into the winter, again in partnership with the Council, we secured, set up and managed an 80-bed student accommodation block very generously provided by CATS Education with capacity for all rough sleepers. All this accommodation was en-suite and generous in size.

Through the entire year we coordinated the preparation and delivery of all daily meals 7 days a week, together with practical help and daily contact, to all in these various accommodation settings, up to 120 rough sleepers at peak. As a result of this work, in partnership with the Council and the additional housing made available by them, some 300 rough sleepers were helped, supported and became better equipped to engage and move on, starting what was for many their first proper housing journey. Our efforts were supported by around 50 volunteers and staff from about a dozen different partner organisations. We ensured compliance with social distancing rules, encouraged and coordinated a COVID-19 vaccination programme for residents and ran a lateral flow test facility. No outbreaks occurred.

Towards the end of the winter additional effort was provided to help those accommodated to be resettled onwards: this work is expected to be complete in the first quarter of 2021/22 and work already started in support of those that have so moved on is expected to develop further so that none fall back into rough sleeping.

We did not forget all that we had started in the previous year. Members of one Action Group formed and incorporated a new charity, the It Takes a City Community Land Trust¹, also known as ITAC Community Homes, to raise community finance, acquire land, purchase and install modular homes and offer low cost supported accommodation for rough sleepers and hostel residents seeking to move on. Support will be provided by partner organisations, and the various initiatives established by other Action Groups will play a key role in supporting residents. By the end of the year six modular homes were being built by their social enterprise partner, New Meaning Foundation, and land options were being pursued across Greater Cambridge, with the local property industry providing generous support. We view ITAC Community Homes as very much complementary to, and in fulfilment of, our vision that everyone should have somewhere to call home.

¹ The founder and Chair of It Takes a City Community Land Trust is the founder and Chair of It Takes a City (Cambridge)
It Takes a City (Cambridge), c/o St Paul's Church, Hills Road, Cambridge CB2 1JP



Annual Report and Accounts 2020/21

Somewhere to Call Home

Another Action Group successfully extended our information website Street Support Cambridge across the County, gaining the support of all the other four Districts as partners, and the site was renamed Street Support Cambridgeshire. There is now a County wide operational group focused on adding content and promoting the service.

Our partners CHS Group took forward our Employment Outreach and Mentoring / Befriending projects, supporting those in emergency accommodation and in hostels. A new Action Group is being formed to focus on these and other community support initiatives in anticipation of County and City plans to change the way support is provided to those moving away from rough sleeping. Our Information Action Group took the first steps towards developing a dashboard of individual and group progress towards housing independence.

We developed a “toolkit” to help our group of business partners provide a response to homelessness. We’ve co-sponsored a group of people with lived experience who want to engage in service design. We organised a series of training courses offered free to managers and staff from all local agencies and partners, on Trauma Informed Care and on Co-production.

We have spent a considerable amount of time engaging at Trustee level with the City and County Councils in various forums, and individually, on their respective new homelessness strategies, now adopted. These strategies have changed significantly since first proposed and are now very much in line with much that we have been advocating directly and via Action Groups. Our key goal for 2021/22 is to be prepared for the post-pandemic challenges that will emerge, fulfilling the promise of “Everybody In” to which the wider community and our partners can respond, so that everybody has somewhere to call home.

All the above activities are, directly, or indirectly by supporting partners, aimed at relieving homelessness in Cambridge and surrounding areas, without discrimination. Trustees have had, in all respects above, regard to the Charity Commission’s guidance on public benefit.

The considerable upswell in community spirit and a desire to help one’s neighbour, was especially evident as we began to support “Everybody In” above. We provided opportunities for 100s of volunteers during the year, either directly or via partner organisations, some of whom were, in their turn, not able to work normally during the pandemic. There was a certain fine symmetry in the fit of four groups in particular – Caring for Cambridgeshire’s Homeless, Cambridge Street Pastors, Cambridge Churches Homeless Project, and several churches associated with the last two organisations – who had to close their normal operations but whose passion for and experience in working with and caring for homeless people gave us just the resources we needed as our work grew during the year. We are especially indebted to them.

We would also like to acknowledge the generous support of Microsoft, the Gonville Hotel, NAPP Pharmaceutical, Cambridge City Council and NPT Transatlantic for grant support during the year.

Achievements and performance

The work of the charity has had a considerable effect on the City and on the homeless community. As a direct and indirect result of our “Everybody In” work, providing direct services and coordinating and facilitating the work of partners, some 300 rough sleepers were kept safe off the streets for short time or long. The majority of these then began a housing journey away from the street, many for the first time. Many rough sleepers that had been part of the “homelessness system” for a long term, have had their lives transformed. Rough sleeping numbers are halved, or less.

We cannot take credit for all this – our role is not to “own” services and their achievements, but to make a difference with others. However, it is clear that our ability to coordinate such a wide range of partners, and to leverage such a



Annual Report and Accounts 2020/21

Somewhere to Call Home

community response, for example in the daily and year-long support of a large number of rough sleepers with good, safe accommodation, good food and daily contact, has made the key difference in the city.

Evidence of the changes that have been brought about include the decision, towards the end of the winter, to avoid as far as possible any return to the pre-pandemic winter shelter model of communal floors, and to work together – charities, landlords, Council – to provide a better model using en-suite rooms. A second change is that the new models of supported housing, to be launched in the City in 2022, include the requirement to encourage street-based organisations to move on from street-based work to providing support to rough sleepers on their housing journey, bringing the community to them: something we modelled during “Everybody In”.

This is what we mean by “It Takes a City”.

Our Chair, Chris Jenkin, was awarded the British Empire Medal (BEM) in the Queen’s Birthday Honours on 10th October 2020, for services to the homeless in Cambridge during COVID-19.

Financial review

Financial position

In its first period of account the charity generated income of £180,138. Total expenditure for the period amounted to £145,807 and the net result for the year was a surplus of £34,331.

Reserves

The charity is a start-up, and funds were secured in advance of the start of the year to cover the core costs forecast for the year. Additional expenditure during the year was covered with related income. It was not possible to accrue any substantial reserves. At 31 March 2021 the charity has total reserves of £34,331 of which £21,175 are restricted.

Structure, governance and management

The governing document of the charity is a Memorandum and Articles of Association dated 12th December 2019. The charity is a company limited by guarantee operating, registered with the Charity Commission and recognised as a charity for Gift Aid by HMRC.

New Trustees are appointed by the Trustees following interview by two or more Trustees and submission of an up to date CV. New trustees are briefed by the Chair and provided with access to key documents before their first Trustees meeting.

The charity collaborates with a large number of local organisations, statutory, commercial and voluntary, in a variety of ways. These are relationships of mutual respect around a common goal of eliminating homelessness, often in informal groups facilitated by the charity. None are formal.

During the year, members of one such group formed a new entity to deliver the housing strategy developed by the group, the It Takes a City Community Land Trust, a charitable Community Benefit Society incorporated by the Financial Conduct Authority and recognised for Gift Aid by HMRC. The chair of It Takes a City (Cambridge) led this development and became the Secretary and Chair of the new entity. The new entity shares the logo of It Takes a City (Cambridge) and is deemed by the present charity as responsible for delivering the strategy of delivering new supported homes for the homeless, for those leaving the street and those leaving the hostel system. The new entity



Annual Report and Accounts 2020/21

Somewhere to Call Home

was being formed at about the same time that It Takes a City (Cambridge) was being incorporated and the company's legal advisors recommended that new entity became independent and adopted a different legal form.

Reference and administrative details

Name

The name of the charity is It Takes a City (Cambridge). The short form It Takes a City is often used, abbreviated to ITAC.

Registration

The charity is registered as a charity in England by the Charity Commission, number 1190676. The charity is registered as a company in England and Wales at Companies House, number 12361870.

Registered address

c/o St Paul's Church
Hills Road
Cambridge
CB2 1JP

Trustees and Company Directors

Chris Jenkin BEM – Chair
Emma Hooton
John Cross
Lee Welham
Simon Allcock
Sean Griffin
Ian Hosking
Madeleine Cassidy – appointed 1st February 2021
Eleanor Puttock – resigned 23rd March 2021
Martin Evans– resigned 20th January 2020
Peter Parsons – resigned 12th June 2020
Sheila Marshall – resigned 20th January 2020

Solicitors

Taylor Vinters
Merlin Place
Milton Road
Cambridge CB4 0DP



Accountants

PEM

Salisbury House

Station Road

Cambridge CB1 2LA

Plans for future periods

Along with everyone else we are digesting the likely impact of the government's roadmap to exit from lockdown over the coming months as the pandemic eases. We expect the work of the Action Groups to continue to flourish, with our support, delivering further new solutions and services.

We expect the emergency provision of support to rough sleepers in the accommodation we help to manage will continue from April onwards, whether in the present large facility or something smaller. Plans for the coming winter are not yet clear: we would very much prefer to see rough sleepers offered accommodation off the street, without a need for night shelters, cold weather provision, etc. We have developed a comprehensive set of know-how which we want to be able to share and see used, just as much as we do not want to see anyone sent back to the streets for lack of emergency provision.

We expect to see a continued need for visiting support, with meals, to those that have moved on from emergency accommodation into their own home. We will look to work with the Cambridge Food Poverty Alliance on this.

We have potentially a key role to play in the implementation of the City Council's Homelessness and Rough Sleeping Strategy for 2021-2026, and in the implementation of the County Council's new approach to delivering supported accommodation services for the homeless, which will for the first time include the work of the voluntary sector, and for which a very small number of multi-year tenders are about to be issued for work starting on 1st April 2022.

Other County and Peterborough developments will be getting under way from April – a homelessness hospital discharge scheme, a substance mis-use programme, a systems change programme for adults with multiple disadvantage – all complex and wide-ranging programmes, themselves interlocking. It Takes a City is being called in as a partner in these programmes; we may be able to bring together resources, ideas and solutions from the wider community, that complement the commissioned services.

We are contributing to the resolution of all these uncertainties through our relationships with the key players and partners involved. Our position for 2021/22 must therefore be summarised as follows. We will:

1. Continue to facilitate the Action Groups in bringing about change, in particular to:
 - a. Bring **Street Support Cambridgeshire** to its full potential, working with District partners, as the main tool for finding help, giving help and being informed.
 - b. Introduce new and improved ways of measuring progress using a **dashboard of key indicators**, based on flow and efficacy, not status and issues
 - c. Support the **It Takes a City Community Land Trust** in their communications and engagement across the wider homelessness sector as a growing provider of low-cost supported housing
 - d. Facilitate and encourage **the voices of Women, Young People and those with lived experience** to be heard in service design and system change

Annual Report and Accounts 2020/21

Somewhere to Call Home

- e. Support the **transition from street-based to accommodation-based support services** around mentoring, employment, skills-sharing, personal development and community engagement
- f. Support the **business community** in making an effective response to rough sleeping and homelessness.
2. Work with external partners to coordinate the delivery of **training sessions** on key topics for all in the sector
3. Engage with and support **strategic developments** locally and regionally, bringing the wider community together to ensure that the needs are met, and gaps are filled
4. Ensure that our governance, systems and processes enable us to be **ready to respond** to the above needs.

Fundraising

The charity does not undertake traditional fundraising from the general public, nor does it employ anyone to do this on its behalf.

The charity was established to tap into new resources and in financial terms these have been found in the form, primarily, of local high net worth individuals and local businesses identified through the network of partners and relationships that originated at the 2018 Summit, and from the personal relationships and networks of the Trustees.

The charity is very happy to acknowledge the support of the following principal organisations who have provided grants and donations to support our work:

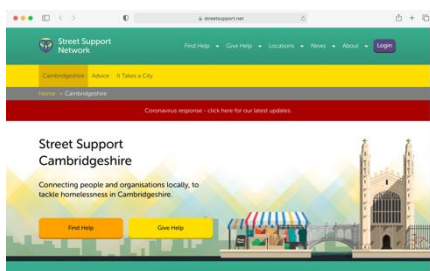
- Cambridge City Council
- Cambridge Local Assistance Scheme
- Gonville Hotel
- Mawson Road Community Orchestra
- Microsoft Research
- NAPP Pharmaceutical
- NPT Transatlantic
- St Andrew's Chesterton PCC

Detailed achievements and plans

Introduction

This section details the work carried out by ITAC, by the Action Groups that were set up following the Cambridge Summit on Homelessness in November 2018, and by others established since then. It Takes a City (ITAC) was set up to coordinate and resource the Action Groups and the initiatives they developed.

Street Support Cambridgeshire



The Digital Connects Action Group proposed and launched, in October 2019, www.streetsupport.net/cambridge, a mobile-friendly information website. It provides user-friendly information on all Cambridge services that support rough sleepers and the homeless, as well as information on ways that any member of the community can support these services. We then expanded the site to include all the other local housing districts (South Cambridgeshire, East Cambridgeshire, Fenland and Huntingdon). ITAC took on responsibility

Annual Report and Accounts 2020/21

Somewhere to Call Home

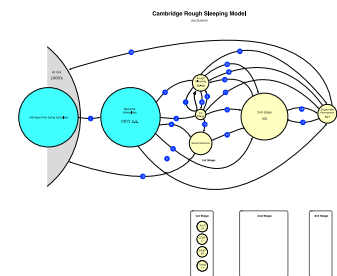
for operating this site, and the contract with the platform provider, Street Support Network Ltd. This concluded the work of the Action Group, and a County wide operational group was set up, led by ITAC, to develop the use, content and functionality of the site further.

Our goals in 2021/22, in addition to further developing and maintaining Cambridge City content are:

- To **build** awareness and usage so that the site becomes the place to go to for information relating to homelessness
- To **support** the local housing districts in developing their content
- To **promote** complementary initiatives such as the alternative giving scheme Cambridge Street Aid

Information

This Action Group focused on the development and use of information relating to the progress of homelessness at individual, cohort and system level. It went quiet for a time at the start of the pandemic since the key resources were re-directed onto the COVID-19 response. Proposals for improving the way that information on the progress of people from street to home is captured, analysed and presented, continued to be explored. With support from a University of Cambridge student group a visualisation tool was developed showing the flow of people through the homelessness system, using data from the Masters House project.



Our goals in 2021/22 are:

- To **develop** the tool further using data from a live project
- To **broaden** the participation in the group.

Housing

This Action Group, which included most local housing providers and related support services, developed a housing strategy aimed at building 20-50 new supported homes per year for the next 10-15 years dedicated to rough sleepers and hostel residents, funded by social investors. One site was identified, with a willing landowner and a number of partners willing to help. Based on work being led by Allia, a member of the group, the group decided to plan on the use of modular homes, built off-site and able to be relocated if necessary. Members of the Action Group then formed a small committee with the intention of forming a new Community Land Trust (CLT) to bring the proposals to life.



During the year, with the support of the Cambridgeshire and Peterborough Combined Authority, the new CLT became incorporated as the It Takes a City Community Land Trust, a charitable community benefit society, with five members of the Action Group forming the initial Board. The new CLT, with pro-bono support from property consultants Carter

Annual Report and Accounts 2020/21

Somewhere to Call Home

Jonas, submitted a pre-application planning enquiry to South Cambs District Council for a scheme to include 20 homes and a community café on the above site. However, a number of planning constraints were identified and the work on the site was paused. The CLT had a short-list of other sites, working with strategic landowners across Greater Cambridge, and completed a first-stage social investor funding campaign raising nearly £50,000 for immediate project management and planning costs for the short-listed sites, and c. £300,000 to purchase the first six modular homes built off-site. At year end the CLT was developing detailed proposals and planning assessments for the two most promising sites which would take 14 modular homes in total, with considerable interest and support from the local property industry.

Responsibility for all the above rests with the Board of the new CLT. Contact can be made via the Chair, Chris Jenkin – chris@itacclt.org.uk.

At a recent meeting of the Action Group, it was decided that:

- It had served its purpose and can now close with all members being invited to join the new CLT as Members
- It Takes a City will continue to **promote** the work of the CLT in finding partners, land and finance and to **connect** the CLT with related initiatives and programmes, in particular around support.

Women

This is a vibrant group representing all services available to homeless women. The group, which includes those with lived experience, is the voice of women in service design. In the previous year it focused on building a directory of all relevant services, developing a proposal for a women-only off-street respite centre, and exploring the potential for a women-only supported house.

The group went quiet for a time at the start of 2020/21 since the key resources were re-directed onto the COVID-19 response. The group is meeting again, focused on building the evidence for a women-only off-street respite centre, responding to proposed changes in City and County homelessness strategies, and providing the women's voice in ITAC's other groups, ensuring that the particular needs of homeless women are met.



Youth



This is a large Action Group including representatives of all services supporting homeless young people. The group developed proposals for a common basic assessment and referral system for all youth accommodation services.

The group went quiet for a time at the start of 2020/21 since the key resources were re-directed onto the COVID-19 response. However, the above principles were adopted within the County Council's re-commissioning for young people's housing related support services, due to commence on 1st January 2022. Group members became actively engaged in responding to the new tender which would bring the key players together into a new contract, and we concluded, with them, that the group had met its purpose and would no longer need to meet. ITAC will work to ensure that former members of the group provide the young people's voice in ITAC's other groups, so that the particular needs of homeless youngsters are met.

Annual Report and Accounts 2020/21

Somewhere to Call Home

Working

The group drew people from across the sector, including those with lived experience, to identify pathways to employment for rough sleepers and those remaining in hostel accommodation. The group developed a scheme for employers to join, and began, operationally, to connect those who need employment to those who could employ them, working with a small number of supportive employers in specific sectors. The group then identified the need for an additional outreach post to carry this forward. CHS Group was identified as the right organisation to host the new role, and ITAC and CHS Group were successful in CHS Group raising funds for the post for 2020/21.



COVID-19 impeded the progress that could be made as many of the employers the group had identified had to close down. The group itself was quiet for a time at the start of 2020/21 since the key resources were re-directed onto the COVID-19 response: but CHS Group's work continued in reaching out to those needing employment and working alongside them to find and be prepared for the opportunities that were available.

This group has now been merged into the new Community Connects Action Group, see below.

ITAC and CHS Group were again successful in bidding for funds so that this work continues in 2021/22.

Support



Following the Summit this group had a main objective of raising funds to enable a new mentoring / befriending scheme to be developed, supporting rough sleepers and those on the housing journey, as a person-centred scheme that stays with the person on the journey, regardless of their housing situation. A secondary objective of ensuring that lessons were learned from a recent death on the street was fulfilled by the County Council's

independent review and recommendations published during the year.

As above, CHS Group was identified as best placed to host the new mentoring / befriending scheme, and once again ITAC and CHS Group were successful in CHS Group raising funds for the post for 2020/21.

The new scheme was set up and launched during the year, mentors recruited, vetted and trained, mentees found, and connections made. As elsewhere, COVID-19 impeded progress a little.

This group has now been merged into the new Community Connects Action Group, see below.

ITAC and CHS Group were again successful in bidding for funds so that this work continues in 2021/22.

Community

A new County / City commissioning strategy for housing related support for adults, to commence 1st April 2022, will mark a potential major change away from the previous focus on hostel accommodation, and towards supporting people in their own accommodation. And support will be provided, just as for our mentoring / befriending project above, based on, and staying with, the person and not based on the accommodation the person is in at any one time.

Annual Report and Accounts 2020/21

Somewhere to Call Home

The new support provider(s) will also be required to work with the voluntary and community sector, ensuring a shift of focus away from street-based “hand-outs” and to working with the support providers.

ITAC is leading on several initiatives that “re-purpose” street-based support to housing-based support. Hence this new Action Group will bring together, propose and help to initiate, other ways of bringing the resources and care of the wider community to “wrap-around” and help people sustain and progress in their accommodation, to build their community connections and to flourish.



The new group being will include the former Working and Support groups above, to support, connect and encourage the work of CHS Group in these areas.

There are three further County-wide support initiatives that the group will need to liaise with:

- A **hospital discharge scheme**, with dedicated resources in the major hospitals, to prevent the all too frequent “discharge to the street”
- A **rough sleepers substance misuse programme**, bringing together resources from across the County and Peterborough, to provide a much-needed increase in the resources to help rough sleepers move on from substance misuse. This includes using peer and voluntary support workers to complement the professional teams. We are part of the operational group overseeing the programme.
- A system change programme to improve radically the way that **adults with multiple disadvantages** are supported across the County and Peterborough. ITAC is a named partner, with expertise in bringing a wide partnership together to achieve joined-up aims.

The new group’s goals for 2021/22 are expected to be:

- To **support** the development of the Employment Outreach and Mentoring / Befriending Schemes.
- To **work** with voluntary and community groups to identify, develop and launch new support schemes that can be offered to former rough sleepers alongside the professional services
- To **encourage** other volunteers to step forward to help
- To **promote** the working, mentoring and any new schemes across our partners



Business



We established a group of local business organisations to act as our “gateway” and counsel in reaching out to the wider business community in support of the wider work of It Takes a City. It was quickly apparent that a key need was to help high-street establishments know what to do and how best to help when rough sleepers are literally on their doorsteps, and we drafted an initial “Toolkit” based on work in other cities.

COVID-19 was of course particularly difficult for the high street, our own resources were stretched, and initially, due to the “Everybody In” initiative there were of course very few rough sleepers on the streets anyway, with the strong hope that would remain the case. We therefore pressed pause.

We are now updating the “Toolkit” taking into account all recent developments and will re-establish the group, once again as “gateway and counsel” to the wider business community.

Our goals for 2021/22 are:

- To establish this group as a powerful way to **connect** with the business community.
- To **support** businesses by developing and rolling-out a toolkit of advice and guidance
- To **present** funding and resource needs to the business community

Co-production

We have been supporting a Co-production Group of those with lived experience of homelessness who are keen to contribute to service design and system change across the County.

A new part-time Co-production Facilitator has just been appointed to build on this work and we look forward to seeing those with lived experience engage more actively with our various groups during 2021/22. We are part of a small oversight group for the role.



Training



During the year we received a grant from the government’s Rough Sleepers Initiative to cover the costs of providing 20 training places in Trauma Informed Care and in Co-Production to commissioners, service leaders and front-line staff across the partner network.

Again, the COVID-19 response impeded us for a while, but by year end we had delivered two modules of Trauma Informed Care training and one module of Co-Production training to about 35 people in total. The courses were delivered online in a group session by our chosen partners, Homeless Link and the MEAM Network respectively. We anticipate the same grant for next year.

Annual Report and Accounts 2020/21

Somewhere to Call Home

Our goals for 2021/22 are:

- To **deliver** 3 or more courses

“Everybody In”



On 26th March 2020 the Housing Minister wrote to all housing authorities instructing them to make every effort to bring rough sleepers off the street into emergency accommodation, with funding support to follow – “Everybody In”. All shared accommodation had to close. National lockdown commenced. While this paused or slowed some of our plans for 2020/21, it opened up a new opportunity, to use our networks and resources to support “Everybody In” by locating suitable accommodation and offering associated services, in conjunction with the City Council as the

“Everybody In” lead agency.

We have supported as follows, which will continue from April 2021 onwards in some form:

- Helped set up and facilitate the bi-weekly **COVID-19 Cambridge Homelessness Partnership** meeting, bringing together all local agencies to ensure a coordinated multi-agency response in accommodation, support and health
- Set up and led a wide partnership to prepare, transport and deliver **all daily meals and practical essentials**, and provide daily contact and signposting, to up to 120 people in “Everybody In”, across up to 7 locations, 7 days a week.



- Secured high quality **summer-long en-suite student accommodation** for the Council for 20 rough sleepers



- Provided **on-site support for 20 people, including resettlement, bedding and laundry and other domestic needs**, coordinated with 6 local hotels being used for the same purpose

- Secured high quality **winter-long en-suite student accommodation** for the Council for 60 rough sleepers, significantly reducing the Council’s need for expensive hotel accommodation.



- Provided **on-site support for 60 people, including resettlement, bedding, laundry, COVID-19 safety, other domestic needs and more recently a lateral flow testing programme.**

Through all the above work we have helped to keep 100s of people safe, and not just safe but well looked after, boosting the chances of engaging with the support provided by local agencies and achieving a positive move on into accommodation. We now see the work of our Action Groups in the light of the needs of the former rough sleepers in the above emergency accommodation, to help them engage with, secure and sustain resettlement options, such that no-one has to return to the streets.

Due to the good offices of the Council and MHCLG funding, the winter project above will continue to the end of June 2021, with the expectation that all those still accommodated at the end of the year will have been found suitable accommodation by that time.



Annual Report and Accounts 2020/21

Somewhere to Call Home

Just before the year end, the Council asked us to continue the above support work and to take on responsibility for the support to up to 20 former rough sleepers moving from “Everybody In” to Council-funded private rented sector accommodation. We will add the other ITAC initiatives above to make this a holistic support offer.

Our goals for 2021/22 are to:

- Bring the above “Everybody In” work to a good conclusion, on behalf of the Council
- Develop the wrap-around support service for those in the private rented sector
- Establish, if possible, version of “Everybody In” for the coming winter.

Liaison

Since before the Summit in 2018 we have actively engaged with the County and City Councils, advocating, supporting and partnering. This has significantly accelerated during this year of COVID-19 while playing a lead role in the response to the pandemic for rough sleepers.



We have been working with the County and City Councils on the new “Street to Home” commissioning strategy for supported housing services, due to start in April 2022. We have contributed a lot of time and thought into the new commissioning strategy, providing informal and formal responses, and we are gratified that many of the developments and changes we have been advocating both directly and via the Action Groups are now evident in the new approach.



The Council has recently adopted a new Homelessness and Rough Sleeping Strategy, into which we contributed a lot of time and thought, informally and formally, including a contribution to the Housing Scrutiny Committee which approved the new Strategy. We endorse the strategy, which again reflects a lot of our advocacy in the past two years and have made recommendations for focus and for implementation which have been warmly received.

During the coming year we expect to continue to assist in seeing these developments come to fruition, as a “critical friend” and as a supportive partner bringing together the considerable level of support and commitment to addressing homelessness that is available in the wider community.

Resilience

The scope and scale of our work increased dramatically during the year due to the COVID-19 pandemic, bringing into a play a new role of connecting resources from the wider community to bear on current operational issues affecting homeless people, in addition to our core role of bringing resources together to develop new solutions that make a difference. For the new work, listed above under the COVID-19 heading, we went from conversation to action to change in a matter of days, several times. We led on the process, but each time relied upon the goodwill and support of numerous organisations and many volunteers. Each new piece of work was on the front-line, working directly with service users, mainly those who had until very recently been sleeping rough. We had to pay careful attention to COVID-19 safety in addition to mitigating all the normal risks of service delivery. Work was started without the usual weeks or months of planning and





Annual Report and Accounts 2020/21

Somewhere to Call Home

preparation, as the only possible response to an emergency situation, at the urgent request of Cambridge City Council. Considerable Trustee effort was required to set up and supervise the work.

It became clear that we needed to pay much more attention to governance and risk management, to provide a stable basis for the future. We see this as part the natural growth of the charity, albeit accelerated by the requirements of the pandemic. With the generous support of a donor, we were able to take someone on to work on a comprehensive approach to governance and risk management, with the first phase, developing the key policies and risk assessments needed, now complete.

As part of this work, we developed and reviewed a comprehensive Risk Register and concluded that a key risk is the availability of the Chair, who leads on strategic engagement, financial management, document management, compliance and Board and Company administration.

Our goals for 2021/22 are:

- Subject to further agreement, to **embed these policies and processes** into our operations and extend the work to **cover the wider issues of compliance, reporting, new service development and impact analysis**.
- Buy in and establish **accounting and administration resources**.



Trustees Responsibilities Statement – for the period ending 31 March 2021


The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' 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. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) 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 Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the 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 Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:


.....

Mr Chris Jenkin BEM

Chair of Trustees

Date: 15th July 2021



Independent Examiners Report – for the period ending 31 March 2021

I report on the accounts of the Charity for the period ended 31 March 2021, which are set out on pages 18 to 27.

Responsibilities and basis of report

As the charity's trustees of the Company (who are also the directors of the company for the purposes of company law), you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act").

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ("the 2011 Act"). In carrying out my examination, I have followed the Directions given by the Charity Commission (under section 145(5)(b) of the 2011 Act).

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Mr M Hewett ACA DChA

Peters Elworthy and Moore
Salisbury House, Station Road
Cambridge CB1 2LA



STATEMENT OF FINANCIAL ACTIVITIES
(including Income & Expenditure Account)

FOR THE PERIOD ENDED 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total £
INCOME				
Donations and legacies	1	3,920	99,714	103,634
Income from charitable activities	2	76,135	250	76,385
Other income		119	-	119
Total		80,174	99,964	180,138
EXPENDITURE				
Charitable activities	3	87,883	57,924	145,807
Total expenditure		87,883	57,924	145,807
Net (expenditure)/income for the year		(7,709)	42,040	34,331
Funds brought forward at beginning of year		-	-	-
Transfers		20,865	(20,865)	-
Funds carried forward at end of year		13,156	21,175	34,331

The accompanying notes form part of these financial statements.



BALANCE SHEET (Registered Number: 12361870)

AS AT 31 March 2021

	NOTE	2021 £
CURRENT ASSETS		
Cash at bank and in hand		51,065
		----- 51,065
CURRENT LIABILITIES		
Creditors	8	(16,734)

NET CURRENT ASSETS		34,331
		----- 34,331 =====
Represented by:		
Unrestricted	9	13,156
Restricted	9	21,175
		----- 34,331 =====

The company's financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The Trustees consider that the company is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") relating to small companies and members have not required the company to obtain an audit for the period in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the Trustees on 15th July 2021 and signed on their behalf by

Chris Jenkin BEM
Chair of Trustees

The accompanying notes form part of these financial statements



Notes to the Financial Statements

ACCOUNTING POLICIES FOR THE PERIOD ENDED 31 March 2021

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing accounts in accordance with the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second edition October 2019, effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Critical accounting estimates and areas of judgement

There were no significant accounting estimates or judgements made by management in preparing these financial statements.

Going concern

The Trustees have reviewed the financial position of the charity and have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements will continue to be prepared on a going concern basis.

Company status

The Charity is a company limited by guarantee. The members of the Charity are the Trustees named on page 1 and those organisations and individuals who have been invited to become members and where relevant have paid the membership fee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity.

Income recognition

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.



Annual Report and Accounts 2020/21

Somewhere to Call Home

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that those conditions will be fulfilled in the reporting period.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure recognition and irrecoverable

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities includes the costs associated with furthering the charitable purposes of the charity through the provision of its charitable activities. These costs include charitable grants and donations. It also includes governance costs.

As the Charity is not registered for VAT, all VAT incurred is charged against the relevant category of expenditure.

Financial Instruments

The charity only holds financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.



Annual Report and Accounts 2020/21

Somewhere to Call Home

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.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1. DONATIONS AND LEGACIES

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total funds 2021 £
Grants	-	63,464	63,464
Donations	3,539	29,000	32,539
Tax recoverable on donations	381	7,250	7,631
	-----	-----	-----
	3,920	99,714	103,634
	=====	=====	=====

Included within restricted grant income is gift in kind income amounting to £6,000. Associated costs are shown within direct costs. Included within grants above is £13,000 received from Cambridge City Council.

2. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total funds 2021 £
COVID-19 Food and support scheme	16,835	250	17,085
COVID-19 on-site support	52,900	-	52,900
Street Support Cambridge	6,400	-	6,400
	-----	-----	-----
	76,135	250	76,385
	=====	=====	=====



Somewhere to Call Home

3. EXPENDITURE ON CHARITABLE ACTIVITIES

	2021
	£
Direct costs	
COVID 19 food and support scheme	20,862
COVID 19 on site support	49,927
Training costs	2,200
Coordinator costs	26,214
Staff costs (NOTE 4)	15,782
Street Support Cambridge	18,825
Policies and process costs	3,150

	136,960
	=====
Governance and Support costs (see analysis below)	8,847

	145,807
 Support costs	
Management and Administrative support	4,466
Bank charges	139
Office costs	363
Subscriptions	74
Insurance	715
Accountancy fees	1,500
Other	90

	7,347
 Governance costs	
Independent examination fee	1,500

	8,847
	=====

4. STAFF COSTS

	2021
	£
Support costs	
Wages and salaries	15,322
Social security costs	-
Pension costs	460

	15,782
	=====
	No.
Average number of staff	1

No employee earned in excess of £60,000	



Somewhere to Call Home

5. INDEPENDENT EXAMINER'S REMUNERATION

2021
£

Independent examiners' remuneration

- Examination fees

1,500

- Accountancy fees

1,500

=====

6. TRUSTEES' EXPENSES AND REMUNERATION AND TRANSACTIONS WITH THE TRUSTEES

1 trustee received reimbursement of expenses incurred in connection with the affairs of the charity amounting to £978. At the year end £166 was outstanding.

7. TAXATION

The Company was recognised as a charity with effect from 12 December 2019 and from that date is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or s256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. Therefore no taxation falls to be provided for in the accounts.

8. CREDITORS

2021

Amounts falling due within one year

£

Trade creditors

13,175

Accruals

3,000

Taxes and Social Security

229

Other creditors

330

16,734

=====



Annual Report and Accounts 2020/21

Somewhere to Call Home

9. FUNDS

	Opening Balance	Income	Expenditure	Transfers	Balance as at 31 March 2021
	£	£	£	£	£
Unrestricted	-	80,174	(87,883)	20,865	13,156
Restricted					
Street Support Cambridge Start-up Fund	-	9,000	(10,500)	1,500	-
Aidan Trust -Start-up, administration and Coordinator Fund	-	25,000	(6,111)	-	18,889
NPT Transatlantic - Personnel and Related Costs Fund	-	15,000	(15,000)	-	-
Aidan Trust – Resilience Fund	-	4,000	(3,150)	-	850
Cambridge City Council - Coordinator and related costs Fund	-	10,000	(10,000)	-	-
Coordinator start-up Fund	-	6,250	(8,885)	2,635	-
Development Fund	-	25,000	-	(25,000)	-
Masters House Residents Fund	-	2,464	(1,828)	-	636
Daily Meals Fund	-	250	(250)	-	-
Training Fund	-	3,000	(2,200)	-	800
Total restricted	-	99,964	(57,924)	(20,865)	21,175
Total funds	-	180,138	(145,807)	-	34,331

Fund Purposes

Street Support Cambridge Start up Fund – Relates to donations specifically for the running of the Street Support Cambridgeshire website. Included within this fund is £6,000 paid directly to the supplier on behalf of It Takes A City (Cambridge).

Aidan Trust -Start-up, administration and Coordinator Fund – Grant to be used against set up and admin costs and costs associated with the Coordinator and Community Engagement Manager.

NPT Transatlantic - Personnel and Related Costs Fund – Grant income is to be spent on personnel costs.

Aidan Trust – Resilience Fund – Income received specifically to cover expenditure on Safeguarding, health and safety, data protection and “HR” policies, including Risk management policy, risk register, risk assessments as well as developing Specific policies and controls for the services offered (Street Support Cambridge, food scheme, support scheme). The project is due to complete in the following year.

Cambridge City Council - Coordinator and related costs Fund – Income received specifically from the City Council to Co-ordinate and resource It Takes A City Action groups.

Coordinator start-up Fund – Income specifically received to cover the costs of the charities co-ordinator. Costs exceeded the income specifically receive, hence a transfer from unrestricted.

Development Fund - Funding was provided to enable the charity to pay for projects arising from Action Groups, but due to the pandemic, and success in raising other funds for projects that did proceed, donors agreed it could be used for more general development purposes. A transfer is shown to reflect this.

It Takes a City (Cambridge), c/o St Paul’s Church, Hills Road, Cambridge CB2 1JP

Company Limited by Guarantee Registered in England and Wales (No. 12361870) Registered as a Charity in England (No. 1190676)



Annual Report and Accounts 2020/21

Somewhere to Call Home

Masters House Residents Fund– This funding relates to two separate grants from the local CLAS fund, claimed for the charity by Cambridge Cyrenians. Income is to be used to cover domestic costs our partners had incurred in the Masters House food and support work. Balance carried forward will be used to cover future planned costs.

Daily Meals Fund – A donation provided specifically to be used on this scheme

Training Fund – Funding received from MHCLG, via the Council, to be used specifically on training. The balance carried forward is to be used to provide further training in 2021/22.

All of the above funds are represented by cash at bank.

10. ANALYSIS OF NET ASSETS BY FUND

	General Fund £	Restricted Funds £	Total £
Fund Balances at 31 March 2021 represented by:			
Current assets	29,890	21,175	51,065
Current liabilities	(16,734)	-	(16,734)
	-----	-----	-----
	13,156	21,175	34,331
	=====	=====	=====

11. MERGER DETAILS

It Takes A City (Cambridge), was incorporated on 12 December 2019. Its registered charity number is 1190676.

It Takes A City, an unincorporated unregistered association recognised for Gift Aid by HMRC, was initially set up in July 2019 to handle the income and expenditure of the affairs. However, the level of activity quickly outgrew that structure and hence It Takes A City (Cambridge) was incorporated in December 2019 to take the charitable objectives work forward.

Under an asset transfer agreement, all the assets of It Takes A City were transferred to It Takes A City (Cambridge) with effect from 6 April 2020. It Takes A City (Cambridge) also agreed to discharge the liabilities of It Takes A City as they fell due for payment. It Takes A City also agreed to transfer to It Takes A City (Cambridge) any further income arising.

11. MERGER DETAILS (continued)

Analysis of Statement of Financial Activities on merger



	Unincorporated charity (pre merger) £	Incorporated charity (pre merger) £	Incorporated charity (post merger) £	Combined total £
Total income	70,268	-	109,871	180,139
Total expenditure	(24,281)	-	(121,527)	(145, 808)
Net income/(expenditure)	45,987	-	(11,656)	34,331

Analysis of Net Assets at date of merger

	Unincorporated charity (pre merger) £	Incorporated charity (pre merger) £	Combined total £
Net assets	45,987	-	45,987
Represented by:			
Unrestricted funds	7,622	-	7,622
Restricted funds	38,365	-	38,365
Total funds	45,987	-	45,987

12. RELATED PARTY TRANSACTIONS

One trustee, who is self-employed, had a rolling monthly contract with the charity which was fully funded by and on request from Cambridge City Council, to manage a number of the Council's temporary hostels set-up as part of "Everybody In". A total of £28,520 was paid to the trustee during the period and is included in Direct costs – COVID 19 on site support. At the year end there was a balance due of £3,179. This contract ended in May 2021. Full disclosure was made to the Charity Commission and appropriate controls put in place.

A loan amounting to £500 was provided by another trustee to the charity during the period. This loan was interest free and was fully repaid during the period.

During the period 2 trustees made personal donations to the charity totalling £4,500. No benefits were received as a result of these donations.

The application by Cambridge Cyrenians to the CLAS Fund for support to Masters House residents was made on our behalf by a Trustee who is a senior manager with Cambridge Cyrenians.